NOTICE OF MEETING

Notice is hereby given that the next ordinary meeting of Council will be held on Wednesday 17 March 2020 in the Council Chambers, 43 - 51 Tanunda Road, Nuriootpa, commencing at 9.00am.

Martin McCarthy
CHIEF EXECUTIVE OFFICER
THE BAROSSA COUNCIL

AGENDA

1. THE BAROSSA COUNCIL

1.1 Welcome by Mayor Lange - meeting declared open
1.2 Present
1.3 Leave of Absence
1.4 Apologies for Absence
1.5 Minutes of previous meetings – for confirmation:
   - Council meeting held on Tuesday 18th February 2020 at 9.00am
   - Special Council Meeting held on Tuesday 18th February 2020 at 10.30am
   - Special Council Meeting held on Wednesday 4th March at 6.00pm.
   - Special Council Meeting held on Wednesday 11th March at 6.30pm
1.6 Matters arising from previous minutes
   Nil
1.7 Petitions
   Nil
1.8 Deputations
   Nil
1.9 Notice of Motion
   Nil
1.10 Questions with or without Notice
Nil

2. MAYOR
2.1 Mayor’s report - attached

3. COUNCILLORS’ REPORTS
3.1 Nil

4. CONSENSUS AGENDA
4.1 MAYOR
Nil

4.2 EXECUTIVE SERVICES
4.2.1 CHIEF EXECUTIVE OFFICER
Nil

4.2.2 COMMUNICATION AND ENGAGEMENT OFFICERS
4.2.2.1 Communication and Engagement – Quarterly Report

4.3 CORPORATE & COMMUNITY SERVICES
4.3.1 DIRECTOR CORPORATE AND COMMUNITY SERVICES
4.3.1.1 Moculta Community Postal Agency

4.3.2 MANAGER COMMUNITY PROJECTS

4.4 WORKS AND ENGINEERING
4.4.1 DIRECTOR’S REPORT
Nil

4.5 DEVELOPMENT & ENVIRONMENTAL SERVICES
4.5.1 DEVELOPMENT SERVICES
Nil

4.5.2 ENVIRONMENTAL SERVICES
4.5.2.1 Trees for Life
4.5.2.2 Gawler River Floodplain Management Authority

4.5.3 HEALTH SERVICES
4.5.3.1 Food Recalls
4.5.3.2 Food Premises Inspections

4.5.4 REGULATORY SERVICES
Nil
4.5.5 WASTE SERVICES
Nil

5. CONSENSUS AGENDA ADOPTION

5.1 ITEMS FOR EXCLUSION FROM CONSENSUS AGENDA
5.2 RECEIPT OF CONSENSUS AGENDA
5.3 DEBATE OF ITEMS EXCLUDED FROM CONSENSUS AGENDA

6. VISITORS TO THE MEETING/ADJOURNMENT OF MEETING

6.1 VISITORS TO THE MEETING
9.30am Youth Grant Recipients - Jaye Carson and Kelly Jenkin
9.45am Tourism Barossa – Presentation – Cathy Wills

6.2 ADJOURNMENT OF COUNCIL MEETING
Nil

7. DEBATE AGENDA

7.1 MAYOR
7.1.1 Annual Performance and Remuneration of Chief Executive Officer (CEO) 71

7.2 EXECUTIVE SERVICES
7.2.1 CHIEF EXECUTIVE OFFICER
7.2.1.1 Prudential Management Report – Final – Target Next Phase Priorities and Associated Analysis of the Big Project as Adopted in August 2019 (The Target Plan) 73
7.2.1.2 Response to 5G Deputation 657
7.2.1.3 Time and Place of Ordinary Meetings of Council - Amendment 670
7.2.1.4 Section 270 Local Government Act - Internal Review of Council Decision - Matter of Big Project Prioritisation and Financial Modelling 673
7.2.1.5 Engagement Platform Replacement 850

7.2.2 FINANCE
7.2.2.1 Monthly Finance Report (as at 29 February 2020) 862
7.2.2.2 Consideration and Adoption of Audit Committee Resolutions 865

7.3 CORPORATE AND COMMUNITY SERVICES
7.3.1 DIRECTOR CORPORATE AND COMMUNITY SERVICES
7.3.1.1 Nuriootpa Swimming Pool – Communications Plan 879

7.3.2 MANAGER COMMUNITY PROJECTS
7.3.2.1 Naming of Angaston Railway Precinct 900
7.3.2.2 Angaston Railway Station Building - Expression of Interest - Update 902
7.3.2.3 Tanunda Recreation Park Volunteer Advisory Group – Intent to Incorporate
7.3.2.4 Stockwell Recreation Park and Hall Volunteer Advisory Group – Intent to Incorporate

7.4 WORKS AND ENGINEERING

7.4.1 DIRECTOR’S REPORTS

7.4.1.1 Proposed Road Closures - 2020 Barossa History Fair
7.4.1.2 Murray Recreation Park – Eden Valley Caravan Park - Septic Upgrade

7.5 DEVELOPMENT AND ENVIRONMENTAL SERVICES

7.5.1 DEVELOPMENT SERVICES
Nil

7.5.2 ENVIRONMENTAL SERVICES

7.5.2.1 Consideration and Adoption of Committee Resolutions – Barossa Bushgardens
7.5.2.2 Jutland Water Reserve - Updated Native Vegetation Management Action Plan
7.5.2.3 Gawler River Flood Management Authority (GRFMA) – Notice of Annual Business Plan and Draft Budget 2020/21

7.5.3 HEALTH SERVICES
Nil

7.5.4 REGULATORY SERVICES
Nil

7.5.5 WASTE SERVICES
Nil

8. CONFIDENTIAL AGENDA

8.1.1 Section 270 Local Government Act - Internal Review - Consideration of Legal Advice to Council

9. URGENT OTHER BUSINESS

9.1 Request for Leave of Absence – Mayor Lange from Wednesday 18 March up to and including Friday 27 March 2020.
9.2 Request for Leave of Absence – Cr Cathy Troup from Saturday 21 March up to and including Thursday 2 April 2020.

10. NEXT MEETING
Tuesday 21 April 2020 at 9.00am

11. CLOSURE
Mayor’s Report to Council – March Meeting 2020

February
12/02/2020 Meeting John Geber Chateau Tanunda – Tourist Train Option
16/02/2020 Declaration of Vintage - Tanunda
17/02/2020 Redeemer School Nuriootpa – Presentation School Parliament
Meeting Communication Strategy for Adelaide Wine Capital Cycle Trail
Regional Migration Initiatives - Mayor & CEO Barossa Council & ROO / CLO Home Affairs Adelaide
Meeting Megan McLoughlin – Future Day on the Paddock Events
Farewell & Thankyou Event for retiring Chairperson Barossa Tourism
Chris Pfeiffer - St Hugo
18/02/2020 Faith Lutheran College student presentation – Mayor’s role and various levels government
19/02/2020 Faith Lutheran College - STEM Stage II Opening - Member for Barker Hon Tony Pasin
Penrice Quarry Community Meeting
21/02/2020 Premier’s Local Government Event Adelaide
25/02/2020 Presentation 2020 Tanunda Show launch - Rockford Wines
26/02/2020 Flow FM Radio interviews - New event initiative for Barossa
27/02/2020 Light Regional Council Deal / Vision - Meeting with Ministers Knoll and Whetstone, Representation Light Regional Council and Adelaide Plains Council
28/02/2020 Legatus meeting – Clare and Gilbert Valleys Council
Interview Advertiser – Bike Ed program

March
2/03/2020 Interview ABC Radio – Bike Ed program
4/03/2020 Meeting John Geber Chateau Tanunda & CEO Martin McCarthy – Tourist Train Option
6/03/2020 EOI Rail Corridor follow up meeting with Minister Stephan Knoll & CEO Martin McCarthy
10/03/2012 Meeting re The Big Project | Regions Matter Representatives - with Martin (CEO), and Joanne Thomas (Director Corporate and Community Services)

Meeting with Stuart O’Grady Race Director - Tour Down Under

11/03/2020 Meeting with Andrew Shaw Community representative Penrice Quarry Community Group

Reconciliation discussion with Doug Turner, Flinders University, Associate Lecturer, Cr Troup and Cr Johnstone
4.2.2 CONSENSUS AGENDA – COMMUNICATIONS AND ENGAGEMENT OFFICERS

4.2.2.1 COMMUNICATION AND ENGAGEMENT - QUARTERLY REPORT

This report provides a quarterly snapshot of C&EO activity for Elected Member information:

- Event coordination and support
  - 2020 Barossa Fringe on Tour
  - 2020 Santos Tour Down Under
  - 2020 Australia Day
  - Angaston Railway Station opening (pending)
- LG Professionals SA Leadership Excellence Awards nomination
- Nuriootpa Swimming Pool engagement strategy and consultation documents
- Digital platform development
  - New website
  - Community engagement platform
- Video
  - Off the Couch with Ethan TV episode
  - Australia Day award winners
- Keoride on-demand public transport - promotion

RECOMMENDATION
That Report 4.2.2.1 be received
4.3.1 CONSENSUS AGENDA - DIRECTOR’S REPORTS

4.3.1.1 MOCULTA COMMUNITY POSTAL AGENCY

 Officers have been working with Australia Post representatives since late 2019 to secure a new location to house Moculta’s Community Postal Agency, as the current service is still operating from the previous Agent’s residence.

A lease was drawn up in December 2019 for the use of the former tennis clubrooms in Moculta Recreation Park; however, was not proceeded with by Australia Post due to the cost of disability access alterations required by them.

Following Australia Post’s changed proposal as to how the service might operate and subsequent consultation with community representatives and various officers of Council (including planning and heritage advisory input), the Moculta Hall property is now the agreed site.

Australia Post is organising installation of a front loading post box unit (1910mm x 1m x 450mm) under the verandah on the northern side of the Hall for 24/7 access by post box holders, and an Australia Post Community Postal Agency sign (800mmx 400mm). The Agent will provide on-site services (1.5 hrs each day plus .5 hr on Wednesday evenings) inside the building in the ticket office area (storage cupboard being installed).

It is hoped that all installations will be complete by mid-March, when Australia Post will assist the Agent with relocation to the Hall and inform the community.

This has been a strong process of community, agency and Council collaboration to retain a core service within the rural township.

RECOMMENDATION:
That report 4.3.2.1 be received and noted.
4.3.2 CONSENSUS AGENDA – MANAGER, TOURISM SERVICES

4.3.2.1 TOURISM BAROSSA INC – 2018-2019 ANNUAL REPORT, AUDITED FINANCIAL STATEMENTS, 2019-20 BUDGET AND PERFORMANCE TARGET REPORT

Tourism Barossa Inc have provided their 2018/19 Annual Report, 2018/19 Audited Financial statements, 2019/20 Budget and 2018/19 Performance Target report as per our 3 year funding Agreement 2017/18 to 2019/20. (Copies attached.)

RECOMMENDATION:
That report 4.3.2.1 be received and noted.
TOURISM BAROSSA INCORPORATED

Report to the
Annual General Meeting
18 September 2019
Tourism Barossa Incorporated
Annual Report: 2019

TOURISM BAROSSA INCORPORATED
ANNUAL GENERAL MEETING AGENDA

Wanera Wine Bar, Angaston
Wednesday 18 September 2019

8.15am for 8.30am start
Tea & Coffee provided

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TOURISM BAROSSA BOARD 2018-19

Industry Representatives:

Arno Wine Co.                  Ruby Stobart (TBI Vice Chair) resigned May 2019
Barossa Valley Ballooning     Michael Ludlow
HWR Media & Communications    Tom Raggatt
Jacob’s Creek                  Lisa Anderson casual vacancy from June 2019
Lindsay Wine Estate           Sharyn Bobridge
Whistler Wines                 Chris Pfeiffer (TBI Chairperson)
Yalumba                        Sally Johnson

Stakeholder organisations:

Light Regional Council        Mayor Bill O’Brien
Light Regional Council        Kieren Chappell
The Barossa Council           Leonie Boothby
The Barossa Council           Joanne Seabrook, Manager Tourism Services (TBI Public Officer)

Board nominated organisations (specific expertise):

RDA Barossa, Gawler, Light, Adelaide Plains  Craig Grocke
Tourism Barossa Inc
Annual General Meeting - Minutes
Wednesday 20 September 2018,
Wanera Wine Bar, Nuriootpa

Meeting opened 8.45am

1. WELCOME & APOLOGIES

Members In attendance:
The Barossa Council – Joanne Seabrook
Maggie Beer Farmshop – Anne Kroehn
Big 4 Barossa Tourist Park – Tanya Pumpa
Discovery Parks Barossa Valley – Jacky Pampling-Jones
Penfolds Barossa / Saltrams / Wolf Blass – Amanda Scheiner
Rockford Wines – Brett Lanthois
Peter Lehmann Wines – Katelin Boase
Whistler Wines - Chris Pfeiffer
Light Regional Council – Mayor Bill O’Brien
Light Regional Council – Kieren Chappell
Light Regional Council – Liz Heavey
Casa Carboni – Fiona Carboni
Rosenvale Vineyards – Joanne Shaw
Krondorf Creek Farm – Jess Greatwich
Barossa Shiraz Estate – Ty Watkins
Jacob’s Creek – Lisa Anderson
Thorn-Cark Wines – Paul Judd
The Villas – Barossa – Cathy Wills
Taste Eden Valley – Melissa Raymond
The Barossa Council - David de Vries
HWR Media & Communications - Tom Raggatt
Barossa Unique Tours – Tony Tscharke
Arno Wine Co - Ruby Stobart
Lindsay Wine Estate - Sharyn Bobridge
Seppeltsfield Wines – Nicole Hodgson
RDA Barossa - Anne Moroney
Plush Group – Andrew Plush
Yalumba Wines - Sally Johnson
Barossa Valley Ballooning – Michael Ludlow
Barossa Valley Ballooning – Barbara Ludlow

Other Attendance:
Tourism Barossa – Jenny O’Brien
Tourism Barossa – Taryn Wills
Barossa Grape & Wine Association – James March
Barossa Valley Ice cream Company – Julie Donellan
Apologies
Queen’s Cottage – Mel Menadue
Pindarie – Wendy Allan & Tony Brooks
Barossa Daimler Tours – Libby & John Baldwin
Hayes Family Wines – Brett Hayes
Z Wines – Kristen Zerk
Barossa Cruisin – Mark Moar
Barossa Old Garage BnB – Jannine Moar
Tscharke’s Place – Damien & Eva Tscharke
Lucy’s Place – Steve Hof
Seppeltsfield Road Distillers – Jon Durdin
Rolf Binder – Cynthia Binder
Barossa Valley Estate – Ryan Waples
Seppeltsfield Vineyard Cottage – Sharyn Rogers
Two Hands
Darlings Café – Wendy Trotta
The Louise – Kylie Mansfield
Barossa Taste Sensations – Jonathan Milne
Barossa Motor Lodge – Jess & Lesley Meek
Turkey Flat – Christie Schulz

2. CONFIRMATION OF PREVIOUS MINUTES (Signature by Chair)

MOVED: That the minutes of the 2017 AGM be accepted as true and correct record: Sharyn Bobridge
SECONDED: Tom Raggatt
All in favour. CARRIED

3. CHAIR’S REPORT

2017/18 Annual Board Report of Tourism Barossa Inc.

MEMBERSHIP FOCUS

Tourism Barossa Inc. is established primarily for the members who contribute fees toward the staffing expertise, so that we are able to increase their exposure to tourism and enable them to gain financial benefit from visitors to our region. While members are our key stakeholders, our work as an organisation also enables others to benefit. It is important to remind ourselves that all people within The Barossa and Light Regional Council areas benefit from the increase in Tourism and that this also impacts the South Australian and Australian economies.

Membership grew by another thirty-one members this year, reflecting the efforts of the staff and in particular Jess Greatwich and this takes our membership up to 285. Training for members continues to be a priority via the skilled resources of Jess and supporting organisations such as RDA Barossa, the South Australian Tourism Commission and the South Australian Tourism Industry Council.
NAME CHANGE PROPOSAL
A motion was placed before last year’s AGM to change the name of our association from Tourism Barossa to Barossa Tourism so it would be more easily recognisable under Barossa rather than Tourism. Unfortunately, a similar registered name already exists which would not allow this to occur and Cathy Wills and the board have recommended the name remain Tourism Barossa.

BAROSSA GOURMET WEEKEND
The 2017 Barossa Gourmet Weekend held 1 – 3 September saw nine wineries hold Trail events over the Saturday and Sunday, while a further 34 members presented their wines together with fine food and music at single functions. Our thanks to Andrew Dundon and the staff at Tourism Barossa for continuing to build on the traditions of the past.

SHOP BAROSSA
Following on from last year, several retail stores engaged in this promotion which acknowledges retail as a major tourism attraction. All involved received increases in customer visitation and were grateful to Tourism Barossa and RDA Barossa for supporting the event. A “Barossa made shopping guide” is now available through the Barossa Visitor Centre.

RESOURCES
This year the Barossa Visitor Guide was again designed and managed by HWR Media & Communications under the guidance of Tourism Barossa staff. While many people still use the printed versions of this guide, the book is also available in “Realview” in digital format. We are thankful for a guide which looks both contemporary and fresh. Thanks to all who advertised.

The sought-after Barossa Touring Map was again revised and produced by Tourism Barossa and the Barossa Grape & Wine Association and is made available at Visitor Centres and members’ venues.

This year saw the production of a Barossa Business Events Meeting & Experience Planner which was used for the Meetings, Incentives, Conventions and Exhibitions market and represented 27 businesses, encouraging the market to choose the Barossa for their events.

SOUTH AUSTRALIAN REGIONAL VISITOR STRATEGY
The research from this initiative was recently published and received endorsement from the new State Minister for Tourism, David Ridgeway. One of the immediate outcomes was that the Minister undertook to visit each region and meet with people in recognition of the fact that 40% of the State’s tourism income is derived from regions. The Barossa will look to increase tourism spend from $190 million in 2017 to $273 million in 2020.

WORKING TOGETHER
In conjunction with members of the Barossa Partnership (Barossa Grape & Wine, Barossa Food, RDA Barossa, Light Regional Council, Barossa Council) we have been able to gain funding for marketing research with a view to designing a Barossa First promotion later in 2019.

A review of goals for the Barossa Partnership will be initiated in the coming months and a refreshed Barossa Brand was released earlier in the year. Businesses are urged to look to include this where appropriate.
STAFF
The Board acknowledges the experience and professionalism of all staff during this year of building visitations to our region and in developing relationships.

Cathy Wills, Regional Tourism Manager, has now been in the role for more than five years and she has continued to build a skill-based team to ensure we are able to maximise our potential as one of the world’s leading wine regions. Cathy continued to create opportunities in all of our markets (international, interstate and intrastate) working with Tourism Australia, the South Australian Tourism Commission as well as with other local associations and Councils.

Jess Greatwich is in her third year as Project Officer – Membership and Marketing. Through this role, Jess has actively engaged with both new and existing members offering marketing support and assisting the Tourism Barossa team in other general capacities.

Taryn Wills, Marketing Co-ordinator, has continued to assist in a marketing and communication role so that our online profile continues to be of high quality and appears regularly.

Andrew Dundon resigned his position as Business Development Manager, Festivals & Events at the end of 2017 after creatively managing two Vintage Festivals and three Barossa Gourmet Weekends. His work also greatly impacted the region’s capacity for events as he worked with all manner of groups to see a welcome increase in the number of events and in the professionalism with which they were run. We thank Andrew for sharing his skills during his tenure.

The efforts of the staff in achieving the 2017/18 Strategic Plan have been very successful and we trust the membership and funding partners have been well rewarded.

THANKS
In addition to the innovative team at Tourism Barossa Inc, and our funding partners – The South Australian Tourism Commission, The Barossa Council and Light Regional Council - I would like to thank the following Board members who gave of their time and expertise throughout the year:

Industry Representatives
  Ruby Stobart – Arno Wines (Board Vice - Chair)
  Michael Ludlow – Barossa Valley Ballooning
  Sally Johnson – Yalumba Wines
  Tom Raggatt – HWR Media & Communications
  Sharyn Bobridge – Lindsay Wine Estate

Stakeholder Representatives
  Mayor Bill O’Brien - Light Regional Council
  Kieren Chappell – Light Regional Council
  Cr David de Vries – The Barossa Council
  Jo Seabrook – The Barossa Council
Barossa Association Representatives
Howard Duncan resigned June – Barossa Food
Anne Moroney – RDA Barossa Gawler Light Adelaide Plains

Respectfully submitted by

Chris Pfeiffer
Chair, Tourism Barossa Inc.
September 2018

MOVED: David de Vries, that the Chair’s Report be accepted.
SECONDED: Tom Raggatt
All in favour to receive report. CARRIED.

4. REGIONAL TOURISM MANAGER’S REPORT

Cathy Wills, Tourism Barossa Regional Tourism Manager presented her report.

2017/18 Regional Manager’s Report

The Barossa’s strong tourism sector would not be possible without the extraordinary investment made by our membership base in the development and marketing of quality tourism product. I would like to acknowledge the hours of time and significant resource that member businesses expend, that collectively result in the Barossa’s excellent positioning as a tourism destination for international and domestic guest. Tourism Barossa greatly appreciates the ongoing support of our members and applauds the ongoing innovation that has caused the development of diverse tourism product in the region throughout this past twelve months.

It is important to also recognise the efforts of all partners and stakeholder organisations who invest significantly in the tourism sector, and I would like to express sincere thanks to all who continue to work to position the Barossa as Australia’s global wine and food region. Our board contains a balance of industry and local organisational representatives, and Tourism Barossa benefits from the perspective and expertise of a diverse board.

Essential stakeholder partnerships include South Australian Tourism Commission, The Barossa Council and Light Regional Council, who continue to offer funding support, and important connections within state and local government. Tourism Barossa is also grateful for the vital work that RDA Barossa Gawler Light and Adelaide Plains provides in supporting tourism businesses through excellent targeted training and the B2B programme.
Tourism Barossa enjoys a close working relationship with Jo Seabrook and her team at the Barossa Visitor Centre, and sincerely appreciates the professional service that ensures that guests to our region have an outstanding visitor experience.

I count it a great privilege to work alongside my colleagues at Tourism Barossa, who are genuinely passionate about the Barossa and generously offer their skills in supporting the development of the tourism industry within our region. I encourage all of our members to leverage the expertise that exists in our team and remind you that are invited to schedule an appointment with us for targeted support and assistance.

The team currently consists of -

**Staff:**
Regional Tourism Manager – Cathy Wills

Membership - Jess Greatwich:
Jess Greatwich continues to offer excellent support to our members, providing assistance in leveraging the marketing opportunities available in the online sphere, and orientating new members within the local tourism industry. Jess was a key contributor in preparing a broad suite of online resources that are now available to support TBI members in areas including ATDW, Marketing, etc.

PR & Marketing – Taryn Wills
Taryn Wills provides PR & Marketing support for the events that Tourism Barossa holds, and support for event holders in marketing their events individually. Taryn’s manages TBI’s Destination Marketing plan, and the MyBarossa social channels. Her breadth of skills in strategic communication, design and PR are a great asset to the team.

**Contract Professional Services:**
Event Producer – Sam Wright
Tourism Barossa contracted Sam Wright of Bright Eyes and Associates to deliver the 2018 and 2019 Barossa Gourmet Weekends, and the Barossa Seasons pilot. We welcomed Sam to our team in March 2018 to begin preparation on these events.

Accounts Officer – Carol Hayward
Sally McCarthy was farewelled by the Tourism Barossa team after 13 months, to pursue personal business commitments. We are very grateful to the changes that Sally instituted in our accounts systems during her tenure with Tourism Barossa. We have recently welcomed Carol Hayward into the Accounts Officer role, and value her depth of experience and perspective.

**Destination Marketing**

**Brand Barossa:** Barossa Grape & Wine Association, Barossa Food and Tourism Barossa collaborated to deliver two Barossa Brand workshops to facilitate member businesses to leverage the Barossa Brand story.
Destination Marketing Plan: In the digital sphere, Tourism Barossa is working to deliver online communications against a Destination Marketing Plan with key themes across the seasons.

Barossa Visitor Guide: The 2018 Barossa Visitor Guide remains a key piece of collateral for the Barossa. The guide was again produced by HWR, who provided excellent creative and design input once again.

International Markets: Tourism Barossa represented the region at four international tourism trade shows this year, and two key Business Event expos.

- Oct 2017, South Australian Product Development Expo, Adelaide, Aust
- Nov 2017, Pacific Area Incentives & Conference Expo, Auckland NZ
- Dec 2017, Greater China Premium Travel Showcase, Guangzhou, China
- Feb 2018, Asia-Pacific Incentives and Meetings Expo, Melbourne, Aust
- Mar 2018, European Product Workshop, London, UK
- Apr 2018, Australian Tourism Exchange, Adelaide, Aust

Destination Development

Product Development / Tourism Business support: The Tourism Barossa team continues to support new and existing tourism business as they develop new product or extend existing product within the region. South Australian Tourism Commission has provided strong support to operators within the Barossa in this past year with the development of new tourism product and the availability of this product through the tourism distribution channels.

Member Training:
Tourism Barossa liaised with SATIC to create and deliver a Packaging & International Distribution workshop which was extremely well attended by members. RDA Barossa continues to offer a broad training calendar providing excellent training support to local businesses.

Development of Barossa Festivals & Events

The Barossa Vintage Festival and Barossa Gourmet Weekend are both currently auspiced by Tourism Barossa and events continue to be important catalysts in driving visitation to our region. TBI was successful in gaining Building Better Regions funding to pilot a quarterly extension of Barossa Gourmet Weekend to include three additional quarterly food and wine events (in winter 2018, summer 2019 and autumn 2019, and Sam Wright is developing these within the region.

Looking forward

Tourism Barossa’s priorities for the coming twelve months are articulated in the 2018-20 Strategic Plan. It has been exciting to see the innovative tourism product that has emerged in our region, however destination marketing and driving visitation continues to be a key strategic focus.
Tourism Barossa will contribute to the Barossa First Wine Tourism research and marketing project led by Barossa Grape and Wine Association, which will seek to deliver key insights regarding international wine tourism.

In closing, thank you for the opportunity to serve our community by supporting the development of our tourism industry – it is a great privilege to contribute to this important sector.

Thank you.

Cathy Wills,
Regional Tourism Manager
20 September 2018

MOVED: Anne Moroney, that the Regional Tourism Manager’s Report be accepted.
SECONDED: Michael Ludlow
All in favour to receive report. CARRIED.

5. FINANCIAL REPORT

Chris Pfeiffer presented the Auditor’s Report to attendees.

MOVED: David de Vries that the TBI Auditor’s Report as distributed and presented in the TBI Annual Report be accepted.
SECONDED: Jo Seabrook
All in favour. CARRIED.

6. APPOINTMENT OF AUDITOR

MOVED: to re-appoint Gerhardy Whitelum: Sally Johnson
SECONDED: Ruby Stobart
All in favour: CARRIED

7. PRESENTATION OF 2018/2019 BUDGET

The 2018/2019 forward budget supports the Strategic Plan.

MOVED: David de Vries to receive the 2018/2019 Budget
SECONDED: Sharyn Bobridge
All in favour of receiving the 2018/2019 Budget: CARRIED
8. PROPOSAL FOR NAME CHANGE

Cathy Wills, Regional Tourism Manager, outlined the challenges involved in changing the Association’s name.

It is recommended that, despite voting to change the name at last year’s AGM, legal challenges have now arisen which make this unfeasible. Mr Chris Pfeiffer asked the meeting to affirm the decision to abandon the name change.

ALL IN FAVOUR.

9. TOURISM BAROSSA CONSTITUTION

MOVED: that the proposed Constitutional changes be adopted by the Association: Michael Ludlow
SECONDED: Tom Raggatt.
All in favour. CARRIED.

10. ELECTION OF BOARD MEMBERS

Mr Chris Pfeiffer vacated the Chair. The Public Officer, Jo Seabrook, conducted the election.

MOVED: David de Vries that Jo Seabrook, Jenny O’Brien and James March act as the election scrutineers
SECONDED: Sally Johnson
All in favour. CARRIED.

There were two delegates, for one available position: Lisa Anderson and Chris Pfeiffer.

The election was conducted by secret ballot.

Jo Seabrook declared that Mr Chris Pfeiffer was the successful delegate and thanked both delegates for volunteering for the role.

Mr Chris Pfeiffer resumed his role as Chair.

11. GUEST SPEAKER

Professor Jean Alain Heraud presented a brief speech on the topic of “Greater Entrepreneurship in Tourism Barossa – creating growth from within.”

He was formally thanked by Mr Chris Pfeiffer at the conclusion of his presentation.

12. OTHER BUSINESS

Mr Chris Pfeiffer called for any other business from the floor.

13. MEETING CLOSE

There being no further business Mr Chris Pfeiffer declared the meeting closed at 9.37am.
NOMINEES FOR TOURISM BAROSSA INC BOARD

Industry Representatives:

BAROSSA SHIRAZ ESTATE – Julie Smith
BAROSSA VALLEY BALLOONING – Michael Ludlow
GREENOCK CREEK WINES – Sharyn Bobridge
HWR MEDIA & COMMUNICATIONS – Tom Raggatt
JACOB’S CREEK – Lisa Anderson
NOVOTEL BAROSSA VALLEY RESORT – Natalie Bussenschutt
SEPPELTSFIELD ROAD DISTILLERS – Jon Durdin
THE LOUISE BAROSSA VALLEY – Kylie Mansfield
VINE INN BAROSSA – Chris Linden
YALUMBA – Sally Johnson

Stakeholder nominated board positions:

THE BAROSSA COUNCIL - Joanne Seabrook
THE BAROSSA COUNCIL - Leonie Boothby
LIGHT REGIONAL COUNCIL – Mayor Bill O’Brien
LIGHT REGIONAL COUNCIL - Liz Heavey
RDA BAROSSA GAWLER LIGHT ADELAIDE PLAINS - Craig Grocke
TOURISM BAROSSA INCORPORATED

AUDITED FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2019

1-1oliattDaant
Accountants
Business Advisors
Tax Agents
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<th>Page No</th>
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</tr>
</tbody>
</table>
Independent Auditors’ Report to the Members of Tourism Barossa Incorporated

Scope


We have audited the accompanying financial report, being a special purpose financial report, of Tourism Barossa Incorporated for the year ended 30th June 2019 consisting of the statement of income and expenses, balance sheet / statement of financial position and accompanying notes and Committee Report.

The Incorporation’s responsibility for the Financial Report

The Incorporation’s Committee of Management is responsible for the preparation and presentation of the financial report and the information they contain in accordance with Australian Accounting Standards. The Incorporation’s Committee of Management has determined that the basis of accounting used and described in Note 1 to the financial report is appropriate to meet the financial reporting requirements of Tourism Barossa Incorporated and the needs of its members. The financial report has been prepared for distribution to members. We disclaim any assumption of responsibility for any reliance on the financial statements to which this report relates, to any person other than the members, or for any purpose other than for which it was prepared. The Incorporation’s Committee of Management’s responsibility also includes such internal control as the Incorporation’s Committee of Management determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor’s responsibility

We have conducted an independent audit of these financial statements in order to express an opinion on them to the member’s of the Incorporation. Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement.

Our procedures include examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with the basis of accounting described in Note 1 to the financial report, Accounting Standards and other mandatory professional reporting requirements in Australia so as to present a view which is consistent with our understanding of the Incorporation’s financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Audit Opinion

In our opinion, the financial report of Tourism Barossa Incorporated are properly drawn up:

(a) so as to present fairly, in accordance with the accounting policies described in Note 1 to the financial report, of the financial position at 30th June 2019, results of its operations and its cash flows for the year then ended; and

(b) in accordance with the constitution of Tourism Barossa Incorporated; and

(c) in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia applied to the extent described in Note 1 to the financial report.

Date: Jffdy/2011

ANTHONY PULIATTI FCA, CTA, BA(Acc)
CHARTERED ACCOUNTANT
HOLIATT DAANT PTY LTD

Location: 82A Murray Street
Tanunda SA 5352
Phone: 08 8563 3033
Fax: 08 8563 3010
Freecall: 1800 088 560
Postal: PO Box 527
Tanunda SA 5352

Liability limited by a scheme approved under Professional Standards Legislation
Tourism Barossa Incorporated

Committee Report

For the Year ended 30th June 2019

Your committee members submit the financial report of Tourism Barossa Incorporated for the financial year ended 30th June 2019.

Committee Members

Chris Pfefier (Chairperson)
Sally Johnson
Michael Ludlow
Bill O'Brien
Tom Raggatt
Joanne Seabrook
Sharon Bobridge
Lisa Anderson (Appointed June 2019)
Leonie Boothby
Liz Heavey
Craig Grocke
Ruby Stobard (Until May 2019)

Principal Activities

The principal activities of the Incorporation during the financial year were promoting and enhancing the Barossa tourism region.

Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

The net surplus from ordinary activities amounted to 11,336.10

Committee Members Benefits

During the financial year:

(a) (1) no officer of the Incorporation
     (2) no firm of which an officer is a member; and
     (3) no body corporate in which an officer has a substantial financial interest,

     has received or become entitled to receive a benefit as a result of a contract between the officer, firm or
     corporate body and the Incorporation.

(b) no officer of the Incorporation has received directly or indirectly from the Incorporation any payment or other
     benefit of a pecuniary value.

Signed in accordance with a resolution of the members of the Committee

[Signatures]

Committee Member  
Date 17 Sep 2019

Committee Member  
Date 17 Sep 2019
Tourism Barossa Incorporated  

Statement By Members Of The Committee  

For the Year ended 30th June 2019

The committee of Tourism Barossa Incorporated has determined that the incorporation is not a reporting entity. The committee has determined that the report is a special purpose report which should be prepared in accordance with the constitution of Tourism Barossa Incorporated and with the accounting policies outlined in Note 1 to the financial report.

In accordance with a resolution of the committee, it is in our opinion that:

(a) the accompanying Statement of Income and Expenses is drawn up so as to give a true and fair view of the income and expenditure of Tourism Barossa Incorporated for the year ended 30th June 2019;

(b) the accompanying Balance Sheet / Statement of Financial Position is drawn up so as to give a true and fair view of the assets and liabilities of Tourism Barossa Incorporated as at 30th June 2019;

(c) as at the date of this report and statement there are reasonable grounds to believe that the incorporation has the ability to pay its debts as and when they fall due.

Signed in accordance with a resolution of the members of the Committee

Committee Member: [Signature]  
Date: 17 Sep 2019

Committee Member: [Signature]  
Date: 17 Sep 2019
## TOURISM BAROSSA INCORPORATED

### STATEMENT OF INCOME AND EXPENSES FOR THE YEAR ENDED 30TH JUNE 2019

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SA Tourism Commission Funding</td>
<td>66,818.00</td>
<td>192,400</td>
</tr>
<tr>
<td>Local Government Funding</td>
<td>79,580.00</td>
<td>0</td>
</tr>
<tr>
<td>Events Income</td>
<td>40,072.00</td>
<td>0</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>18,500.00</td>
<td>3,123</td>
</tr>
<tr>
<td>Interest on Deposits</td>
<td>451.63</td>
<td>282</td>
</tr>
<tr>
<td>Interest not processed through MYOB</td>
<td>16.29</td>
<td>0</td>
</tr>
<tr>
<td>Other Income</td>
<td>7,681.63</td>
<td>25,596</td>
</tr>
<tr>
<td>BBWT</td>
<td>19,236.93</td>
<td>14,321</td>
</tr>
<tr>
<td>Barossa Gourmet</td>
<td>86,321.24</td>
<td>85,753</td>
</tr>
<tr>
<td>Barossa Seasons</td>
<td>39,812.78</td>
<td>0</td>
</tr>
<tr>
<td>Barossa Vintage Festival</td>
<td>203,603.97</td>
<td>0</td>
</tr>
<tr>
<td>TBI Membership Income</td>
<td>107,536.29</td>
<td>108,404</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>669,730.76</td>
<td>429,879</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Goods Sold (BBWT)</td>
<td>14,292.04</td>
<td>5,026</td>
</tr>
<tr>
<td>Cost of Goods Sold - Inventory Adjustment</td>
<td>12,915.32</td>
<td></td>
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<tr>
<td>Employee Expenses</td>
<td>177,549.10</td>
<td>194,148</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>64,387.37</td>
<td>38,371</td>
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<tr>
<td>Insurance</td>
<td>3,385.91</td>
<td>3,439</td>
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<tr>
<td>Travel - Domestic</td>
<td>718.71</td>
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<tr>
<td>Marketing Expenses</td>
<td>13,158.28</td>
<td>0</td>
</tr>
<tr>
<td>Domestic Trade &amp; Consumer Events</td>
<td>6,922.99</td>
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<tr>
<td>International Consumer &amp; Trade Events</td>
<td>17,950.58</td>
<td>0</td>
</tr>
<tr>
<td>Media &amp; PR</td>
<td>363.64</td>
<td>0</td>
</tr>
<tr>
<td>BBWT</td>
<td>2,273.76</td>
<td>0</td>
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<tr>
<td>Touring Map</td>
<td>7,432.00</td>
<td>0</td>
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<tr>
<td>Website</td>
<td>11,643.90</td>
<td>0</td>
</tr>
<tr>
<td>Other Marketing Expenses</td>
<td>5,021.36</td>
<td>0</td>
</tr>
<tr>
<td>Projects</td>
<td>786.67</td>
<td>76,689</td>
</tr>
<tr>
<td>Barossa Gourmet</td>
<td>75,287.51</td>
<td>84,582</td>
</tr>
<tr>
<td>Barossa Vintage Festival</td>
<td>182,271.39</td>
<td>1,891</td>
</tr>
<tr>
<td>Barossa Seasons</td>
<td>51,037.40</td>
<td>0</td>
</tr>
<tr>
<td>Depreciation &amp; Amortisation Expense</td>
<td>10,997.73</td>
<td>10,534</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>658,394.66</td>
<td>414,680</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Surplus / (Deficit)</strong></td>
<td>11,336.10</td>
<td>15,199</td>
</tr>
</tbody>
</table>
### Accumulated Funds

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Members Funds B/Fwd (01/07/2018)</td>
<td>116,892.00</td>
<td>101,693</td>
</tr>
<tr>
<td>Add / (Less) : Net Surplus / (Deficit)</td>
<td>11,336.10</td>
<td>15,199</td>
</tr>
<tr>
<td>Accumulated Members Funds C/Fwd (30/06/2019)</td>
<td>128,228.10</td>
<td>116,892</td>
</tr>
<tr>
<td>Asset revaluation Reserve</td>
<td>142,410.00</td>
<td>142,410</td>
</tr>
<tr>
<td>TOTAL ACCUMULATED FUNDS (30/06/2019)</td>
<td>270,638.10</td>
<td>259,302</td>
</tr>
</tbody>
</table>

**Represented By:**

### Assets

#### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westpac Bank Cheque Account (135265)</td>
<td>27,643.03</td>
<td>73,058</td>
</tr>
<tr>
<td>Westpac Bank Investment Account (135273)</td>
<td>58,860.64</td>
<td>0</td>
</tr>
<tr>
<td>Westpac Bank Event Account (165149)</td>
<td>0.10</td>
<td>0</td>
</tr>
<tr>
<td>Westpac Bank Mastercard Account (140064)</td>
<td>2,684.77</td>
<td>0</td>
</tr>
<tr>
<td>Petty Cash</td>
<td>95.60</td>
<td>0</td>
</tr>
<tr>
<td>Trade Debtors</td>
<td>22,522.01</td>
<td>58,603</td>
</tr>
<tr>
<td>Gourmet Prepayment/Accrual</td>
<td>1,136.19</td>
<td>28,537</td>
</tr>
<tr>
<td>Stock on Hand BBWT</td>
<td>3,504.99</td>
<td>0</td>
</tr>
<tr>
<td>Stock on Hand TBI General</td>
<td>9,965.32</td>
<td>28,281</td>
</tr>
<tr>
<td>GST Inpt Tax Credit</td>
<td>29,059.00</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>155,471.86</td>
<td>188,479</td>
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</tbody>
</table>

#### Non Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment at Cost</td>
<td>24,953.57</td>
<td>3,510</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>(23,414.57)</td>
<td></td>
</tr>
<tr>
<td><strong>BVF Art Collection at Valuation</strong></td>
<td>1,539.00</td>
<td>142,410</td>
</tr>
<tr>
<td><strong>Total Non Current Assets</strong></td>
<td>143,949.00</td>
<td>145,920</td>
</tr>
</tbody>
</table>

#### Intangible Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangible Assets</td>
<td>24,154.16</td>
<td>7,390</td>
</tr>
<tr>
<td>Less: Accumulated Amortisation</td>
<td>(24,154.16)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Intangible Assets</strong></td>
<td>0.00</td>
<td>7,390</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>299,420.85</td>
<td>341,789</td>
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</tbody>
</table>

### Liabilities

#### Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Creditors</td>
<td>4,778.55</td>
<td>60,327</td>
</tr>
<tr>
<td>GST Payable</td>
<td>13,295.00</td>
<td>0</td>
</tr>
<tr>
<td>PAYG W Payable</td>
<td>2,512.00</td>
<td>0</td>
</tr>
<tr>
<td>Superannuation Payable</td>
<td>1,308.70</td>
<td>0</td>
</tr>
<tr>
<td>Provision for Annual Leave</td>
<td>6,704.00</td>
<td>7,311</td>
</tr>
<tr>
<td>Prepayment / Accrual / Income in Advance</td>
<td>184.50</td>
<td>14,849</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>28,782.75</td>
<td>82,487</td>
</tr>
</tbody>
</table>

#### Non Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>20,762.75</td>
<td>82,487</td>
</tr>
</tbody>
</table>

#### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td>270,638.10</td>
<td>259,302</td>
</tr>
<tr>
<td>Asset Code</td>
<td>Description</td>
<td>Private Use %</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>742</td>
<td>Plant &amp; Equipment</td>
<td></td>
</tr>
<tr>
<td>742/001</td>
<td>2 x Black Book Shelves</td>
<td>09/05/2010</td>
</tr>
<tr>
<td>742/002</td>
<td>Room Divider Shelves</td>
<td>09/05/2010</td>
</tr>
<tr>
<td>742/003</td>
<td>2 x Telephones</td>
<td>06/05/2010</td>
</tr>
<tr>
<td>742/004</td>
<td>Burglar Alarm System</td>
<td>16/04/2010</td>
</tr>
<tr>
<td>742/005</td>
<td>Air-Conditioner</td>
<td>03/05/2010</td>
</tr>
<tr>
<td>742/006</td>
<td>Storage Racks</td>
<td>20/05/2010</td>
</tr>
<tr>
<td>742/007</td>
<td>Fuji Xerox Copier/Printer</td>
<td>01/07/2009</td>
</tr>
<tr>
<td>742/008</td>
<td>Silver Storage Trolley</td>
<td>20/05/2010</td>
</tr>
<tr>
<td>742/009</td>
<td>Wall Shelves</td>
<td>09/05/2010</td>
</tr>
<tr>
<td>742/010</td>
<td>Round Meeting Table &amp; Chairs</td>
<td>28/06/2010</td>
</tr>
<tr>
<td>742/011</td>
<td>2 x Office Desks</td>
<td>04/05/2010</td>
</tr>
<tr>
<td>742/012</td>
<td>2 x Office Chairs</td>
<td>04/05/2010</td>
</tr>
<tr>
<td>742/013</td>
<td>Office Chair</td>
<td>11/05/2010</td>
</tr>
<tr>
<td>742/014</td>
<td>2 x Filing Mobile Drawers</td>
<td>04/05/2010</td>
</tr>
<tr>
<td>742/015</td>
<td>2 x Filing Cabinets</td>
<td>04/05/2010</td>
</tr>
<tr>
<td>742/016</td>
<td>iPad</td>
<td>22/03/2012</td>
</tr>
<tr>
<td>742/017</td>
<td>Notebook</td>
<td>21/05/2014</td>
</tr>
<tr>
<td>742/018</td>
<td>Notebook</td>
<td>21/05/2014</td>
</tr>
<tr>
<td>742/019</td>
<td>Desktop</td>
<td>21/05/2014</td>
</tr>
<tr>
<td>742/020</td>
<td>Ikea Desk &amp; Chair</td>
<td>30/06/2015</td>
</tr>
<tr>
<td>742/021</td>
<td>Samsung Laptop</td>
<td>21/02/2015</td>
</tr>
<tr>
<td>742/022</td>
<td>Whiteboard</td>
<td>16/07/2015</td>
</tr>
<tr>
<td>742/023</td>
<td>Laptop (Jess)</td>
<td>23/11/2015</td>
</tr>
<tr>
<td>742/024</td>
<td>Ultrabook Laptop</td>
<td>01/08/2016</td>
</tr>
<tr>
<td>742/025</td>
<td>Mouse</td>
<td>01/08/2016</td>
</tr>
<tr>
<td>742/026</td>
<td>Telephone</td>
<td>01/08/2016</td>
</tr>
<tr>
<td>742/027</td>
<td>Canon SLR Camera</td>
<td>24/08/2016</td>
</tr>
<tr>
<td>742/028</td>
<td>Laptop</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/029</td>
<td>27&quot; Curved Monitor</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/030</td>
<td>2 x 24&quot; Flat Monitor</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/031</td>
<td>2 x Microsoft Blue Tooth Desk Top</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/032</td>
<td>Office Chair</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/033</td>
<td>Office Desk</td>
<td>14/10/2016</td>
</tr>
<tr>
<td>742/034</td>
<td>Colour Printer</td>
<td>20/03/2017</td>
</tr>
<tr>
<td>742/035</td>
<td>Acer Spin 5 Laptop</td>
<td>11/07/2018</td>
</tr>
<tr>
<td>Intangible Assets</td>
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</tr>
<tr>
<td>Asset Code</td>
<td>Description</td>
<td>Private Use %</td>
</tr>
<tr>
<td>------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>855</td>
<td>Intangible Assets</td>
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<tr>
<td>855/001</td>
<td>Website 20116</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. Assets allocated to taxation pools are not included in this report.
2. Where a taxation pool is set up refer to the relevant pool schedule report for details of decline in value for the pool.
3. For disposed assets that have non-taxable use refer to Capital Gains Schedule report for any gain or loss resulting from a CGT K7 event.
4. The Opening W.D.V. includes second element of cost (additional expense) incurred in the current year. Hence, this amount may vary from the Closing W.D.V. from the previous year.
5. The Original Cost for Motor Vehicle assets shows an amount as adjusted by the cost limit.

! Impairment or Revaluation during the year. See Impairment and Revaluation Transactions report for details.
TOURISM BAROSSA INCORPORATED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2019

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This special purpose financial report has been prepared in order to satisfy the Committee members's financial reporting requirements under the Associations Incorporation Act 1985 (SA) and the Incorporations' Constitution. The Committee Members have determined that the Incorporation is not a reporting entity and, therefore, there is no requirement to apply Australian Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) in the preparation of the report.

The Incorporation has prepared the financial report in accordance with the requirements of the Associations Incorporation Act 1985 (SA), as well as all the requirements of all law and all Australian Accounting Standards that have a material effect with the exception of AASB 110: Events after Balance Sheet Date and AASB 124 Related Party Disclosures.

The financial Report has been prepared on an accrual basis of accounting and is based on historical cost except where indicated and have been based on a going concern assumption. They do not take into account changing money values or, except where specifically stated, current valuations of non-current assets. Except where noted, the accounting policies have been consistently applied.

Set out below is a summary of the significant accounting policies adopted by the Incorporation in preparation of its accounts.

(a) AASB 120 - Accounting for Government Grants and Disclosure of Government Assistance Funding condition - the Incorporation has been funded by various funding bodies. Accordingly certain assets may be subject to restrictions over their dispossession. Grant revenue is recognised in the statement of income and expenses when the Incorporation obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the Incorporation and the amount of the grant can be measured reliably.

(b) AASB 112 - Income Taxes

(c) AASB 116 - Property, Plant & Equipment
Fixed assets are depreciated over their estimated useful lives ranging from 3 to 5 years. The straight line and reducing balance methods of depreciation are used. Items costing less than $500 have not been capitalised in the balance sheet / state of financial position.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Incorporation and the cost of the item can be measured reliably. All other repairs and maintenance are recognised in the statement of income and expenses during the financial period in which they are incurred.

(d) AASB 119 - Employee Benefits
Provision is made for the Incorporation's liability for employee benefits from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amount expected to be paid when the liability settled. Employee benefits payable later than one year have been measured at their present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability the the employee may not satisfy vesting requirements.

(e) AASB 101 - Presentation of Financial Statements
TOURISM BAROSSA INCORPORATED

NOTES TO AND FORMING PART OF THE FINANCIAL
STATEMENTS FOR THE YEAR ENDED 30TH JUNE 2019

(f) AASB 102 - Inventories
Inventories have been measured at the lower of cost and net realisable value. The cost of
inventories comprise the cost of purchase, cost of conversion and other costs included in
bringing the inventory to its present location and condition.

(g) AASB 137 - Provisions, Contingent Liabilities and Contingent Assets
The unused amount of any Grant funding is taken into account as a Contingent Liability
as at balance date. Adjustment is made for the previous year’s unexpended grant contingent
liability.

(h) AASB 1031 - Materiality

(i) Cash and Cash Equivalents
Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short
term highly liquid investments with original maturities of three months or less, and bank overdrafts.
Bank overdrafts are shown within borrowings in current liabilities in the balance sheet / statement
of financial position.

(j) Revenue and Other Income
All revenue is stated net of the amounts of goods and services tax (GST)
Donations and bequests are recognised as revenue when received.
Interest revenue is recognised when received. Dividend revenue is recognised when the right to
receive the dividend has been established.

(k) Goods & Services Tax
Revenues, expenses and asset are recognised net of the amount of GST, except where the
amount of GST incurred is not recoverable from the Australian Taxation Office (ATO)
 Receivables and payables are stated inclusive of the amount of GST receivable or payable. The
net amount of GST recoverable from, or payable to, the ATO is included with other receivables
or payables in the balance sheet / statement of financial position.
## 2019 Stocktake

### Attachment 2

<table>
<thead>
<tr>
<th>Item in Warehouse</th>
<th>Total glasses</th>
<th>Price/each inc GST</th>
<th>Value inc GST</th>
</tr>
</thead>
<tbody>
<tr>
<td>XL5s (glass)</td>
<td>2731</td>
<td>$2.76</td>
<td>$7,537.56</td>
</tr>
<tr>
<td>GoVinos</td>
<td>368</td>
<td>$4.10</td>
<td>$1,508.80</td>
</tr>
<tr>
<td><strong>BBWT Glasses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>XL5s (glass)</td>
<td>226</td>
<td>$2.76</td>
<td>$623.76</td>
</tr>
<tr>
<td>GoVinos</td>
<td>72</td>
<td>$4.10</td>
<td>$295.20</td>
</tr>
<tr>
<td><strong>BBWT Items in Office Storeroom</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooler Bag</td>
<td>137</td>
<td>$8.25</td>
<td>$1,130.25</td>
</tr>
<tr>
<td>Cheese Knives</td>
<td>444</td>
<td>$3.63</td>
<td>$1,611.72</td>
</tr>
<tr>
<td>Cheese Boards</td>
<td>471</td>
<td>$1.62</td>
<td>$763.02</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$9,965.32</strong></td>
</tr>
<tr>
<td><strong>BBWT</strong></td>
<td></td>
<td></td>
<td><strong>$3,504.99</strong></td>
</tr>
</tbody>
</table>

### Opening Stock

<table>
<thead>
<tr>
<th>Plus Purchases</th>
<th>Value inc GST</th>
</tr>
</thead>
<tbody>
<tr>
<td>govino</td>
<td>$10,439.18 $18,063.98</td>
</tr>
<tr>
<td>cutler</td>
<td>$6,902.50 $24,966.48</td>
</tr>
<tr>
<td>northland</td>
<td>$7,650.72 $32,617.20</td>
</tr>
<tr>
<td>Impress</td>
<td>$4,950.00 $37,567.20</td>
</tr>
<tr>
<td>Gifted</td>
<td>$123.00 $37,690.20</td>
</tr>
</tbody>
</table>

### Less Used

| Gourmet               | $16,060.45 $16,556.75 |
| BVF                   | $4,381.00 $12,175.75  |
| BBWT Glasses          | $1,274.28 $10,901.47  |
| BBWT Other            | $1,445.01 $9,456.46   |
Memorandum of Understanding between The Barossa Council and Tourism Barossa
Incorporated re the Barossa Vintage Art Collection

Introduction:

The Barossa Vintage Collection comprises over 80 artworks which have been collected over the last 60 years and has a strong emphasis on landscapes in all mediums and styles. The collection began originally when the Vintage Art Exhibition committee was formed, and sponsorships were given to purchase art works.

The Barossa Vintage Art Collection forms part of the assets of the Barossa Vintage Festival. On 1st July 2016 the Barossa Vintage Art Collection was transferred from Barossa Grape & Wine Association to Tourism Barossa Incorporated, as part of the transfer of ownership of the Barossa Vintage Festival IP and assets. (Artworks added to the collection from 2003 onwards remain the ownership of The Barossa Council.)

The collection at the time of transfer, and currently, is in the custodianship of The Barossa Council, which has undertaken to insure, store, maintain and exhibit the collection in the Barossa Regional Gallery.

At the time of transfer of the collection to Tourism Barossa, no Memorandum of Understanding documenting the agreed arrangement existed between BGWA and The Barossa Council. To this end, the following Memorandum of Understanding serves to document the principles that have historically underpinned the arrangement and to formalise the agreement between Tourism Barossa and The Barossa Council going forward.

Value of the Collection:

The Barossa Vintage Art Collection is an important part of the Barossa’s history and as such has significant cultural value. The Barossa Vintage Art Collection was valued at $142,410 at its most current valuation in 2003.
The Barossa Council undertakes to:

- Store and maintain the collection in a climate-controlled environment, with the artwork stored within purpose built protective covers.
- Insure the Barossa Vintage Festival Art Collection in situ in the Barossa Regional Gallery. This insurance does not include transport or exhibitions held outside of the Barossa Regional Gallery.
- Curate a Barossa Vintage Festival Art Collection exhibition at a minimum of once per year, generally during December/January, and to consider a second exhibition to coincide with the Barossa Vintage Festival.
- Curate an occasional ad hoc Barossa Vintage Festival Art Collection exhibition, typically to augment an exhibition by an artist with a smaller collection, or on occasion such as the Royal Visit.
- Promote and educate the public regarding the collection.

The Barossa Council intends to revisit the cataloguing and photographing of the collection in order to obtain an updated valuation.

Tourism Barossa undertakes to:

- Retain the Barossa Vintage Festival Art Collection on its asset register.
- Promote Barossa Vintage Festival Art Collection exhibitions held at the Barossa Regional Gallery.
- Refer all collection loan enquiries to The Barossa Council.
- Agree that in the event of a loan being authorised, that the loan agreement be between The Barossa Council and the loanee.

Appendix:

A. Fact Sheet – The Barossa Vintage Art Collection – Barossa Regional Gallery April 2017  
B. List of Artworks – Barossa Vintage Art Collection - 2012  
C. Collection Inventory – Collections Management - 2016  
D. Loan Guidelines – Barossa Vintage Art Collection - 2016

A formalized legal agreement will be sought within six months of signing this Memorandum of Understanding.
Signed by: Martin McCarthy, Chief Executive Officer

__________________________________________

On behalf of The Barossa Council

Date:

Signed by: Cathy Wills, Regional Tourism Manager

__________________________________________

On behalf of Barossa Tourism Incorporated

Date:
# Tourism Barossa Incorporated

PO BOX 420, Tanunda, SA, 5352  
July 2019 To June 2020

<table>
<thead>
<tr>
<th>Tourism Barossa</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
</tr>
<tr>
<td>SA Tourism Commission Funding</td>
<td></td>
</tr>
<tr>
<td>SATC Administration</td>
<td>$ 47,988</td>
</tr>
<tr>
<td>Specific Allocation Funding</td>
<td>$ 20,000</td>
</tr>
<tr>
<td>Local Government Funding</td>
<td></td>
</tr>
<tr>
<td>Barossa Council Funding</td>
<td>$ 41,080</td>
</tr>
<tr>
<td>Light Regional Council Funding</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Events Income</td>
<td></td>
</tr>
<tr>
<td>Event Admin Contrib Gourmet</td>
<td>$ 11,000</td>
</tr>
<tr>
<td>Other Contributions</td>
<td></td>
</tr>
<tr>
<td>Barossa Visitor Guide</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Other Grants</td>
<td>$ 13,000</td>
</tr>
<tr>
<td>BBRF grant</td>
<td>$ 5,000</td>
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<tr>
<td>Interest</td>
<td></td>
</tr>
<tr>
<td>Interest on Deposits</td>
<td>$ 500</td>
</tr>
<tr>
<td>Other Income</td>
<td></td>
</tr>
<tr>
<td>Int Trade Event Participation</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>Booking Commission</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Sales - TBI Barossa Glasses</td>
<td>$ -</td>
</tr>
<tr>
<td>Sundry Income/Sales</td>
<td>$ -</td>
</tr>
<tr>
<td>Total General Income</td>
<td>$ 187,568</td>
</tr>
<tr>
<td>Butcher Baker Winemaker Trail</td>
<td></td>
</tr>
<tr>
<td>Sales - BBWT Merchandise</td>
<td>$ 16,000</td>
</tr>
<tr>
<td>BBWT Participation Fee</td>
<td>$ 2,500</td>
</tr>
<tr>
<td>Total BBWT</td>
<td>$ 18,500</td>
</tr>
<tr>
<td>Barossa Gourmet</td>
<td></td>
</tr>
<tr>
<td>TBI Membership Income</td>
<td></td>
</tr>
<tr>
<td>TBI Membership Fees</td>
<td>$ 111,000</td>
</tr>
<tr>
<td>Total TBI Membership Income</td>
<td>$ 111,000</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>$ 317,068</td>
</tr>
<tr>
<td>Cost Of Sales</td>
<td></td>
</tr>
<tr>
<td>Cost of Goods (BBWT)</td>
<td>$ 9,000</td>
</tr>
<tr>
<td>Barossa Box Expenses</td>
<td>$ -</td>
</tr>
<tr>
<td>Total Cost Of Sales</td>
<td>$ 9,000</td>
</tr>
<tr>
<td>GROSS PROFIT</td>
<td>$ 308,068</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
</tr>
<tr>
<td>Employee Expenses</td>
<td></td>
</tr>
<tr>
<td>Staff Salary &amp; Wages</td>
<td>$ 160,000</td>
</tr>
<tr>
<td>Staff Telephone/ Mileage</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>Superannuation</td>
<td>$ 14,400</td>
</tr>
<tr>
<td>WorkCover</td>
<td>$ 3,700</td>
</tr>
</tbody>
</table>

---

**Note:** This document illustrates the financial performance of Tourism Barossa Incorporated over the fiscal year 2019-2020. It breaks down income and expenses into various categories to provide a comprehensive financial overview.
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
<td>$24,000</td>
</tr>
<tr>
<td>Audit</td>
<td>$4,300</td>
</tr>
<tr>
<td>Bank Fees / Govt Fees</td>
<td>$100</td>
</tr>
<tr>
<td>WestPac Merchant Fees</td>
<td>$300</td>
</tr>
<tr>
<td>Insurance</td>
<td>$3,500</td>
</tr>
<tr>
<td>Sundry</td>
<td>-</td>
</tr>
<tr>
<td>Advertising - AGM</td>
<td>$600</td>
</tr>
<tr>
<td>Rent &amp; associated share costs</td>
<td>$16,000</td>
</tr>
<tr>
<td>Security</td>
<td>$100</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>$750</td>
</tr>
<tr>
<td>Telephone Software Ancillaries</td>
<td>$5,500</td>
</tr>
<tr>
<td>Postage / Freight</td>
<td>$500</td>
</tr>
<tr>
<td>Stationery</td>
<td>$2,700</td>
</tr>
<tr>
<td>TBI Glasses / GoVino</td>
<td>-</td>
</tr>
<tr>
<td>IT Support/Expenses/Equip</td>
<td>$3,000</td>
</tr>
<tr>
<td>Staff Amenities</td>
<td>$300</td>
</tr>
<tr>
<td>Staff Training</td>
<td>$2,000</td>
</tr>
<tr>
<td>Member Networking</td>
<td>$900</td>
</tr>
<tr>
<td>Uniforms</td>
<td>-</td>
</tr>
<tr>
<td>Functions / Special Occasions</td>
<td>$750</td>
</tr>
<tr>
<td>Meeting Expenses/Networking</td>
<td>$1,200</td>
</tr>
<tr>
<td>Memberships/Subscript/Licenses</td>
<td>$2,300</td>
</tr>
<tr>
<td>Gifts</td>
<td>$1,000</td>
</tr>
<tr>
<td>Travel - Domestic</td>
<td></td>
</tr>
<tr>
<td>Taxis &amp; Parking</td>
<td>$100</td>
</tr>
<tr>
<td>Marketing Expenses</td>
<td></td>
</tr>
<tr>
<td>Consumer Marketing</td>
<td>$7,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>$250</td>
</tr>
<tr>
<td>Online Marketing (FB etc)</td>
<td>$3,000</td>
</tr>
<tr>
<td>Photoshoot / Visual Library</td>
<td>$2,000</td>
</tr>
<tr>
<td>Dom Trade &amp; Consumer Events</td>
<td></td>
</tr>
<tr>
<td>Barossa Business Events</td>
<td>$500</td>
</tr>
<tr>
<td>Barossa Consumer Events</td>
<td>$3,000</td>
</tr>
<tr>
<td>Int Consumer &amp; Trade Event</td>
<td></td>
</tr>
<tr>
<td>Int Trade Event Expenses</td>
<td>$18,000</td>
</tr>
<tr>
<td>Media and PR</td>
<td></td>
</tr>
<tr>
<td>Gifts &amp; PR</td>
<td>$500</td>
</tr>
<tr>
<td>Media Famils</td>
<td>$500</td>
</tr>
<tr>
<td>Butcher Baker Winemaker Trail</td>
<td></td>
</tr>
<tr>
<td>BBWT Printing (brochures)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Touring Map</td>
<td></td>
</tr>
<tr>
<td>Touring Map Printing</td>
<td>$7,500</td>
</tr>
<tr>
<td>Tourism Events</td>
<td></td>
</tr>
<tr>
<td>Event Collaborative Projects</td>
<td>-</td>
</tr>
<tr>
<td>Trade Marketing</td>
<td></td>
</tr>
<tr>
<td>Trade Famils</td>
<td>$1,000</td>
</tr>
<tr>
<td>Website</td>
<td></td>
</tr>
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<td>Website Development</td>
<td>-</td>
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<tr>
<td>Website Shared Expenses</td>
<td>$5,000</td>
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<tr>
<td>Other Marketing Expenses</td>
<td></td>
</tr>
<tr>
<td>Training TBI Members</td>
<td>$12,000</td>
</tr>
<tr>
<td>Barossa Gourmet</td>
<td></td>
</tr>
<tr>
<td>Total BAROSSA GOURMET</td>
<td>-</td>
</tr>
<tr>
<td>Total EXPENSES</td>
<td>$314,250</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>-$6,182</td>
</tr>
<tr>
<td>Total OTHER INCOME</td>
<td></td>
</tr>
<tr>
<td>NET PROFIT / (LOSS)</td>
<td>-$6,182</td>
</tr>
</tbody>
</table>
## Ongoing deliverables and targets

<table>
<thead>
<tr>
<th>Agreed Deliverable</th>
<th>Performance Target</th>
<th>Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sound but not excessive governance and planning arrangements encased within the Agreement which include simple engagement processes of TBC.</td>
<td>Strategic Plan and Annual Budget Annual Presentation Annual Report</td>
<td>The Tourism Barossa Strategic Plan, Annual Budget and Annual Report were tabled and accepted at the 18 Sep 2019 Tourism Barossa AGM. The above documents were provided to The Barossa Council representatives on the Tourism Barossa board.</td>
</tr>
<tr>
<td>2. The delivery of key events delivery whilst supporting growth in community event capacity.</td>
<td>Core Funding:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deliver key events being support for Tour Down Under, Gourmet Weekend and Vintage Festival.</td>
<td>A highly successful Barossa Vintage Festival was delivered on 24 – 28 April 2019. The 2018 Barossa Gourmet Weekend was successfully delivered in September 2018, with Tourism Barossa continuing to place an emphasis on the bespoke, ticketed events. The 2019 Tour Down Under was once again held in Lyndoch in January 2019.</td>
</tr>
<tr>
<td></td>
<td>Maintain clash calendar and Barossa.com events Calendar (via ATDW). Promote, grow and facilitate increased Barossa ATDW event listings.</td>
<td>Clash Calendar: is used as a reference for external and internal stakeholders enquiring regarding proposed event dates.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barossa.com Events Calendar: content population of the event calendar occurs via ATDW database, therefore the Events Calendar is always current. Tourism Barossa has introduced a printed Event Calendar (10,000 copies / twice per year) which has been extremely well received by tourism business, local community and beyond.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ATDW listing: Capability support to tourism businesses in the area of ATDW business listings and event listings remains a key priority for the Tourism Barossa team, and continues to result in an online event calendar (and newly produced printed calendar) that is rich in content.</td>
</tr>
</tbody>
</table>

Attachment 4
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create and maintain a list of current media channels/contact</td>
<td>The excellent Event Marketing Checklist created by Tourism Barossa’s PR &amp; Marketing Coordinator is updated on an annual basis for use by event holders as a reference for promoting their events. This incorporates traditional media sources, but also digital marketing, and various avenues available for free promotion. Tourism Barossa ongoingly refreshes and maintains a database of traditional media (and some digital influencers) which media releases and information can be circulated to.</td>
</tr>
<tr>
<td>of event holders to send their event media releases/details to.</td>
<td></td>
</tr>
<tr>
<td>Amplify event promotion through TBI media channels</td>
<td>Tourism Barossa assisted in the amplification of Barossa event promotion across multiple platforms, communication channels and audiences, including:</td>
</tr>
<tr>
<td></td>
<td>• Industry e-newsletter</td>
</tr>
<tr>
<td></td>
<td>• Barossa.com</td>
</tr>
<tr>
<td></td>
<td>• MyBarossa, Barossa Gourmet Weekend and Barossa Vintage Festival social channels</td>
</tr>
<tr>
<td></td>
<td>• Updates to South Australian Tourism Commission</td>
</tr>
<tr>
<td></td>
<td>• Adelaide Visitor Centre, Gawler Visitor Centre, Kapunda Visitor Centre</td>
</tr>
<tr>
<td>Additional Funding:</td>
<td>Additional funding for events was not negotiated during this 2018-2019 financial year, however, TBI assisted in the below deliverables as time and resources permitted.</td>
</tr>
<tr>
<td>Act as a point of contact for promoters/event managers to facilitate</td>
<td>The Tourism Barossa team continues to field enquiries from promoters and event managers in regard to hosting events in the Barossa. The team plays a role in recommending / matchmaking promoters with venues and providing relevant local information (eg suppliers) as appropriate.</td>
</tr>
<tr>
<td>events in The Barossa Council region.</td>
<td></td>
</tr>
<tr>
<td>Support The Barossa Council and its community groups in the</td>
<td>Tourism Barossa has strong lines of communications with a wide variety of community groups across the Barossa, including Business Alliances, Town Groups and special interest groups, and the team is available to provide support to these groups as the opportunity arises.</td>
</tr>
<tr>
<td>successful delivery of other negotiated marque events.</td>
<td></td>
</tr>
<tr>
<td>Attract and support new events aligned with the Barossa Events strategy - assisting them to be unique, bespoke and sustainable whilst ensuring alignment to the Barossa Brand.</td>
<td>Tourism Barossa continued to support local businesses in the development / conceptualization of events.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| **3. Membership support:**  
  a. Annual member survey  
  b. Training  
  c. Promotion  
  d. One on one support | Membership growth at 1% Per Annum |
| The team at Tourism Barossa team continued to provide targeted support to its membership base and beyond, during the funding period. This support included:  
  - One – to – one support of members in specific areas of: ATDW & online digital capacity, marketing strategies, Barossa Brand, product development, etc.  
  - Facilitation of strategic training workshops, for identified needs of local tourism businesses.  
  - Strategic promotion of tourism product, including via the Australian Tourism Exchange and other significant international trade missions.  
  - Promotion of the Barossa as a premier events destination through delivery of key Barossa events. |
<p>| Tourism Barossa achieved membership growth of 1.94% |
| 80% satisfaction level from members survey. | The annual Tourism Barossa members’ survey indicated high levels of satisfaction with the service and support provided the Tourism Barossa, 92% of respondents indicating they are satisfied / very satisfied with the work delivered the Tourism Barossa team in the preceding 12 months. |
| Social media reach and engagement growth at least 10% increase per annum for period of agreement. | The My Barossa social media community continues to grow and engagement remains strong. The facebook channel is managed by Tourism Barossa in partnership with the Barossa Visitor Information Centre, and content continues to be relevant and engaging. While the ambitious target of 10% increase in engagement was unable to be measured due to lack of baseline data, strong engagement continues to be achieved, particularly around significant events such as the Barossa Vintage Festival. |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Customer data sharing arrangements where allowed by law.</td>
<td>Protocol developed.</td>
</tr>
</tbody>
</table>
| 5. | Supporting industry, product and experience development. | Deliver annual updates to key market collateral (map/visitor guide). | The extensive task of an annual update of key consumer collateral was conducted for the:  
2018 Barossa Touring Map  
2018 Barossa Visitor Guide*  
*NOTE 55% of members indicated in the annual members’ survey that they would be disappointed if the Barossa Visitor Guide was discontinued. 63% of members advertise in the Barossa Visitor Guide. |
| 6. | Destination marketing. | Social media reach and engagement growth at least 10% increase per annum for period of agreement. | Tourism Barossa maintains a focus on Destination Marketing, within the constraints of its budget. As well as the management of the MyBarossa social media channel (please refer 1. above) and the annual production of key market collateral (please refer 5. above), the team is involved in PR & Marketing of key festivals, International promotion of the Barossa and its products, and liaison with media for promotional opportunities. |
| 7. | State funding maintained | State funding maintained. | State funding is currently in place until June 2020. |
| 8. | Manage digital content including social media monitoring, creation of digital content rectification register and performance targets. | Social media reach and engagement growth at least 10% increase per annum for period of agreement. | Social media reach and engagement growth: as per above 3. |
Digital content is current with all reported errors resolved within 3 days.

Digital content error resolution included both pure content error, and website infrastructure issues.

a. **Content:** When content error is reported, this is usually readily resolved, if the accurate content is known. A significant amount of ‘errors’ reported are often outside of the control of the co-owners of Barossa.com, as the website draws a considerable amount of data from ATDW listings, which are managed by individual businesses. In these scenarios, the businesses are advised to update the content, which then refreshes within 24 hours to the website.

b. **Website infrastructure and development issues:** there are ongoing issues that surface in regard to the website infrastructure, and these have often taken an extended time to resolve, with some remaining outstanding. The most difficult issues to resolve are those where the integration of the website with third party software is deficient (eg some aspects of BookEasy & ATDW). Tourism Barossa acts as a liaison between the external parties raising the issue and the website developer, to attempt to achieve the best resolution within the allocated development budget.
4.5.2  CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.1  TREES FOR LIFE
B10454, 20/8619

Trees For Life have provided Council with the Bush For Life Activity Report for October - December, which is attached for information.

RECOMMENDATION:
That report items 4.5.2.1 be received.
Site Owner: The Barossa Council

BFL Coordinator: Megan Lock

Email/Phone: meganl@treesforlife.org.au / 0408 878 075

Profile

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of BFL sites owned</td>
<td>6</td>
</tr>
<tr>
<td>Number of site carer allocations (at end of quarter)</td>
<td>9</td>
</tr>
<tr>
<td>Staff on-ground work hours this quarter</td>
<td>25.5</td>
</tr>
<tr>
<td>Volunteer on-ground work hours this quarter</td>
<td>57.5 (group activities) + estimated 90 (unsupervised)</td>
</tr>
<tr>
<td>Carer movements this quarter</td>
<td>No new carers or retirements</td>
</tr>
</tbody>
</table>

Winters Road: Native Current in fruit

Winters Road: Onion Orchids discovered on site

Magnolia Road Reserve: Bee Hotels have residents

Boehm Springs: Arum Lily war continues
Comments:
Winters Road put on a lovely display of wildflowers during the spring months. We were able to add 4 new orchids to the species list: King Spider Orchid, Purple Cockatoo, Onion Orchid and Salmon Sun Orchid. The Native Current Bush also produced a large amount of fruit this season. Volunteers focused on removing Pentameris in the main core work area, targeting their efforts around the native plants. Boehm Springs continues to see damage caused by deer, with Native Cherry trees being chewed to head height as well as diggings. The Arum Lily continues to be an ongoing battle with many in flower, giving the impression that we need to try another herbicide in order to win this battle. The Monadenia infestation at the front of the site is quite large, with volunteers having removed 2 buckets full of bulbs/flower heads.
Despite the ongoing weed/feral animal battles, both sites are progressing nicely with a noticeable amount of seedlings emerging.

<table>
<thead>
<tr>
<th>Date</th>
<th>Sitecode</th>
<th>Site Name</th>
<th>Activity</th>
<th>OGW time (hrs)</th>
<th>Number of volunteers</th>
<th>Total hours (staff + vols)</th>
<th>Main weeds/tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/10/2019</td>
<td>BR002</td>
<td>WINTERS RD</td>
<td>MiniBAT</td>
<td>3.5</td>
<td>2</td>
<td>10.5</td>
<td>Pentameris</td>
</tr>
<tr>
<td>18/10/2019</td>
<td>BR003</td>
<td>BOEHM SPRINGS</td>
<td>MiniBAT</td>
<td>3</td>
<td>1</td>
<td>6</td>
<td>Arum Lily, Monadenia</td>
</tr>
<tr>
<td>12/11/2019</td>
<td>BR007</td>
<td>MAGNOLIA RD RESERVE</td>
<td>BAT</td>
<td>9.5</td>
<td>5</td>
<td>66.5</td>
<td>Perennial Veldt grass</td>
</tr>
</tbody>
</table>

On-ground Works Summary

<table>
<thead>
<tr>
<th># BATs</th>
<th># miniBATs</th>
<th># support visits</th>
<th>Total hours OGW (staff+vols)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>0</td>
<td>173</td>
</tr>
</tbody>
</table>
4.5.2 CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.2 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
B10461, 20/9588
Minutes of the Gawler River Floodplain Management Authority meeting held on 12 December 2019, and Minutes and Key Outcome Summary of the meeting held on 27 February 2020 are attached for information.

RECOMMENDATION:
That Report 4.5.2.2 be received and noted.
Minutes GRFMA Board 12-12-2019

1. Meeting of the Board

1.1 Welcome by the GRFMA Chairperson

Mr Ian Baldwin formally welcomed Board Members, Deputy Board Members, Observers and the Executive Officer and opened the 114th meeting of the Board.

1.2 Present (please sign the Attendance Register)

- Mr Ian Baldwin, Independent Board Member, Chair
- Cr Terry-Anne Keen, Adelaide Plains Council, Board Member
- Mr Robert Veitch, Adelaide Plains Council, Deputy Board Member
- Cr Malcolm Herrmann, Adelaide Hills Council, Board Member
- Mr Marc Salver, Adelaide Hills Council, Board Member
- Mr Gary Mavrinac, The Barossa Council, Board Member
- Cr Russel Johnstone, The Barossa Council, Deputy Board Member
- Mr Sam Dilena, Town of Gawler, Board Member
- Cr Paul Koch, Town of Gawler, Board Member
- Cr William Close, Light Regional Council, Board Member
- Mr Andrew Philpott, Light Regional Council, Deputy Board Member
- Mr Greg Pattinson, City of Playford, Deputy Board Member
- Cr Peter Rentoulis, City of Playford, Board Member
- Mr David Hitchcock, Executive Officer

The Chairman welcomed Cr Peter Rentoulis and Cr Clinton Marsh (who was in the gallery) as the newly appointed City of Playford Board Member and Deputy Board Member.

Ms Robyn Daly, Scheme Manager, Local Government Association Mutual Liability Scheme attended the meeting to discuss GRFMA strategic risk management and planning.

1.3 Apologies

- Mayor Bim Lange, Barossa Council, Board Member
- Mr James Miller, Adelaide Plains Council, Board Member
1.4 Appointment of Observers

GRB 19/65 Observers
Moved: Cr T Keen
Seconded: Cr P Koch

That Cr John Lush, Adelaide Plains Council, be appointed as Observer.
CARRIED UNANIMOUSLY

1.5 Declarations of Interest

Nil

2. Confirmation of Minutes

2.1 GRFMA Ordinary Meeting Minutes

GRB 19/66 Minutes of the 17-10-2019 GRFMA Meeting
Moved: Mr M Salver
Seconded: Cr R Johnstone

That the minutes of the Gawler River Floodplain Management Authority Board meeting held on 17 October 2019 be confirmed as a true and accurate record of that meeting.
CARRIED UNANIMOUSLY

2.2 GRFMA Confidential Meeting Minutes

GRB 19/67 Minutes of the 17-10-2019 GRFMA Confidential Meeting
Moved: Mr G Mavrinac
Seconded: Mr S Dilena

That the minutes of the Gawler River Floodplain Management Authority Board confidential meeting held on 17 October 2019 be confirmed as a true and accurate record of that meeting.
CARRIED UNANIMOUSLY

2.3 Actions on Previous Resolutions

Noted

2.4 Matters Arising from the Minutes

The Executive Officer vacated the meeting at 10:42am.

The meeting discussed minor matters relating to the draft Executive Officer Contract 2020-2021. Noted: The Executive Officer Specifications document to reflect the to be established Regional Landscape Boards and Green Adelaide, pursuant to the Landscape South Australia Act 2019.

The Executive Officer returned to the meeting 10.45 am
3. **Questions on Notice**

   Nil

4. **Motions on Notice**

   Nil

5. **Presentations**

   Nil

6. **Audit Committee**

   6.1 **GRFMA Audit Committee Meeting Minutes – 12-02-2020**

   GRB 19/68 Minutes of the 27-11-2019 GRFMA Audit Committee Meeting

   Moved: Cr M Herrmann
   Seconded: Mr G Mavrinac

   That:
   1. *The minutes of the Gawler River Floodplain Management Authority Audit Committee meeting held on 27-11-2019 be received.*
   2. *The 2019 GRFMA Policy Review be adopted and that GRFMA policy reviews be extended to a period of 2 years or as required within that timeframe.*
   3. *The Executive Officer develops a Public Interest Disclosure Policy in compliance with the Public Interest Disclosure Act.*

   CARRIED UNANIMOUSLY

   The meeting noted:
   - Section 48, Prudential requirements for certain activities (Local Government Act 1999) in relation to the Northern Floodway Project, that consideration for a Prudential Review be given once funding for the project had been secured and relevant cost be reflected in the proposed GRFMA Long Term Financial Plan.
   - Passage of the Landscape South Australia Act 2019 which will replace the Natural Resources Management Act 2004, leading to the establishment of new landscape boards and the GRFMA area now being located in three separate landscape boards.

7. **Technical Assessment Panel**

   Nil

8. **Reports**

   8.1 **GRFMA Charter Review 2**

   GRB 19/69 GRFMA Charter Review 2

   Moved: Cr M Herrmann
   Seconded: Cr T Keen

   That the GRFMA initiates Stage 2 of the GRFMA Charter Review.

   CARRIED UNANIMOUSLY
GRB 19/70 GRFMA Charter Review 2  
Moved: Cr R Johnstone  
Seconded: Cr P Koch  

That the GRFMA establishes membership of the GRFMA Charter Review (2) Working Group as:

- Mr G Pattinson (Playford)
- Mr G Mavrinac (Barossa)
- Mr A Philpott (Light)
- Mr James Miller (Adelaide Plains)
- Mr Sam Dilena (Gawler)
- Mr Marc Salver (Adelaide Hills)
- Mr Ian Baldwin (Chairman)
- Mr David Hitchcock (Executive Officer)

CARRIED UNANIMOUSLY

GRB 19/71 GRFMA Charter Review 2  
Moved: Cr M Herrmann  
Seconded: Cr W Close  

That the GRFMA requests The Charter Review (2) Working Group to:
1. Provide a report on proposed charter review methodologies and any legal and research support requirements at a future GRFMA Board Meeting.
2. Conclude the Charter Review 2 considerations and arrangements such that any resultant new charter will be operational and effective from 1 July 2021.

CARRIED UNANIMOUSLY

The meeting adjourned at 11:03am for a short break.

The meeting reconvened at 11:21am.

8.2 Emergency Management Plan  

GRB 19/72 Emergency Management Plan  
Moved: Cr G Pattinson  
Seconded: Mr M Salver  

That the GRFMA endorses partnership with the LGA Council Ready program to assist with the preparation of an Emergency Management Plan for the Bruce Eastick North Para Flood Mitigation Dam.

CARRIED UNANIMOUSLY

The meeting noted the Executive Officer would liaise with Ms Robyn Daly, Scheme Manager, Local Government Association Mutual Liability Scheme to facilitate a GRFMA strategic risk management workshop early 2020.
8.3 Northern Floodway Project Advocacy

**GRB 19/73 Northern Floodway Project Advocacy**

**Moved:** Cr P Koch  
**Seconded:** Cr W Close

*That the GRFMA receives the progress report.*

**CARRIED UNANIMOUSLY**

The Chairman recorded his thanks and appreciation to Mr Phil Harrison and the City of Playford for the assistance provided to the GRFMA in the Northern Floodway Advocacy process.

8.4 GRFMA Meeting Schedule

**GRB 19/74 GRFMA Meeting Schedule**

**Moved:** Mr A Philpott  
**Seconded:** Cr T Keen

*That the Schedule of ordinary GRFMA meetings for 2020 be:*

- Thursday 27 February 2020, Light Regional Council
- Thursday 16 April 2020, Adelaide Hills Council
- Thursday 11 June 2020, The Barossa Council
- Thursday 13 August 2020 Town of Gawler
- Thursday 15 October 2020 Adelaide Plains Council
- Thursday 10 December 2020, City of Playford.

**CARRIED UNANIMOUSLY**


**GRB 19/75 Progress Report of the GRFMA Business Plan 2019-2022**

**Moved:** Mr G Mavrinac  
**Seconded:** Mr G Pattinson

*That the GRFMA receives the progress report of the GRFMA Business Plan 2019 - 2022*

**CARRIED UNANIMOUSLY**

8.6 Financial Report

**GRB 19/76 Financial Report**

**Moved:** Cr M Herrmann  
**Seconded:** Cr R Johnstone

*That the GRFMA:*

1. Receives the financial report as at 30 November 2019 showing a balance of total funds available $134,666.41.
2. Notes the Executive Officer GST report.

**CARRIED UNANIMOUSLY**
8.7 Re-vegetation of GRFMA Land

**GRB 19/77 Re-vegetation of GRFMA Land**

**Moved:** Cr P Koch  
**Seconded:** Cr R Johnstone

That the GRFMA:

1. Supports ecological improvements in and around the Bruce Eastick North Para Flood Mitigation Dam and develop works in conjunction with the land contractor;
2. Supports funding up to $5,000 for the Succession Ecology proposal for restoration work at the site in conjunction with the Light Regional Council;
3. Empowers the Executive Officer to lobby Natural Resources Adelaide and Mount Lofty Ranges (or the pending Green Adelaide and Northern and Yorke Regional Landscape Board) for one third cost of the Project; and
4. Requests the land contractor to appropriately manage stock grazing on the proposed restoration site until there is agreement to allow stock to re-enter the site.

**CARRIED UNANIMOUSLY**

8.8 Administration Support Services

**GRB 19/78 Administration Support Services**

**Moved:** Cr T Keen  
**Seconded:** Mr S Dilena

That the GRFMA:

1. Request the Executive Officer to seek expressions of interest for contract administration support services as outlined in Agenda item 8.8 of the 12/12/19 GRFMA meeting; and
2. Endorse the GRFMA Chairman and Executive Officer to consider expressions received and to appoint a preferred supplier commencing 1 January 2020.

**CARRIED UNANIMOUSLY**

9. Correspondence

Nil

10. Confidential

10.1 Bruce Eastick North Para Flood Mitigation Dam

**GRB 19/79 Bruce Eastick North Para Flood Mitigation Dam**

**Moved:** Cr M Herrmann  
**Seconded:** Cr P Koch

That pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public, excepting the following persons:

- Executive Officer; and
- Deputy Board Members.

be excluded from attendance at the meeting, in order to consider in confidence agenda item 10.1, Bruce Eastick North Para Flood Mitigation Dam under Section 90(3)(d) of the Local Government Act 1999 on the basis that:
(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest;

This matter is confidential because it includes quotations for provision of services and requires determination of a suitable and preferred supplier.

On the basis of this information, the principle that meetings of the GRFMA Board should be conducted in a place open to the public has been outweighed in this instance: The Board consider it necessary to consider this matter in confidence.

CARRIED UNANIMOUSLY

The GRFMA considered a report in relation to Bruce Eastick North Para Flood Mitigation Dam Operations and Maintenance Manual.

GRB 19/80 Bruce Eastick North Para Flood Mitigation Dam Motion kept in confidence.

The GRFMA considered options to undertake repairs to the Lower Level Outlet Pipe and Stilling Basin components of the Bruce Eastick North Para Flood Mitigation Dam.

GRB 19/81 Bruce Eastick North Para Flood Mitigation Dam Motion kept in confidence.

GRB 19/82 Bruce Eastick North Para Flood Mitigation Dam
Moved:  Cr M Hermann
Seconded: Cr R Johnstone

That Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the GRFMA orders that the following aspects of item 10.1 Bruce Eastick North Para Flood Mitigation Dam be kept confidential in accordance with the GRFMA Boards reasons to deal with this item in confidence pursuant to section 90(3) (d) of the Local Government Act 1999:

- Report for Item 10.1.
- Attachments for item 10.1.

The Executive Officer is delegated authority to publicly release Information regarding GRFMA Board determination of the preferred supplier and the accepted quotation costing upon acceptance and completion of contract arrangements.

CARRIED UNANIMOUSLY

Mr G Mavrinac departed the meeting at 12:17pm
GRB 19/83 Letter of Thanks Cr S Coppins

Moved: Cr P Koch
Seconded: Cr T Keen

That a letter of thanks be forwarded to Cr Stephen Coppins in acknowledgement of his assistance and service to the GRFMA as City of Playford Board Member from November 2018 to November 2019.

CARRIED UNANIMOUSLY

The meeting noted Councils have been invited to provide the LGA with comment on how to improve stormwater management arrangements in South Australia. Feedback is open until 17 January 2020, which will be followed by a workshop in mid-February subject to Council interest. The Executive Officer will review and consider how this process might relate to the GRFMA.

11. Urgent Matters Without Notice

Nil

12. Next Meeting

Date and Time: Thursday 27 February 2020 at 9:45am

Host: Light Regional Council

13. Closure

The Chairperson thanked the City of Playford for its hospitality as host and also thanked the Board for its participation and guidance in management of the GRFMA and wished everyone a safe and peaceful Christmas.

The meeting closed 12:33pm.

Chair ____________________ Date ___________
MINUTES
GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
BOARD
ORDINARY MEETING
9:45am Thursday 27 February 2020
Light Regional Council – 93 Main Street, Kapunda

1. Meeting of the Board

1.1 Welcome by the GRFMA Chairperson

Mr Ian Baldwin formally welcomed Board Members, Deputy Board Members, Observers and the Executive Officer and opened the 115th meeting of the Board.

1.2 Present

- Mr Ian Baldwin, Independent Board Member, Chair
- Cr Terry-Anne Keen, Adelaide Plains Council, Board Member
- Mr James Miller, Adelaide Plains Council, Board Member
- Cr Malcolm Herrmann, Adelaide Hills Council, Board Member
- Mr Marc Salver, Adelaide Hills Council, Board Member
- Mr Gary Mavrinac, The Barossa Council, Board Member
- Cr Russel Johnstone, The Barossa Council, Deputy Board Member
- Mr Sam Dilena, Town of Gawler, Board Member
- Cr Paul Koch, Town of Gawler, Board Member
- Cr William Close, Light Regional Council, Board Member
- Mr Andrew Philpott, Light Regional Council, Deputy Board Member
- Mr Greg Pattinson, City of Playford, Board Member
- Mr David Hitchcock, Executive Officer

1.3 Apologies

- Cr Peter Rentoulis, City of Playford, Board Member
- Mayor Bim Lange, Barossa Council, Board Member
- Mr Brian Carr, Light Regional Council, Board Member

1.4 Appointment of Observers

GRB 20/01 Observers
Moved: Cr T Keen
Seconded: Mr J Miller

That Cr. John Lush be appointed as Observer.

CARRIED UNANIMOUSLY

1.5 Declarations of Interest

Refer item 10.2 Tenure of GRFMA Chair and Independent Member.
2. Confirmation of Minutes

2.1 GRFMA Ordinary Meeting Minutes

GRB 20/02 Minutes of the 12-12-2019 GRFMA Meeting
Moved: Cr M Herrmann
Seconded: Cr P Koch

That the minutes of the Gawler River Floodplain Management Authority Board meeting held on 12 December 2019 be confirmed as a true and accurate record of that meeting.

CARRIED UNANIMOUSLY

2.2 GRFMA Confidential Meeting Minutes

GRB 20/03 Minutes of the 12-12-2019 GRFMA Confidential Meeting
Moved: Mr S Dilena
Seconded: Cr W Close

That the confidential minutes of the Gawler River Floodplain Management Authority Board meeting held on 12 December 2019 be confirmed as a true and accurate record of that meeting.

CARRIED UNANIMOUSLY

2.3 Actions on Previous Resolutions

Nil

2.4 Matters Arising from the Minutes

Nil

3. Questions on Notice

Nil

4. Motions on Notice

Nil

5. Presentations

Nil

6. Audit Committee

6.1 GRFMA Audit Committee Meeting Minutes – 12-02-2020

GRB 20/04 Minutes of the 12-02-2020 GRFMA Audit Committee Meeting
Moved: Cr Herrmann
Seconded: Cr T Keen

That the minutes of the Gawler River Floodplain Management Authority Audit Committee meeting held on 12 February 2020 be confirmed as a true and accurate record of that meeting.

CARRIED UNANIMOUSLY
7. Technical Assessment Panel

Nil

8. Reports

8.1 GRFMA Charter Review 1

GRB 20/05 GRFMA Charter Review 1
Moved: Mr M Mavrinac
Seconded: Mr M Salver

That the GRFMA:
1. Receives the report; and
2. Requests the Executive Officer to now develop suitable processes and timing scenarios to effect new management requirements following adoption of the GRFMA Charter (1) 28/1/2020; and
3. Receives a report in this regard at a future GRFMA meeting.

CARRIED UNANIMOUSLY

8.2 GRFMA Charter Review 2

GRB 20/06 GRFMA Charter Review 2
Moved: Mr M Mavrinac
Seconded: Mr M Salver

That the GRFMA receives the report and requests the Executive Officer to seek Request for Quotes for Charter Review 2 and to provide recommendation of action and process to the April 2020 GRFMA Board.

CARRIED UNANIMOUSLY

Members noted in relation to the GRFMA Charter Review 2 process that the RFQ document be amended to include:

- reference to risks identified from the recent Risk Planning Workshop;
- consideration of a skills-based Board and possible federal and state policy interventions;
- reference of a high regard consideration (evaluation) for the proposed methodology that consultants indicate they will undertake in delivery of a suitable report; and
- The Charter Review Working Group will develop a suitably weighted matrix to evaluate and assess all submissions from the RFQ.

8.3 Lower Level Outlet Pipe and Stilling Basin

GRB 20/07 Lower Level Outlet Pipe and Stilling Brush
Moved: Mr J Miller
Seconded: Mr M Salver

That the GRFMA:
1. Establishes a working party with delegated authority to effect and project manage repairs to the Bruce Eastick North Para Flood Mitigation Dam lower level outlet pipe and stilling basin;
2. Determines scope of authority of the working group as outlined in the 27/2/2020 GRFMA meeting Agenda Item 8.3, Lower level Outlet Pipe (LLOP) and Stilling Basin; and

3. Prior to initiating discussion regarding the LLOP and stilling basin issues with relevant companies associated with the design and subsequent construction of the Bruce Eastick North Para Flood Mitigation Dam, instruct the Executive Officer to obtain legal advice to understand the GRFMA’s legal position on matters contained herein in order to pursue a subsequent claim for damages to cover all remediation costs associated with the defective works.

CARRIED UNANIMOUSLY

8.4 GRFMA Strategic Risks

GRB 20/08 GRFMA Strategic Risks
Moved: Cr M Herrmann
Seconded: Cr R Johnstone

That the GRFMA notes the report.

CARRIED UNANIMOUSLY

8.5 Financial Report BR2

GRB 20/09 Financial Report BR2
Moved: Mr J Miller
Seconded: Mr G Mavrinac

That the GRFMA:
1. Receives the financial report as at 31 January 2020 showing a balance of total funds available of $168,380.20; and

CARRIED UNANIMOUSLY

8.6 GRFMA 2020-2021 Business Plan and Draft Budget

GRB 20/10 GRFMA 2020-2021 Business Plan and Draft Budget
Moved: Mr S Dilena
Seconded: Cr M Herrmann

That the GRFMA:
1. Notes the report;
2. Adopts the Draft 2020/2021 GRFMA Annual Business Plan and Draft Budget as amended; and
3. Following receipt of Constituent Council feedback considers adoption of the GRFMA draft Annual Business Plan and Annual Budget at the June 2020 meeting.

CARRIED UNANIMOUSLY
9. Correspondence

9.1 Letter from Senator Alex Antic regarding support for the Northern Floodway Project

9.2 Late Correspondence from the Storm Water Management Authority regarding requirement for development of a Storm Water Management Plan for the Northern Floodway project was tabled.

The Executive Officer also presented a series of maps identifying possible minor amendments to the Northern Floodway Project and Riverlea (Buckland Park) as recently proposed by Walker Corporation.

GRB 20/11 Northern Floodway Project
Moved: Mr M Mavrinac
Seconded: Mr G Pattinson

That the GRFMA request the Executive Officer to facilitate a meeting of delegates from the GRFMA, City of Playford, Walker Corporation and Department of Planning Transport and Infrastructure to facilitate conversation for further development of the Northern Floodway Project with potential revision.

CARRIED UNANIMOUSLY

GRB 20/12 Correspondence
Moved: Mr M Mavrinac
Seconded: Mr G Pattinson

That the correspondence be received

CARRIED UNANIMOUSLY

10. Confidential

10.1 Operations and Maintenance Manual

GRB 20/13 Operations and Maintenance Manual
Moved: Cr R Johnstone
Seconded: Cr W Close

That pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public be excluded from attendance at the meeting, with the exception of:

- Executive Officer; and
- Observers

in order to consider in confidence agenda item 10.1 Operations and Maintenance Manual, under Section 90(3)(d) of the Local Government Act 1999 on the basis that:

- (i) commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to the public interest.
This matter is confidential because the information herein provides commercial terms and conditions for provision of services to update the Bruce Eastick North Para Flood Mitigation Dam Operations and Maintenance Manual and would provide advantage to a third party for negotiations regarding the service.

On the basis of this information, the principle that meetings of the GRFMA Board should be conducted in a place open to the public has been outweighed in this instance: the Board considers it necessary to consider this matter in confidence.

CARRIED UNANIMOUSLY

Confidential session commenced at 11.47am

GRB 20/14  Operations and Maintenance Manual
Moved:    Mr S Dilena
Seconded: Mr A Philpott

That the GRFMA
1. Accepts the quotation of $5,102 ex GST from AURECON for provision of services to review and facilitate provision of an updated Bruce Eastick North Para Flood Mitigation Dam Operations and Maintenance Manual; and
2. Authorises the Executive Officer to negotiate a small variation to the quotation to facilitate an onsite visit of the Dam if required.

CARRIED UNANIMOUSLY

GRB 20/15  Operations and Maintenance Manual
Moved:    Cr T Keen
Seconded: Mr J Miller

Pursuant to Section 90((3)(d) and Section 91(7) of the Local Government Act 1999, the GRFMA orders that the report and attachments pertaining to Item 10.1 Operations and Maintenance Manual remain confidential until reviewed and determined as part of the annual review by the Authority in accordance with Section 91(9)(a) of the Local Government Act 1999:

With exception;

The Executive Officer is delegated authority to publicly release information regarding GRFMA Board determination of the preferred supplier and the accepted quotation costing.

CARRIED UNANIMOUSLY

Confidential session concluded at 11.56am.

Mr I Baldwin declared a Material Conflict of Interest in Item 10.2 as Mr Baldwin is the current GRFMA Chair and the item relates to tenure of that position.

Mr Baldwin vacated the room at 11.56am.
GRB 20/16 Acting Chair
Moved: Cr T Keen
Seconded: Cr P Koch

That Mr J Miller be appointed acting Chair for the purposes of conduct of item 10.2.

CARRIED UNANIMOUSLY

10.2 Tenure of GRFMA Chair and Independent Member

GRB 20/17 Tenure of GRFMA Chair and Independent Member
Moved: Mr G Pattinson
Seconded: Cr T Keen

That Pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public and GRFMA Chairperson be excluded from attendance at the meeting, in order to consider in confidence agenda item 10.2 Tenure of GRFMA Chair and Independent Member, under Section 90(3)(a) of the Local Government Act 1999 on the basis that:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

This matter is confidential because the information provides discussion and review of services provided by the GRFMA Chairperson.

On the basis of this information, the principle that meetings of the GRFMA Board should be conducted in a place open to the public has been outweighed in this instance: the Board considers it necessary to consider this matter in confidence.

CARRIED UNANIMOUSLY

Confidential session commenced at 11:59am

GRB 20/18 Tenure of GRFMA Chair and Independent Member
Moved: Cr T Keen
Seconded: Cr M Herrmann

That in recognition of quality chair and leadership services.

1. Mr. Ian Baldwin be reappointed to the position of Chairperson for the Gawler River Floodplain Management Authority for a term of three years (28/2/2020-1/3/2023).
2. An honorarium/sitting fee of $500 per GRFMA meeting and $300 per Technical Assessment Panel and key stakeholder meetings requiring GRFMA Chairperson attendance be provided, with a maximum annual honorarium threshold of $8,500.
3. The annual honorarium be reviewed in 12 months’ time, and
4. The 2020/2021 draft annual Budget estimates be amended accordingly

CARRIED UNANIMOUSLY
GRB 20/19 Tenure of GRFMA Chair and Independent Member  
Moved: Mr A Philpott  
Seconded: Cr T Keen

_Pursuant to Section 90(2) and Section 91(7) & 91 (9) of the Local Government Act 1999, the information relating to item 10.2 be released for public information._

CARRIED UNANIMOUSLY

Confidential session concluded at 12:10pm.

Mr Baldwin returned to the room at 12.10pm and recommenced the position of Chair.

11. Urgent Matters Without Notice

**GRB 20/20 Floodplain Management Australia Conference**  
Moved: Cr T Keen  
Seconded: Mr M Slaver

_That:  
1. The GRFMA Chair, Mr I Baldwin be authorised to attend the Floodplain Management Australia National Conference at Toowoomba, Queensland, from Wednesday 20 to Friday 22 May 2020, noting Pre-Conference Workshops occur on Tuesday 19 May 2020.  
2. Attendance costs be covered by the GRFMA including conference registration, airfares and accommodation._

CARRIED UNANIMOUSLY

12. Next Meeting

**Date and Time:**  
Thursday 18 April 2020 at 9:45am

**Host:**  
Adelaide Hills Council  
Community Room in the Torrens Valley Community Centre, Gumeracha

13. Closure

The Chairperson thanked the Light Regional Council for its hospitality as host and closed the meeting at 12.20 pm
New GRFMA Charter(1)  
The meeting noted that the amended GRFMA Charter (1) has taken effect from 28/1/2020. The Executive Officer is to now develop suitable processes and timing scenarios to effect new management requirements following adoption of the GRFMA Charter (1).

GRFMA Charter Review(2)  
Member's noted considerations of the Charter Review Working Group and requested the Executive Officer to seek Request for Quotes for Charter Review (2) and to provide recommendation of action and process to the April 2020 GRFMA Board.

Lower level outlet pipe and stilling basin  
A working party, with delegated authority, was established to effect and project manage repairs to the Bruce Eastick North Para Flood Mitigation Dam lower level outlet pipe and stilling basin. Prior to works being initiated the Executive Officer is to obtain legal advice to understand the legal position on matters regarding possible claim for damages to cover all remediation costs associated with the defective works.

Financial report  
The meeting received the financial report as at 31 January 2020 showing a balance of total funds available of $168,380.20 and adopted the Budget Review 2 (BR2) documents 31 January 2020 for the 2019/20 financial year.

Draft 2020/2021 GRFMA Annual Business Plan and Draft Budget  
The meeting adopted the Draft 2020/2021 GRFMA Annual Business Plan and Draft Budget as amended and following receipt of constituent council feedback will consider adoption of the GRFMA draft Annual Business Plan and Annual Budget at the June 2020 meeting.

Northern Floodway Project  
The Executive Officer was requested to facilitate a meeting of delegates from the GRFMA, City of Playford, Walker Corporation and Department of Planning Transport and Infrastructure to facilitate conversation for further development of the Northern Floodway Project.

Reappointment of Chairperson of the Authority  
Mr. Ian Baldwin was reappointed to the position of Chairperson for the Gawler River Floodplain Management Authority for a term of three years (28/2/2020- 1/3/2023).

Floodplain Management Australia National Conference  
Mr I Baldwin was authorised to attend the Floodplain Management Australia National Conference at Toowoomba, Queensland, from Wednesday 20 to Friday 22 May 2020.

Next Ordinary Board Meeting  
The next Ordinary Board Meeting will be held 9.45 am, Thursday 18 April 2020, Adelaide Hills Council. (Community Room in the Torrens Valley Community Centre, Gumeracha).
4.5.3 CONSENSUS AGENDA – HEALTH SERVICES REPORT

4.5.3.1 FOOD RECALLS

B10499
Consumer Level recalls were monitored for:

- Crostoli King
  - Cannoli Bambini Kit 475g
  - Cannoli Kit 305g
- Coles Italia Pesto Al Basilico Basil Pesto
- Providore Italian Tomatoes and Grana Padano Cheese Pesto
- Dineamic Australia Pty Ltd - Soy and Ginger Beef Hokkien Noodles
- Woolworths Italian Style Basil Pesto 190g
- Simplot Australia Pty Ltd
  - Leggo’s Basil Pesto
  - Leggo’s Sundried Tomato Pesto
  - Chicken tonight Cashew Satay Cooking Sauce
- Petite Lentille Verte/Small Green Lentils
- Aldi Stores
  - Remano Basil Pesto 190g
  - Remano Sun-Dried Tomato Pesto 190g
- Crostoli King
  - Cannoli Bambini Kit
  - Cannoli Kit
  - Cannoli 10pieces 180g
  - Cannoli Bambini 12pieces 90g
- The Fabulous Food Company Jersey Caramels 200g
- Jamie Oliver Green Pesto 190g
- Hong Australia Corp Pty Ltd - Spring Home Spring Roll Pastry sheets with egg
- Ped Yang Pty Ltd - Thai Roasted Duck Boneless (BBQ Roasted)
- Simplot Australia Pty Ltd - Culinary Select Petite Pie - Lamb and Rosemary

RECOMMENDATION:
That the report item 4.5.3.1 be received.
CONSENSUS AGENDA – HEALTH SERVICES REPORT

4.5.3.2 FOOD PREMISES INSPECTIONS
B4573
During the month of February 2020 the following food businesses were inspected for their compliance with the Food Act 2001.

- Moorooroo Park Vineyards – Routine inspection
- The Wild Inside – Routine inspection
- Beansalicious – Re-inspection
- Jacobs Creek Retreat – Re-inspection
- Michelle’s Gourmet Kitchen – Routine inspection
- Burge Family Wines – Routine inspection
- The Rex – Routine inspection
- The Rex – Re-inspection

COUNCIL OWNED ASSETS

- Lyndoch Recreation Park
- Curdnatta/Sandy Creek Cricket Club
- Tanunda Tennis Club
- Lyndoch Recreation Park Bowling Club
- Nuriootpa Centennial Park – Football Club
- Nuriootpa Centennial Park – Tennis and Netball Club kitchen
- Tanunda Bowling Club

RECOMMENDATION:
That the report items 4.5.3.2 be received.
7.1 DEBATE AGENDA - MAYOR

7.1.1 ANNUAL PERFORMANCE AND REMUNERATION REVIEW OF CHIEF EXECUTIVE OFFICER (CEO) E1200

PURPOSE
The annual review of the Chief Executive Officer’s performance is due by the June meeting of Council. A committee is required to be appointed to coordinate the review in accordance with the Contract of Employment.

RECOMMENDATION
That Council undertakes the 2020 annual review of the Chief Executive Officer’s performance and remuneration internally with administrative support from internal resources utilising the current internal survey tool and reporting templates and appoints Mayor Lange, Deputy Mayor Boothby and Councillors (up to 3) ................................, ........................... , and ........................ to the Chief Executive Officer Performance Review Committee for the conduct of the 2020 process.

REPORT

Introduction
The Local Government Act, along with the Chief Executive Officer’s employment contract, requires that the performance of the CEO be regularly assessed being at least annually.

Discussion
I have recommended we commence in April this year so that it is completed by June to coincide with the anniversary date of the CEO’s contract being 4 June. The past years has seen the review not completed until late July some six weeks after the anniversary date. Last year was late in starting and did not provide much time for surveys to be completed.

For the past six reviews Council has elected to undertake the review process utilising internal expertise and our survey tool rather than outsourcing to a management consultant at significant cost, this has worked well. The internal process has been supported by internal resources limited to conducting and collating the survey results. Council under the contract of employment can engage a relevant external agency to undertake the review, there are many consultants that can undertake the work if necessary and if Council elect to do so I will seek quotes from three suppliers and consult with the CEO, as is required by the contract.

As part of the contract of employment with the CEO the Performance Review Committee conducts the review and shall consist of the Mayor, Deputy Mayor and up to three Councillors, or, where agreed with the CEO, additional members.

The Council needs to determine if it will conduct the review internally supported by an officer or engage an independent consultant. The CEO needs to concur with the officer or consultant so appointed. If the review is conducted through our internal
process it will be supported by the Executive and Project Support Officer, Executive Services, Mrs South. The annual review of the CEO’s remuneration package can be included in this process but in any case must be done within one month of the performance review. I have consulted with the CEO and Martin is happy to have Mrs South support the process administratively, and to conduct both the review and remuneration review process together by the Performance Review Committee.

If the internal process is selected by Council the process commences with a meeting of the committee with the internal support officer to review the survey questions, timeframes and other administrative matters. The process then proceeds in the following manner:

1. Members, direct reports to the CEO and any other officers (internal or external) agreed between the Committee and CEO undertake the survey;
2. The Committee and CEO review survey results including year to year comparisons and address any areas of material difference in performance outcomes;
3. The CEO will present to the Committee a summation of the year (to date) and suggested targets for the following year which the Committee will review and provide further input;
4. CEO will present (if remuneration also part of the Committees responsibility) to the Committee remuneration assessment for review as compared to the contract of employment, independent survey data and other considerations; and
5. The finalisation is completed with a full report to Council to review the yearly report of CEO, any other relevant documentation, remuneration assessment, targets and survey results.

As Mayor I may also provide a summary of the process and performance findings.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Nil

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

Community Plan

How We Work – Good Governance - Accountable

Legislative Requirements
Chapter 7, Part 1 Local Government Act 1999
Section 107 Local Government Act

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Requires only internal resources if undertaking internal process. There is no budget allocation for an external review as the prior and the current Council was satisfied it could be managed appropriately with the internal process, if Council wish to engage an external provider a budget adjustment would be necessary. An estimated cost for such an external review would be in the order of $8,000 - $12,000.

**COMMUNITY CONSULTATION**

Consultation is not required under policy or legislative requirements.
7.2.1 CHIEF EXECUTIVE OFFICER - DEBATE

7.2.1.1 PRUDENTIAL MANAGEMENT REPORT - FINAL - TARGET NEXT PHASE PRIORITIES AND ASSOCIATED ANALYSIS OF THE BIG PROJECT AS ADOPTED IN AUGUST 2019 (THE TARGET PLAN) B5601

PURPOSE
To consider the final prudential management report for the Target Plan adopted 20 August 2019 and the associated business case and cost benefit analysis for the project in its entirety and individually.

RECOMMENDATION
That Council having considered the Prudential Management Report pursuant to Section 48 of the Local Government Act, which outlines the financial, economic, risk and strategic and operational alignment of the Target Next Phase Priorities note the sustainable outcomes of the plan based on the plan assumptions and that Council continue to manage the Target Plan in accordance with principles and findings of the Prudential Management Report.

REPORT
Council has undertaken extensive work in planning for the vision of The Big Project and in August 2019 adopted the Target Plan. As part of adopting the plan it was resolved by Council to undertake a Prudential Management Report pursuant to Section 48 of the Local Government Act on the Target Plan.

As required by law and Council’s instruction I have engaged two independent firms to undertake the assessment:

1. UHY as the lead firm to do the overall and detailed assessment, other than by way of the economic impact assessment.
2. A P Sheere Consulting specialist economic advisor to undertake the economic impact assessment. This firm was selected also as the work being undertaken is to satisfied the prudential requirements but also provide a suite of cost benefit analysis outcomes to support lobbying and grant applications, thereby addressing both matters concurrently and within the same contract.
The findings of the report are summarised in the following table:

<table>
<thead>
<tr>
<th>Report Headings</th>
<th>Legislation: Local Government Act 1999</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prudential Policies</strong></td>
<td>S48(aa1)</td>
<td>Council has a current Prudential Management Policy</td>
</tr>
<tr>
<td></td>
<td>S48(a1)</td>
<td>There are currently no regulations relating to S48 of the Local Government Act 1999</td>
</tr>
<tr>
<td><strong>Requirement for a Prudential Report</strong></td>
<td>S48(1) &amp; S48(3) &amp; S48(6d)</td>
<td>The project is not for road construction, road maintenance or drainage works, and the amount is above the threshold, and therefore a Prudential Report is required.</td>
</tr>
<tr>
<td><strong>Relationship to Strategic Management Plans</strong></td>
<td>S48(2)(a)</td>
<td>The project has direct links with Council’s Community Plan. The project is included in Council’s Long-Term Financial Plan.</td>
</tr>
<tr>
<td><strong>Development Plan</strong></td>
<td>S48(2)(b)</td>
<td>Where Development Approval is required, the Council will undertake this with the State Planning Commission unless the Minister approves Council’s Assessment Panel to undertake the assessments.</td>
</tr>
<tr>
<td><strong>Economic Impact</strong></td>
<td>S48(2)(c)</td>
<td>The local Economic Impact of the projects has been assessed by a qualified and experienced consultant and shows a combined Cost Benefit Ratio of 2.24 meaning that for every $1 of costs the community is likely to receive a $2.24 benefit. The impact is also likely to provide 1,506 full time jobs. The reports note that these are estimates.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council management don’t expect the projects will negatively impact on current business districts. However, there will likely be some interruptions to the Mt Pleasant Caravan Park, but Council management have determined there is enough space to put alternative arrangements in place.</td>
</tr>
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<td></td>
<td>Council management note that there will be impact to clubs during the construction periods but aim to manage this by staging, arranging alternative arrangements for club rooms and playing surfaces.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council has a current Procurement Policy which outlines their principle on Open and Fair Competition in the marketplace.</td>
</tr>
<tr>
<td><strong>Consultation</strong></td>
<td>S48(2)(d)</td>
<td>Council has a communication plan to ensure that stakeholders have input into the project.</td>
</tr>
<tr>
<td><strong>Revenue Projections and Risk</strong></td>
<td>S48(2)(e)</td>
<td>Total revenue estimates constitute only 0.6% of Council’s forecast revenue. There is a low risk that most of the revenue would not be realised and there is therefore only a potential minimal impact on Council’s LTFP.</td>
</tr>
<tr>
<td><strong>Recurrent and Whole-of-Life Costs</strong></td>
<td>S48(2)(f) Project Costs</td>
<td>Project Costs have been estimated by Quantity Surveyors Rider Levett Bucknall.</td>
</tr>
<tr>
<td></td>
<td>S48(2)(f) Funding</td>
<td>Funding is contingent on receiving identified grants &amp; financial support.</td>
</tr>
<tr>
<td></td>
<td>S48(2)(f) Operating Costs</td>
<td>Appropriate costing methodology has been used to estimate operating costs with information available and based on existing assets where relevant.</td>
</tr>
<tr>
<td></td>
<td>S48(2)(f) Sensitivity</td>
<td>Appropriate costing methodology has been used to estimate operating costs with information available and based on existing assets where relevant. Thus, reducing sensitivity of costings.</td>
</tr>
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</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Sensitivity of Long-Term Financial Plan Forecasts</td>
<td>S48(2)(g)</td>
<td>Council has considered the financial viability of the projects with the assistance of Government &amp; Other Source Funding. Council has set thresholds for their ratios and a ‘Cumulative 5-year forward period Operating Surplus. The Operating Surplus and Net Financial Liabilities ratios are within targets in all years. The Asset Renewal Funding Ratio is within target except for 2 years where it is lower than the minimum target. Council has indicated that it will only go ahead with the projects as outlined in this report if anticipated funding and contributions is received. If not, Council will need to scale back or reprioritise projects to ensure that they remain within their Key Financial Indicator thresholds. A significant change in the scope of the project would require a further Prudential Report.</td>
</tr>
<tr>
<td>Risks</td>
<td>S48(2)(h)</td>
<td>Council has addressed the risks associated with the project</td>
</tr>
<tr>
<td>Project Management</td>
<td>S48(2)(i)</td>
<td>Council has a Senior Council Director as the Project Director. Council has developed Governance Principles, listed the stakeholders, developed a communication strategy and a project schedule for the Big Project in general and the projects included within the Next Phase. Council receives ongoing reports on progress.</td>
</tr>
<tr>
<td>Sale or Disposition of Land</td>
<td>S48(2)(j)</td>
<td>Council has undertaken the required legal and policy processes to undertake the identified land swap.</td>
</tr>
<tr>
<td>Qualifications of Author</td>
<td>S48(4)</td>
<td>The experience and qualifications of the lead author and associated firm are included in Appendix C.</td>
</tr>
<tr>
<td>Independence of Author</td>
<td>S48(4a), S48(6a), S48(6c)</td>
<td>The lead author and the firm UHY Haines Norton have declared they have no interest or conflict of interest in the project and are independent. A written declaration has been provided to the CEO.</td>
</tr>
<tr>
<td>Council Consideration of the Report</td>
<td>S48(4b)</td>
<td>The Council will be provided this report for consideration at their meeting on Tuesday 17 March 2020.</td>
</tr>
<tr>
<td>Public Inspection of the Report</td>
<td>S48(5) &amp; S48(6)</td>
<td>This report will be available for public inspection when the Council Agenda is available for the Council meeting on Wednesday 11 March 2020.</td>
</tr>
</tbody>
</table>

The one cautionary note is understood and impacts will be mitigated as best they can be as projects are implemented.

Provided at the Attachments is the full prudential report which will be placed on public display as required by Section 48(5) of the Local Government Act once Council has considered the report. Further all the economic assessment reports have been provided for completeness, your attention is however drawn to the second attachment as the executive summary of the underlying reports.

Officers will now cross reference the final reports and update and finalise the feasibility reports internally. That will complete all investment ready documentation to inform future grant and third party activities.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

- Prudential Management Report – Final
- Summary Business Case and Cost Benefit Analysis
- Tanunda Recreational Park Business Case and Cost Benefit Analysis
- Angas Recreation Park Business Case and Cost Benefit Analysis
- Nuriootpa Centennial Park Business Case and Cost Benefit Analysis
COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

- Natural Environment and Built Heritage
- Community and Culture
- Infrastructure
- Health and Wellbeing
- Business and Employment
- How We Work – Good Governance

All strategies under the Community Plan

Legislative Requirements
Section 48 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Outlined in the Prudential Management Report.

COMMUNITY CONSULTATION

Extensive consultation has taken place with community for each project. When implementation is undertaken on specific projects further engagement will take place.
The Big Project - Next Phase – Target Plan
Prudential Report – Updated Barossa Regional Gallery
Prepared for The Barossa Council

March 2020
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Lead Report Author: Corinne Garrett
UHY Haines Norton
25 Peel Street, Adelaide SA 5000
Tel 08 8110 0999
ABN: 37 223 967 491
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EXECUTIVE SUMMARY

Introduction
Council is in the process of developing a portfolio of Masterplans known as The Big Project. The Masterplans enable Council to apply for Government funding as it arises for financial assistance in completing components of The Big Project.

Purpose and Scope of this Report
UHY Haines Norton has been engaged to undertake the Prudential Review Report for the Barossa Council for the Big Project – Next Phase – Target Plan. Summary of Findings

The following provides a summary of the findings in this report;

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<td></td>
<td><strong>Noted – the project is compliant with the relevant section of the Act</strong></td>
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<tr>
<td></td>
<td></td>
<td><strong>Recommendation; additional suggestions to improve compliance.</strong></td>
</tr>
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<td><strong>Caution: Issues to be aware of</strong></td>
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<td><strong>Sensitivity of Long-Term Financial Plan Forecasts</strong></td>
<td>S48(2)(g)</td>
<td>Council has considered the financial viability of the projects with the assistance of Government &amp; Other Source Funding. Council has set thresholds for their ratios and a ‘Cumulative 5-year forward period Operating Surplus. The Operating Surplus and Net Financial Liabilities ratios are within targets in all years. The Asset Renewal Funding Ratio is within target except for 2 years where it is lower than the minimum target. Council has indicated that it will only go ahead with the projects as outlined in this report if anticipated funding and contributions is received. If not, Council will need to scale back or reprioritise projects to ensure that they remain within their Key Financial Indicator thresholds. A significant change in the scope of the project would require a further Prudential Report.</td>
</tr>
<tr>
<td><strong>Risks</strong></td>
<td>S48(2)(h)</td>
<td>Council has addressed the risks associated with the project.</td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
<td>S48(2)(i)</td>
<td>Council has a Senior Council Director as the Project Director. Council has developed Governance Principles, listed the stakeholders, developed a communication strategy and a project schedule for the Big Project in general and the projects included within the Next Phase. Council receives ongoing reports on progress.</td>
</tr>
<tr>
<td><strong>Sale or Disposition of Land</strong></td>
<td>S48(2)(j)</td>
<td>Council has undertaken the required legal and policy processes to undertake the identified land swap.</td>
</tr>
<tr>
<td><strong>Qualifications of Author</strong></td>
<td>S48(4)</td>
<td>The experience and qualifications of the lead author and associated firm are included in Appendix C.</td>
</tr>
<tr>
<td><strong>Independence of Author</strong></td>
<td>S48(4a), S48(6a), S48(6c)</td>
<td>The lead author and the firm UHY Haines Norton have declared they have no interest or conflict of interest in the project and are independent. A written declaration has been provided to the CEO.</td>
</tr>
<tr>
<td><strong>Council Consideration of the Report</strong></td>
<td>S48(4b)</td>
<td>The Council will be provided this report for consideration at their meeting on Tuesday 17 March 2020.</td>
</tr>
<tr>
<td><strong>Public Inspection of the Report</strong></td>
<td>S48(5) &amp; S48(6)</td>
<td>This report will be available for public inspection when the Council Agenda is available for the Council meeting on Wednesday 11 March 2020.</td>
</tr>
</tbody>
</table>
BACKGROUND TO PROJECT

In 2016, Council endorsed a report to commence a project to develop a generational plan. This became known as the Big Project and officially commenced in November 2016. Through engagement and consultation, a raft of plans has been developed in four key outcome areas;

- Recreation and Sporting Facilities
- Aquatic Strategy
- Cycle and Leisure Tourism
- Arts Culture and Heritage Tourism

The current Council has reviewed the masterplans and considered ways to assess the many competing demands across multiple facilities several factors including;

- Vision of the plans and community
- Economic development and growth opportunities, especially culture, art and recreational and sporting tourism
- Needs analysis
- Participation and population
- Renewal and upgrade priorities versus new infrastructure
- Ability to attract and align with understood State and Commonwealth grant programs and strategies
- Third party funding support
- Shared use and multi-use efficient infrastructure opportunities
- Upstream project needs to achieve main targeted outcomes
- Risk profile

Overriding project principles identified were;

- Retaining a decentralised/local approach to recreational facilities rather than a centralised, greenfield approach
- Shared use facilities wherever practicable
- Maintaining ‘business as usual’ investments and strategies without impact from the Big Project deliverables
- Leveraging matched funding, co contributions, partnership approaches, where possible.

Council then needed to allocate future budgeted resources based on the assessment of the above factors. The prioritised projects make up the ‘Next Phase’ Projects that are part of this report.
**DESCRIPTION OF PROJECT**

The prioritised projects making up the ‘Next Phase’ are shown in the table below;

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Cost $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angas Recreation Park</td>
<td></td>
</tr>
<tr>
<td>Junior Oval and Recreation Landscape</td>
<td>$3,353,301</td>
</tr>
<tr>
<td>Multifunctional Clubroom Redevelopment</td>
<td></td>
</tr>
<tr>
<td>Cricket Net relocation</td>
<td></td>
</tr>
<tr>
<td>Tanunda Recreation Park</td>
<td>$6,917,836</td>
</tr>
<tr>
<td>Clubrooms and Terrace Seating</td>
<td></td>
</tr>
<tr>
<td>New Entry – Playground</td>
<td></td>
</tr>
<tr>
<td>Junior Sports Fields</td>
<td></td>
</tr>
<tr>
<td>Cricket Net relocation</td>
<td></td>
</tr>
<tr>
<td>Southern Barossa Recreational Hub</td>
<td>$6,968,155</td>
</tr>
<tr>
<td>Rugby Relocation</td>
<td></td>
</tr>
<tr>
<td>Lyndoch Recreation Park Upgrade</td>
<td></td>
</tr>
<tr>
<td>Nuriootpa Centennial Park</td>
<td>$6,520,372</td>
</tr>
<tr>
<td>Landscaping/Civil/Road/Electrical and Drainage</td>
<td></td>
</tr>
<tr>
<td>Soccer Club Rooms</td>
<td></td>
</tr>
<tr>
<td>AFL/Netball Change Rooms</td>
<td></td>
</tr>
<tr>
<td>Scouts Relocation</td>
<td></td>
</tr>
<tr>
<td>New Soccer Pitches</td>
<td></td>
</tr>
<tr>
<td>Talunga Recreation Park</td>
<td>$2,871,929</td>
</tr>
<tr>
<td>Caravan Park Facilities</td>
<td></td>
</tr>
<tr>
<td>Equestrian Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Caravan Park Facilities – balance of works</td>
<td></td>
</tr>
<tr>
<td>Equestrian Infrastructure – balance of works</td>
<td></td>
</tr>
<tr>
<td>Improve Tennis Courts</td>
<td></td>
</tr>
<tr>
<td>Regional Culture Hub</td>
<td>$10,602,579</td>
</tr>
<tr>
<td>Upgraded and new buildings</td>
<td></td>
</tr>
<tr>
<td><em>Tanunda Club Artisans Accommodation</em></td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Murray Recreation Park</td>
<td>$144,561</td>
</tr>
<tr>
<td>Alterations and Renovations – Toilets, Pavilion,</td>
<td></td>
</tr>
<tr>
<td>Playground, Shower and Laundry Block</td>
<td></td>
</tr>
<tr>
<td>Stockwell Recreation Park</td>
<td>$2,428,408</td>
</tr>
<tr>
<td>New Change Room and Facilities</td>
<td></td>
</tr>
<tr>
<td>Spectator Viewing</td>
<td></td>
</tr>
<tr>
<td>BMX Track</td>
<td></td>
</tr>
<tr>
<td>Total Project Cost – Council</td>
<td>$39,807,141</td>
</tr>
<tr>
<td>Total Project Cost – Tanunda Club</td>
<td>$1,100,000</td>
</tr>
</tbody>
</table>

* This is a project fully funded and managed outside of Councils budgets and risk profile funding but is linked to the Regional Culture Hub project.

**LEGISLATION**

The Local Government Act 1999, Section 48 *Prudential Requirements for certain activities*, sets out that Councils must have certain policies and procedures in place relating to prudential management and obtain a report that addresses prudential issues where the expected capital cost of the project over the ensuing five years is likely to exceed $4m (indexed).

This report addresses the parts S48 that relate to the financial components of the project. The remaining reporting requirements of S48 will be addressed in the full Prudential Review Report.

Appendix A sets out the full legislation requirements.
SPECIFIC PROJECT DOCUMENTATION & RELATED POLICIES & PLANS

Council has developed several documents in the planning of this project. This report should be read in conjunction with the associated documentation. The associated documents and relevant plans are listed below;

- Annual Business Plan and Budget 2019/20
- Barossa Community Plan 2016 – 2036 – Council’s website
- The Barossa Council Corporate Plan 2016/17 to 2019/20 (supporting the Barossa Community Plan 2016-36) – File Ref: 16/38580
- Business Case and Cost Benefit Analysis;
  - The Big Project – Summary of the Business Case and CBA findings February 2020
  - Angas Recreation Park Redevelopment October 2019
  - Barossa Regional Culture Hub December 2019
  - Nuriootpa Centennial Park & Coulthard Reserve Redevelopment October 2019
  - Southern Barossa Hub Development December 2019
  - Stockwell Recreation Park Redevelopment October 2019
  - Talunga and Old Talunga Park Redevelopment December 2019
  - Tanunda Recreation Park Redevelopment October 2019
- Long Term Financial Plans;
  - 2019/20 to 2028/29
  - Revised for the Big Project – Next Phase
- Policies;
  - Disposal of Land and Other Assets Policy
  - Procurement Policy approved 19th June 2018 – Council’s website
  - Prudential Management Policy approved 15 May 2018 – Council’s website
- Target Plan;
  - Cross Reference of RGF to Target Plan
  - Council Report regarding Target Plan – B5601 19/48508
  - Target Plan – File Ref B5601 19/60381
- The Big Project – Next Phase – Implementation – Development Assessment Sub Plan

ADDRESSING LEGISLATED PRUDENTIAL ISSUES

All discussion in this section relates to the legislated requirements of Section 48 of the Local Government Act 1999. There are no related regulations.

Prudential Policies

S48 (aa1) requires that a council must develop and maintain prudential management policies, practices and procedures for the assessment of projects.

Council has a Prudential Management Policy on their website which was approved 15 May 2018. Its next review date is May 2022.

The policy addresses the requirements of the Act by providing guidance on the level of due diligence required for projects dependent upon a risk assessment and legislation requirements. The policy also sets out the Council’s due diligence requirements during and after a project.
S48(a1) requires that Council’s prudential management policies, practices and procedures must be consistent with any regulations made in relation to this section of the Act. There are currently no legislated regulations regarding this section of the Act.

**S48 (aa1) Noted: That Council has a current Prudential Management Policy.**

**S48 (a1) Noted: there are currently no regulations relating to S48 of the Local Government Act 1999.**

### Requirement for a Prudential Report

S48 (1) requires that Council must obtain and consider a report that addresses the prudential issues set out in subsection (2) of S48 before the Council engages in any project where the expenses are calculated to be higher (for the next 5 years) than 20% of Council’s operating expenditure (for the past 5 years) or where the expected capital cost of the project over the next 5 years will exceed $4,000,000 (indexed), or where Council considers appropriate.

S48 (3) provides that a Prudential Report is not required for work in relation to road construction or maintenance or drainage works.

S48 (6d) sets out the calculation of the indexing used to determine the current value of $4,000,000.

Council’s Prudential Management Policy refers to the ‘Prudential Management Project – Project Capital Cost $4,000,000 Index Calculation 18/1081. This document calculates the indexed threshold that will trigger the requirement for a Prudential Report. The Barossa Council has used the Adelaide CPI for their calculations. The legislation is silent on whether to use the CPI for Adelaide or nationally. It would seem reasonable to use the Adelaide CPI. The indexed threshold has been calculated at $4,804,267 as at September 2018. Council’s indexing calculations are correct.

The project costs associated with Council has been costed at $39,807m. As this project is not for road construction, road maintenance or drainage works, and the amount is in excess of the threshold, a Prudential Report is required.

**S48 (1), S48 (3) and S48 (6d) Noted: The project is not for road construction, road maintenance or drainage works, and the amount is above the threshold, and therefore a Prudential Report is required.**

### Relationship to Strategic Management Plans

S48 (2) (a) requires the Prudential Report to address the relationship between the project and relevant strategic management plans.

**Strategic Plan**

Council’s strategic plan “Barossa Community Plan 2016 – 2036” sets out the Council’s objectives over a 20-year period. The Plan describes five themes with corresponding strategies to assist the Council to realise its vision over the life of the plan.

The five themes are:

1. Natural Environment and Built Heritage
2. Community and Culture
3. Infrastructure
4. Health and Wellbeing
The table below shows the objectives of the Next Phase of the Big Project and the linkage to the Community Plan (strategic plan). Full detail of the Community Plan strategies is included in Appendix B.

<table>
<thead>
<tr>
<th>Objectives of the Next Phase of the Big Project</th>
<th>Community Plan Theme and Strategies (refer Appendix B for detail)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Deliver improved economic, social wellbeing and health benefits to the Barossa through community infrastructure investment within a 5-year period through combined Council, third party, and community and grant funding.</td>
<td>Community and Culture; 2.1, 2.2, 2.6, 2.7, 2.9, 2.13 Infrastructure; 3.5, 3.6 Health and Wellbeing; 4.2, 4.4, 4.6, 4.9 Business and Employment; 5.1, 5.3, 5.4, 5.5, 5.6, 5.13</td>
</tr>
<tr>
<td>2. Position the Barossa as a ‘go to’ state, national and international destination for recreational/sporting and cultural tourism and give people a reason to visit us more often and stay longer.</td>
<td>Community and Culture; 2.1, 2.2, 2.6 Infrastructure; 3.5, 3.6 Health and Wellbeing; 4.2, 4.4, 4.6, 4.9 Business and Employment; 5.1, 5.3, 5.4, 5.13</td>
</tr>
<tr>
<td>3. Deliver the next phase implementation of agreed projects within the 5-year period in partnership with the community.</td>
<td>Community and Culture; 2.7, 2.8 Infrastructure; 3.1, 3.2, 3.5, 3.6, 3.7</td>
</tr>
<tr>
<td>4. Deliver the phased implementation of agreed projects within the 4-year period based on return on investment measures to include economic and social value.</td>
<td>Business and Employment; 5.1, 5.3, 5.4, 5.7, 5.13</td>
</tr>
<tr>
<td>5. Improve the whole Barossa for all the Barossa</td>
<td>General link to total plan</td>
</tr>
<tr>
<td>6. Identify and secure State, Federal and external funding opportunities to meet 40% of costs.</td>
<td>Infrastructure; 3.5 Business and Employment; 5.1, 5.4</td>
</tr>
</tbody>
</table>

**Corporate Plan**

The project aligns with Council’s Corporate Plan ‘The Barossa Council Corporate Plan 2016/17 to 2019/20 (supporting the Barossa Community Plan 2016-36) assisting in achieving the following goal and strategy;

*How We Work – Good Governance*

3.11 Advocate for the allocation of State and Federal funding to maintain and invest in infrastructure within our region.

**Long Term Financial Plan**

The project is included in the Long-Term Financial Plan (LTFP) for Council consideration. The LTFP consideration is included in the ‘Financial Viability’ section of this report.
Annual Business Plan & Budget

Council’s Draft 2019/20 Annual Business Plan and budget include consideration of projects as part of the Big Project.

Infrastructure and Asset Management Plans (AMP)

Component Projects of the Big Project are included in the Council’s Asset Management Plans at the planning stage.

**S48 (2) (a) Noted:** The project has direct links with Council’s Community Plan. The project is included in Council’s Long-Term Financial Plan.

**Development Plan**

S48 (2) (b) requires that the Prudential Report address the objectives of the Development Plan in the area where the project is to occur.

The Development Assessment Sub Plan showing the Development Approval considerations required for the project is included in Appendix D.

Planning assessment, where required, will be referred to the State Planning Commission for determination unless the Minister approves Council’s Assessment Panel to complete the assessment.

**S48 (2) (b) Noted:** Where Development Approval is required, the Council will undertake this with the State Planning Commission unless the Minister approves Council’s Assessment Panel to undertake the assessments.

**Economic Impact**

S48(2)(c) requires that the Prudential Report addresses the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place.

**Economic Impact - Positive**

A.P. Sheere Consulting has prepared several Business Case and Cost Benefit Analysis Reports for the projects included in this Prudential Report. The principal consultant of A. P. Sheere has post graduate qualifications in Economic Development, qualifications in pure mathematics and Statistics and provided this type of service to several Councils in South Australia and Australia.

A.P. Sheere Consulting’s reports (Sheere Reports) have ‘monetised’ the benefits of the projects of;

- Increases in visitor numbers and subsequent spending using the Tourism Research Australia’s figures.
- Various revenue streams and increase in hosted events
- Increased volunteer activities using the Flinders University Report ‘The Economic Value of Volunteering in South Australia’ and Reserve Bank Australia (RBA) inflation figures

The Sheere Reports use this monetising method to show the benefits of the projects as a benefit-cost ratio (BCR) for the projects. A BCR of less than 1 means the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. If the BCR is higher than 1, the benefits outweigh the
costs. The reports consider the project and ongoing costs against benefit. The report presents the figures in present day values and uses a sensitivity analysis resulting in conservative estimates.

The Sheere Reports outline the multiplier impact of construction jobs using ABS data to show the number of jobs created for every $1,000,000 spent on construction work. Along with construction jobs, support industries that supply to the construction companies and workers will have increased demand and increased jobs. The Reports state that the multiplier effects are national and not necessarily local and theoretical, and therefore potentially overstating the benefits but do show that construction activity has a high impact on the economy.

The potential jobs created is included in the Cost Benefit Ratio.

The table below summarises the results detailed in the Sheere Reports;

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Benefit Ratio</th>
<th>Potential Full Time Jobs included in Cost Benefit Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angas Recreation Park</td>
<td>2.93</td>
<td>124</td>
</tr>
<tr>
<td>Tanunda Recreation Park</td>
<td>2.18</td>
<td>255</td>
</tr>
<tr>
<td>Southern Barossa Recreation Hub</td>
<td>1.60</td>
<td>258</td>
</tr>
<tr>
<td>Nuriootpa Centennial Park</td>
<td>2.07</td>
<td>240</td>
</tr>
<tr>
<td>Talunga Recreation Park</td>
<td>1.84</td>
<td>107</td>
</tr>
<tr>
<td>Regional Cultural Hub</td>
<td>2.35</td>
<td>432</td>
</tr>
<tr>
<td>Stockwell Recreation Park</td>
<td>1.50</td>
<td>90</td>
</tr>
<tr>
<td><strong>Combined Impact</strong></td>
<td><strong>2.24</strong></td>
<td><strong>1,506</strong></td>
</tr>
</tbody>
</table>

The reports also provide qualitative assessments where benefits cannot be ‘monetised’ including:

- Improved educational and employment outcomes
- Increased levels of trust
- Valuing diversity
- Social inclusion
- Value of civic pride
- Value of local groups
- Reduced crime and anti-social behaviour
- Benefits of green space
- Multipurpose community infrastructure

The Murray Recreation Park has a small cost of $144k and it will have negligible economic impact and does not require a full business case assessment.

**Economic Impact – Negative**

Most of the site developments will not negatively impact on current business district. There is likely to be some interruptions to the Mt Pleasant Caravan Park, but Council management have determined that there is enough space to put alternative arrangements in place.

Council management note that there will be impact to clubs during the construction periods but aim to manage this by staging, arranging alternative arrangements for club rooms and playing surfaces.

**Fair Competition in the Market Place**

Council has a Procurement Policy which was last adopted on the 19th June 2018 and is due for review by the 19th June 2022.

This policy contains the following relevant aspects;
4.1 Policy Objectives includes; “providing for fair, equitable, competitive and ethical behaviour in all procurement activities”

4.2 Procurement Principles – Principle 1 – Open and Fair Competition; Open and fair competition will be fostered and maintained by providing suppliers and contractors with appropriate access to Council’s procurement opportunities. Council will ensure, where reasonably practicable, that;

- There is reasonable access for all suitable and competitive suppliers and contractors to the Council’s business;
- Where market circumstances limit competition, procurement activities recognise this, and associated methodology takes account of it; and
- Adequate, identical and timely information is provided to all suppliers to enable them to quote or tender.

Personnel authorised to engage in procurement activities on behalf of the Barossa Council will, at all times, undertake their duties in an ethical, open and impartial manner, act responsibly, behave professional and exercise sound judgement

S48 (2) (c) Noted;

- The local Economic Impact of the projects has been assessed by a qualified and experienced consultant and shows a combined Cost Benefit Ratio of 2.24 meaning that for every $1 of costs the community is likely to receive a $2.24 benefit. The impact is also likely to provide $1,506 full time jobs. The reports note that these are estimates.

- Council management don’t expect the projects will negatively impact on current business districts. However, there will likely be some interruptions to the Mt Pleasant Caravan Park, but Council management have determined there is enough space to put alternative arrangements in place

- Council management note that there will be impact to clubs during the construction periods but aim to manage this by staging, arranging alternative arrangements for club rooms and playing surfaces

- Council has a current Procurement Policy which outlines their principle on Open and Fair Competition in the marketplace.

Consultation

S48(2)(d) requires that the Prudential Report addresses the level of consultation within the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes.

Council has developed a Communications Plan for the Big Project

The Communication Plan sets out the following;

- Stakeholders
  - Internal and external
- What will be communicated
  - Information about grants
  - Project priorities and designs
  - Timing, event impacts and coordination of implementation
  - Funding needs over the short and long term
• How that communication will occur.
  o Media releases
  o Website
  o Council Newsletters
  o Local Newsletters
  o Politician briefings
  o Open Forums
  o Briefing sessions
  o Seeking community feedback

S48 (2) (d) Noted: Council has a communication plan to ensure that stakeholders have input into the project.

Revenue Projections and Risk.

S48 (2) (e) requires that the Prudential Report address the revenue projections and potential financial risks of the Project.

A key source of revenue is grant funding and contributions from clubs and 3rd parties. Council has indicated that it will only go ahead with the projects as outlined in this report if anticipated funding and contributions is received. If not, Council will need to scale back or reprioritise projects to ensure that they remain within their Key Financial Indicator thresholds. A considerable change to the projects would require a further Prudential Report.

Revenue from the Culture Hub is estimated at $183,000 per year. This is a combination of leases, function income and sponsorship. The estimated income has been independently assessed. If any of the income did not eventuate then there is also some corresponding expenditure that would be reduced.

There are two other streams of revenue included in the Long-Term Financial Plan modelling;

• Greater contributions from users of facilities that will be upgraded. This is only an approximate of $5,000 per year with minimal impact on the LTFP and minimal risk if not realised
• Increased revenue from the Mt Pleasant Caravan Park. Improved and a major upgrade of facilities is expected to increase revenue. This has been conservatively estimated at between 3%-4% Return on Investment (ROI) being $50,000 per year, indexed.

IBISWorld (an industry market research company) produced an Industry Report ‘Caravan Parks and Camping Grounds in Australia – December 2017’. This document forecasts the following;

• Annual growth in revenue of 0.8% from 2013 to 2018 with forecast growth of 1.2% for 2018-2023.
• Caravan and Camping grounds with more cabins and other amenities tend to have higher profit margins.

Total revenue estimates are $252k per year and increasing, which is 0.6% of the total budgeted revenue of Council. If the entire estimated revenue stream was not realised, Council’s financial KPIs would only be marginally affected and remain within set targets. As it is unlikely that all revenue streams would not be realised, the likely risk to Council is low with only a potential minimal impact on Council’s LTFP. Total additional revenue from TBP 20/21 to 28/29 is $2.4m.
Recruent and Whole-of-Life costs

S48(2)(f) requires that the Prudential Report address the recurrent and whole-of-life costs associated with the project, including any costs arising out of the proposed financial arrangements.

Project Costs

The cost of all the sub-projects that make up the Next Phase – Target Plan is expected to be $40,904,141.

Quantity Surveyors, Rider Levett Bucknall (RLB) provided the original estimates of the project costs. Costs included in this report have been escalated using the Local Government Price Index. They undertook this work using the Masterplans and conducting site visits. RLB is well known in the Local Government, and Government Sector and have completed Cost Management and Quantity Surveying for many large projects including:

- South Australian State Aquatic Centre
- Adelaide Oval Redevelopment
- South Australian Health and Medical Research Institute (SAHMRI)

Funding

Funding the Next Phase is shown in the table below against the project costs. The funding is spread over 5 years.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Cost $</th>
<th>Funding</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angas Recreation Park</td>
<td>$3,353,301</td>
<td>Grassroots funding - Angaston Opal - Round 1 - Application being written for next funding round</td>
<td>$375,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Angaston Footy Club - subject to current funding application</td>
<td>$200,000</td>
</tr>
<tr>
<td>Tanunda Recreation Park</td>
<td>$6,917,836</td>
<td>Grassroots funding - Tanunda Round 1 - Received</td>
<td>$206,250</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tanunda Clubs - awaiting final response</td>
<td>$98,000</td>
</tr>
<tr>
<td>Southern Barossa Recreational Hub</td>
<td>$6,968,155</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nuriootpa Centennial Park</td>
<td>$6,520,372</td>
<td>Grassroots funding - Nuriootpa Round 1 - Received</td>
<td>$350,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nuriootpa Clubs - either received or confirmed</td>
<td>$50,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Confirmed</td>
<td>$100,000</td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
<td>Funding Source</td>
<td>Amount</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Talunga Recreation Park</td>
<td>New Soccer Pitches</td>
<td>Grassroots funding - Talunga Round 1 - application being written for next funding round</td>
<td>$190,000</td>
</tr>
<tr>
<td></td>
<td>Caravan Park Facilities</td>
<td>Talunga Clubs/ Tennis SA - subject to current funding application</td>
<td>$40,000</td>
</tr>
<tr>
<td></td>
<td>Equestrian Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Caravan Park Facilities – balance of works</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Equestrian Infrastructure – balance of works</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve Tennis Courts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Culture Hub</td>
<td>Upgraded and new buildings</td>
<td>Grants</td>
<td>$10,602,579</td>
</tr>
<tr>
<td>Tanunda Club Artisans</td>
<td>Facilities</td>
<td>Tanunda Club and Grants</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Alterations and Renovations – Toilets, Pavilion, Playground, Shower and Laundry Block</td>
<td></td>
<td>$144,561</td>
</tr>
<tr>
<td>Murray Recreation Park</td>
<td>New Change Room and Facilities</td>
<td>3rd Party $2m over 5 years - future funding - will be pursued as projects developed</td>
<td>$2,000,000</td>
</tr>
<tr>
<td></td>
<td>Spectator Viewing</td>
<td>Capital Grants - 40% of capital - will be pursued as projects developed</td>
<td>$12,846,866</td>
</tr>
<tr>
<td></td>
<td>BMX Track</td>
<td>Council borrowings</td>
<td>$22,400,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council funded</td>
<td>$951,025</td>
</tr>
<tr>
<td>Total Project Cost</td>
<td></td>
<td>Total Funding</td>
<td>$40,907,141</td>
</tr>
</tbody>
</table>

S48 (2) (f): Noted: Funding is contingent on receiving identified grants & financial support.

**Operating Costs**

The 10-year estimates include the following operating and borrowing cost impacts:

- Operating costs $8.0m
- Interest costs $ 6.2 m
- Depreciation costs $5.7 m
- Total $19.9m

The operating costs have been estimated conservatively. Analysis of costings and documentation indicates that estimated operating costs are reasonable.

S48(2)(f): Note; Appropriate costing methodology has been used to estimate operating costs with information available and based on existing assets where relevant.

**Sensitivity of Costings**

The total cost of $40.9097m includes escalation costs over the current five-year timeframe.
S48 (2) (f): Noted: Appropriate costing methodology has been used to estimate operating costs with information available and based on existing assets where relevant. Thus, reducing sensitivity of costings

S48(2)(g) requires that the Prudential Report address the financial viability of the project, and the short and longer term estimated the net effect of the project on the financial position of the Council.

Council has indicated that it will only go ahead with the projects as outlined in this report if anticipated funding and contributions are received. If not, Council will need to scale back or reprioritise projects to ensure that they remain within their Key Financial Indicator thresholds. A dramatic change to the scope of the projects would require a further Prudential Report.

**Long Term Financial Plan (LTFP)**

Council has included the capital and operating costs of the project into an adjusted LTFP. The impact on the Council’s Key Financial Indicators is detailed below.

**Key Financial Indicators**

The Key Financial Indicators (KFIs) should be considered as a whole and as a trend over time. A single one-off result that is outside of Council’s targets is not an indicator that the Council has overall concerns. If KPI’s are generally within targets during Council’s LTFP and with an improving trend, then the Council will be in more sustainable position overall.

**Operating Surplus Ratio**

The Operating Surplus Ratio is the measure of the difference between operating income and operating expenses for the year. An operating surplus arises when operating revenue exceeds operating expenses and an operating deficit when revenue is less than expenses.

The Operating Surplus Ratio expresses the operating surplus (or deficit) as a percentage of operating revenue.

Council has set a target range a minimum of -2% to a maximum of 10% as on a 5-year rolling basis.

**Net Financials Liabilities Ratio**

Council has set a target range of a minimum of 0% and a maximum of 100%. This ratio is calculated using the Council’s total liabilities less financial assets as a percentage of total operating income.

A positive ratio means there is a level of debt, whilst a negative ratio means that there are more financial assets than liabilities.

**Asset Renewal Funding Ratio (previously Asset Sustainability Ratio)**

Council has set a target range of a minimum of 80% to a maximum of 110% on a 3-year rolling basis.

This ratio is calculated using the Council’s expenditure on renewal/replacement of assets as a percentage of the renewal levels required in the Asset Management Plans.

A ratio of 100% means that the Council is fully funding its Asset Management Plans.
## Key Financial Indicators over the Long-Term Financial Plan Including Projects

<table>
<thead>
<tr>
<th>Financial Yrs.</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Surplus</strong></td>
<td>274k</td>
<td>662k</td>
<td>(91)k</td>
<td>(270) k</td>
<td>(550) k</td>
<td>(330) k</td>
<td>(381) k</td>
<td>(201) k</td>
<td>(93)k</td>
<td>20k</td>
</tr>
<tr>
<td><strong>Operating Surplus Ratio</strong></td>
<td>6.1%</td>
<td>3.8%</td>
<td>2.4%</td>
<td>0.7%</td>
<td>0.3%</td>
<td>(0.7%)</td>
<td>(0.9%)</td>
<td>(0.9%)</td>
<td>(0.6%)</td>
<td>(0.5%)</td>
</tr>
<tr>
<td><strong>Rolling 3 year</strong></td>
<td>Target Min</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Target Max</strong></td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Within Target</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Net Financial Liabilities Ratio</strong></td>
<td>Forecast with Next Phase</td>
<td>9.9%</td>
<td>35.2%</td>
<td>48.0%</td>
<td>54.0%</td>
<td>62.9%</td>
<td>59.6%</td>
<td>56.3%</td>
<td>51.8%</td>
<td>47.4%</td>
</tr>
<tr>
<td><strong>Target Min</strong></td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Target Max</strong></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Within Target</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Asset Renewal Funding Ratio</strong></td>
<td>Forecast with Next Phase</td>
<td>66.2%</td>
<td>77.9%</td>
<td>81.2%</td>
<td>87.9%</td>
<td>80.8%</td>
<td>81.4%</td>
<td>81.9%</td>
<td>81.2%</td>
<td>81.9%</td>
</tr>
<tr>
<td><strong>Target Min</strong></td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Target Max</strong></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Within Target</strong></td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The LTFP including the proposed projects show:

- The operating surplus ratio goes into deficit in 2024/25 with its lowest level in 2023/24 and then improves.
- The 5 year Cumulative Forward Operating Surplus Ratio is lowest at 0.9% in 2024/25 and 2025/26 and then improves. It stays within Council’s targets.
- The Net Financial Liabilities Ratio peaks at 87.9% and then decreases. It remains within Council’s targets.
- The Asset Renewal Funding Ratio drops below the Council’s target in 2020, 2023 and then returns to being within Council’s target. This is due to the project assets being assumed to be 100% new and upgraded assets. A component of the asset cost will be allocated to renewal, but this is unable to be determined until the assets are completed.

Council has considered the financial viability of the projects with the assistance of Government & other source funding.
Sensitivity of Long-Term Financial Plan Forecasts

This has been discussed in the section on the sensitivity of costings.

S48 (2) (g):

Noted:
Council has considered the financial viability of the projects with the assistance of Government & Other Source Funding. Council has set thresholds for their ratios and a ‘Cumulative 5-year forward period Operating Surplus.

The Operating Surplus and Net Financial Liabilities ratios are within targets in all years. The Asset Renewal Funding Ratio is within target except for 2 years where it is lower than the minimum target.

Council has indicated that it will only go ahead with the projects as outlined in this report if anticipated funding and contributions is received. If not, Council will need to scale back or reprioritise projects to ensure that they remain within their Key Financial Indicator thresholds. A significant change in the scope of the project would require a further Prudential Report.

Risks

S48 (2)(h) requires that the Prudential Report address the risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including the provision of periodic reports to the Chief Executive Officer and the Council).

Council has completed a Risk Assessment of the prioritised projects against the Council’s Risk Management Framework.

The Risk Assessment includes the identification of project risks, assessment of the inherent risk level, treatment options and residual risk levels with treatment options in place.

The residual risk assessment is;

S48 (2) (h) Noted: Council has addressed the risks associated with the project
Project Management

S48 (2) (i) requires that the Prudential Report address the most appropriate mechanisms or arrangements for carrying out the project.

The Project Director is Jo Thomas, Director Community Projects.

Council has developed the following governance principles for the Big Project;

- Council will retain full governance function for the project
- A working party to provide guidance to the project consists of;
  - 3 Elected Members
  - Regional Development Australia Representative
  - Project Director
  - Chief Executive Officer
  - Subject matter experts when required
  - Community representatives when required
  - Peak Advisory Groups where necessary.

Council has identified the stakeholders as;

<table>
<thead>
<tr>
<th>Stakeholders - Internal</th>
<th>Expectations/Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>Change Champion</td>
</tr>
<tr>
<td>Elected Body</td>
<td>Working Party representation - input and governance</td>
</tr>
<tr>
<td></td>
<td>Staged decision making – priorities, models, funding</td>
</tr>
<tr>
<td></td>
<td>Community consultation processes</td>
</tr>
<tr>
<td>CEO</td>
<td>Working Party</td>
</tr>
<tr>
<td></td>
<td>Day to day line management – Community Project Director</td>
</tr>
<tr>
<td></td>
<td>Financial modelling</td>
</tr>
<tr>
<td>Community Project Director (CPD)</td>
<td>Project Coordinator</td>
</tr>
<tr>
<td></td>
<td>Working Party</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
</tr>
<tr>
<td>Comms. &amp; Marketing Officers</td>
<td>Working party as required</td>
</tr>
<tr>
<td></td>
<td>Communication Strategy – development and implementation</td>
</tr>
<tr>
<td>Planning Department</td>
<td>Strategic and detailed planning input as required</td>
</tr>
<tr>
<td>Finance Department</td>
<td>Financial and budgeting input as required</td>
</tr>
</tbody>
</table>

**Stakeholders - External**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Expectations/Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole of community stakeholders</td>
<td>Financial</td>
</tr>
<tr>
<td></td>
<td>Community champions</td>
</tr>
<tr>
<td></td>
<td>Consultation and engagement</td>
</tr>
<tr>
<td>Community facility representatives</td>
<td>Information and understanding</td>
</tr>
<tr>
<td>Community Groups</td>
<td>Data (sources)</td>
</tr>
<tr>
<td></td>
<td>Funding opportunities</td>
</tr>
<tr>
<td>Specialist subject matter experts</td>
<td>Contractual arrangements</td>
</tr>
<tr>
<td></td>
<td>Technical working party</td>
</tr>
<tr>
<td>Sporting bodies, associations, peak</td>
<td>Requirements of strategy, policies and guidelines</td>
</tr>
<tr>
<td>organisations</td>
<td>Funding partners</td>
</tr>
<tr>
<td>State government departments</td>
<td>Project partners</td>
</tr>
<tr>
<td>State government ministers</td>
<td>Support/networking/advice</td>
</tr>
<tr>
<td>Federal government departments</td>
<td></td>
</tr>
<tr>
<td>Federal government ministers</td>
<td></td>
</tr>
<tr>
<td>Commercial funding partners</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>Communication Strategy</td>
</tr>
<tr>
<td>Lobbyists</td>
<td></td>
</tr>
</tbody>
</table>
Council has developed the following documents that detail the project communication and governance:

- Communication Plan
- Consultation Plan
- Governance Strategy

There is an overarching project schedule for the Big Project. Some components are already complete. Dates are not included as they are reliance on receiving government funding. Council receives ongoing reports on progress.

<table>
<thead>
<tr>
<th>Target</th>
<th>Detail</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate Project</td>
<td>Agreed project scope</td>
<td>Working Party/Council</td>
</tr>
<tr>
<td></td>
<td>Develop Project Schedule</td>
<td>Dir Comm projects</td>
</tr>
<tr>
<td></td>
<td>Develop a Communication Strategy</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Project High level visual – in scope</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Project High-Level Visual – Out of Scope</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Council Location Map of Projects</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Risk Assessment</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Consultation Strategy</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Develop Governance Model</td>
<td>Dir Comm Projects</td>
</tr>
<tr>
<td></td>
<td>Develop Documentation Gap Review</td>
<td>Jo Thomas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Consultation</th>
<th>Open Forum – Informal Start-up &amp; Q&amp;A</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ongoing Implementation of Consultation Plan</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Consolation processes developed for each process</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Collection</th>
<th>Environmental scan of existing data – gap analysis</th>
<th>Jo Thomas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target/ plan collection of relevant data for project prioritisation and funding applications</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td></td>
<td>Undertake data collection process</td>
<td>Jo Thomas</td>
</tr>
</tbody>
</table>

| Prioritise sub Project Master Plans/ document gaps | Jo Thomas/ reference to the working party |

<table>
<thead>
<tr>
<th>Timeline for Sub Projects</th>
<th>Separate schedule for each project</th>
<th>Jo Thomas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Projects Project Scopes</td>
<td>Separate plans for sub process scopes</td>
<td></td>
</tr>
<tr>
<td>RFQ Processes</td>
<td>Separate plans for sub process RFQs Phased Master Plans for each subproject</td>
<td></td>
</tr>
<tr>
<td>Overall Master Plan Project Team RFQ Processes</td>
<td>Project Management – upfront Jo Thomas /Working Party/ Council</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Team – Architect, Engineer, Cost Consultant, Lobbyist Jo Thomas /Working Party/ Council</td>
<td></td>
</tr>
<tr>
<td>Overall Master Plan Development</td>
<td>Project Scope Separate schedule for the project Jo Thomas /Martin McCarthy – Working Party Item</td>
<td></td>
</tr>
<tr>
<td>Lobbying Strategy/Approach</td>
<td>Methodology and timeline to be developed Jo Thomas / Martin McCarthy</td>
<td></td>
</tr>
<tr>
<td>Lobbyist Engagement</td>
<td>State, Federal Jo Thomas / Martin McCarthy</td>
<td></td>
</tr>
<tr>
<td>Financial Modelling</td>
<td>Overall Business Case and scenario modelling</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td></td>
<td>Budget Development</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td></td>
<td>ROI – economic</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td></td>
<td>ROI – Social Value</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td>Asset Retirement Strategy</td>
<td>Project Approach</td>
<td>Jo Thomas / Martin McCarthy /Working Party</td>
</tr>
<tr>
<td></td>
<td>Project Scope</td>
<td>Jo Thomas / Martin McCarthy /Working Party</td>
</tr>
<tr>
<td></td>
<td>Implementation Strategy</td>
<td>Jo Thomas / Martin McCarthy /Working Party</td>
</tr>
<tr>
<td>Prudential Reporting</td>
<td>Prudential Reporting – RFQ process</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td></td>
<td>Prudential Reporting – Information to Council</td>
<td>Jo Thomas / Martin McCarthy</td>
</tr>
<tr>
<td>Implementation Strategy</td>
<td>Prioritised and phased implementation plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overarching Roadmap document</td>
<td></td>
</tr>
<tr>
<td>Review of Project</td>
<td>Ensure up to date and relevant</td>
<td>Jo Thomas</td>
</tr>
<tr>
<td>Foundation Documents</td>
<td>Quarterly update report to Council</td>
<td>JT</td>
</tr>
<tr>
<td></td>
<td>As per governance &amp; communication strategies</td>
<td>JT</td>
</tr>
<tr>
<td>Post Implementation Review</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Council has developed a detailed Project Plan for the next phase projects.

**S48 (2) (i) Noted:** Council has a Senior Council Director as the Project Director. Council has developed Governance Principles, listed the stakeholders, developed a communication strategy and a project schedule for the Big Project in general and the projects included within the Next Phase. Council receives ongoing reports on progress.

**Sale or Disposition of Land.**

S48 (2) (j) requires that the Prudential Report address that valuation of any land that will be sold or disposed of.

Council has a Disposal of Land and Other Assets Policy. This policy was last reviewed in November 2018 and is due for review in October 2022.

The Policy states the following:

- Where land is classified as Community Land, the Council must satisfy the requirements of the Local Government Act.
- Council is to use one of the following methods when selling or disposing of land;
  - Open Market Sale
  - Expressions of Interest
  - Select Tender
  - Open Tender – including public auction
  - Direct Negotiation – with owners of land adjoining or others with a pre-existing interest in the land.
If the land is to be disposed of through Select Tender, Open Tender or Direct Negotiation, then (unless Council resolves otherwise) a minimum of two independent valuations must be obtained to ensure that appropriate market value is obtained. The independent valuation must be done no more than six months before the proposed disposal.

Section 194 of the Local Government Act 1999 sets out the process for revocation of the classification of community land being:

- A publicly produced report on the proposal to revoke the classification stating
  - The reasons for the proposal
  - A statement regarding any trust or reservation
  - A statement about whether the revocation is proposed with a view to sale or disposal of the land and details of how Council is going to use the proceeds
  - An assessment of how the proposal would affect the area and the local community
- The council must follow the steps set out in its public consultation policy
- The proposal is then submitted to the Minister

Chateau Tanunda held land which abutted Council land on which the Barossa Regional Culture Hub is proposed. Council held land, zoned Tourism Accommodation that Chateau Tanunda was interested in to allow development of a 5-star accommodation venue.

The land held by council was encumbered by virtue of the Community Land Management provisions of the Local Government Act and an Indenture Deed (known as the Keil Deed).

In December 2017, Council commenced the process to revoke the community land classification as per the Local Government Act 1999. In April 2018, Council received approval to proceed from the Minister’s delegate and revoked the community land classification. In July 2018 Council received an independent review of the land revocation process and confirmed its decision to proceed. In September 2018 Council received a report from the Ombudsman regarding Council’s decision to revoke the community land classification. The Ombudsman reported that there was no requirement to make any further enquiries on Council’s actions. Again, in October 2018 Council reviewed and confirmed their decision. The Ombudsman issued another report in December 2018 finding that there was no requirement to make any further enquiries on Council’s actions.

The executor(s) of the Keil Deed have agreed to cancel the original Deed and establish it on the land that Council receives.

Council determined to waive the requirement for valuations. This is in line with Council’s policy. However, staff did seek one valuation to check the commercial values of the land to negotiate the final commercial agreement with Chateau Tanunda. Council received legal advice to support this action.

S48 (2) (j) Noted: Council has undertaken the required legal and policy processes to undertake the identified land swap.

Qualifications of Author
S48 (4) requires that the Prudential Report is prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues of the project.

UHY Haines Norton has been engaged to complete the Prudential Report with the lead author, Corinne Garrett, being an employee of the firm.
Detailed information about UHY Haines Norton and the lead author can be found in Appendix C.

**S48 (4) Noted:** The experience and qualifications of the lead author and associated firm are included in Appendix C.

**Independence of Author**

S48 (4a) requires that the Prudential Report must not be prepared by a person who has an interest in the relevant project.

S48 (6a), S48 (6b) and S48 (6c) detail what an interest would be.

Neither the lead author, Corinne Garrett, nor the firm UHY Haines Norton has any interest or conflict of interest in this project.

**S48(4a), S48(6a), S48(6b) and S48(6c) Noted:** The lead author and the firm UHY Haines Norton have declared they have no interest or conflict of interest in the project and are independent. A written declaration has been provided to the CEO.

**Council Consideration of the Report**

S48 (4b) requires that the Council must give reasonable consideration to a Prudential Report and must not delegate the requirement to do so.

This report will be considered in public at the Council meeting on Tuesday 19\(^{th}\) November.

**S48 (4b) Noted:** The Council will be provided this report for consideration at their meeting on Friday 22\(^{nd}\) November 2019.

**Public Inspection of the Report**

S48(5) requires that Council is to make the Prudential Report available for public inspection at the principal office of the Council once the Council has decided on the relevant project.

S48(6) allows the Council to protect its commercial value or avoid disclosing the financial affairs of a person by considering part or all of a Prudential Report in confidence and keeping associated documents in confidence.

**S48 (5) Noted:** This report will be available for public inspection when the Council Agenda is available for the Council meeting on Tuesday 19\(^{th}\) November.
APPENDIX A – Legislation Detail

Section 48 – Prudential requirements for certain activities.

(aa1) A council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council –

(a) Acts with due care, diligence and foresight; and
(b) Identifies and manages risks associated with a project; and
(c) Makes informed decisions; and
(d) Is accountable for the use of council and other public resources.

(a1) The prudential management policies, practices and procedures developed by the council for the purposes of subsection (aa1) must be consistent with any regulations made for the purpose of this section.

(1) Without limiting subsection (aa1), a council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the council –

(b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body) –

(i) where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 percent of the council’s average annual operating expenses over the previous five financial years (as shown in the council’s financial statements); or

(ii) where the expected capital cost of the project over the ensuring five years is likely to exceed $4,000,000 (indexed); or

(iii) where the council considers that it is necessary or appropriate.

(2) the following are prudential issues for the purposes of subsection (1);

(a) The relationship between the project and relevant strategic management plans;
(b) The objectives of the Development Plan in the area where the project is to occur
(c) The expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the marketplace
(d) The level of consultation within the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes
(e) If the project is intended to produce revenue, revenue projections and potential financial risks
(f) The recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements
(g) The financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council
(h) Any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council)

(i) The most appropriate mechanisms or arrangements for carrying out the project.

(j) If the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the *Land Valuers Act 1994*

(2a) The fact that a project is to be undertaken in stages does not limit the operation of subsection (1)(b) in relation to the projects as a whole.

(3) A report is not required under subsection (1) in relation to-

(a) road construction or maintenance; or

(b) drainage works.

(4) A report under subsection (1) must be prepared by a person whom the council reasonably believes to be qualified to address the prudential issues set out in subsection (2)

(4a) A report under subsection (1) must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the council).

(4b) A council must give reasonable consideration to a report under subsection (1) (and must not delegate the requirement to do so under this subsection)

(5) A report under subsection (1) must be available for public inspection at the principal office of the council once the council has made a decision on the relevant project (and may be available at an earlier time unless the council orders that the report be kept confidential until that time).

(6) However, a council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council).

(6a) For the purposes of subsection (4a) a person has an interest in a project if the person, or a person with whom the person is closely associated, would receive or have a reasonable expectation of receiving a direct or indirect pecuniary benefit or a non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect detriment or a non-pecuniary detriment if the project were to proceed.

(6b) A person is closely associated with another person (the relevant person)

(a) If that person is a body corporate of which the relevant person is a director or a member of the governing body; or

(b) If that person is a proprietary company in which the relevant person is a shareholder; or

(c) If that person is a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee; or

(d) If that person is a partner of the relevant person; or

(e) If that person is the employer or an employee of the relevant person; or
(f) if that person is a person for whom the relevant person has received or might reasonably be expected to receive a fee, commission or other reward for providing professional or other services; or

(g) if that person is a relative of the relevant person.

(6c) However a person or a person closely associated with another person will not be regarded as having an interest in a matter:

(a) By virtue, only of the fact that the person

(i) Is a ratepayer, elector or resident in the area of the council; or

(ii) is a member of a non-profit association, other than where the person is a member of the governing body of the association or organisations or

(b) In a prescribed circumstance.

(6d) In this section, $4,000,000 (indexed) means that that amount is to be adjusted for the purposes of this section on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter 2009.

(6e) In this section –

Employee of a council includes a person working for the council on a temporary basis;

Non-profit association means a body (whether corporate or unincorporated) –

(a) That does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and

(b) That is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members.

(7) The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.
APPENDIX B –Community Plan
Themes and Strategies in relation to the Next Phase Projects

Community and Culture
2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.
2.2 Support the development of activities that celebrate the history and culture of the Barossa and its people.
2.6 Support a vibrant and growing arts, cultural, heritage and events sector
2.7 Embrace place-making principles when developing community infrastructure and regulate planning and development in public spaces
2.8 Provide opportunities for the community to participate in local decision making
2.9 Create places where people want to live and plan for the future in a coordinated, appropriate and proactive manner.
2.13 Advocate for education infrastructure and support improvements.

Infrastructure
3.1 Develop and implement sound asset management which delivers sustainable services.
3.2 Collaborate with private and public utility providers to ensure infrastructure is adequate to support the community both now and in the future.
3.5 Advocate for and seek out funding opportunities that support the development of community, health and other facilities and infrastructure from both state and federal government
3.6 Invest in, and advocate for, community facilities that support cultural and community participation.
3.7 Ensure infrastructure meets the needs of people with and provides for all abilities access

Health and Wellbeing
4.2 Create opportunities for people of all ages and abilities to participate in the community
4.4 Support sporting, recreational and community clubs and organisations to grow and be sustainable
4.6 Ensure that community members can participate in cultural, recreational, sporting and learning opportunities.
4.9 Design our future developments and facilities to support active lifestyles and community health and wellbeing.

Business and Employment
5.1 Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation.
5.3 Help build the capacity of the tourism sector and encourage the development of tourist services, including eco and recreational tourism infrastructure.

5.4 Attract investment for new and innovative industries, such as creative industries and cultural tourism.

5.5 Support education and training programs that directly respond to work-force gaps and innovation.

5.6 Participate in main-street programs that strengthen the retail and hospitality sector.

5.7 Collaborate with industry leaders to ensure informed decision making and Council representation in relation to economic growth, planning and development.

5.13 Support economic development through events.
APPENDIX C – UHY Haines Norton

UHY Haines Norton Adelaide is a respected firm of Chartered Accountants and Consultants, the antecedents of which have provided extensive professional services to clients in a variety of industries, including Local Government for nearly 70 years.

The firm is part of the Australasian UHY Haines Norton network. Across each of our independent offices, partners and staff provide a variety of mainstream and specialist services to clients across many market segments in both the public and private sectors. The network is structured to share experience and resources for the benefit of our clients.

The Adelaide firm has one managing partner and twenty staff who combine experience gained in Australia and overseas both within the firm and from employment with major international accounting firms. Our philosophy is to provide informed professional advice and practical services. We also aim to provide direct contact between the most senior members of our firm and the management groups of our clients.

The firm has extensive specialist skills in servicing Local Government entities in a wide range of areas including financial management, financial reporting, governance, internal and external audit, and risk management, due diligence and prudential reports.

Our lead author for this report is Corinne Garrett, Local Government Consulting Manager. Corinne’s qualifications and experience are detailed below.

Qualifications

- Bachelor of Business (Financial Planning), RMIT
- Graduate Certificate in Internal Auditing, Institute of Internal Auditors
- Diploma AICD Company Directors Course, Australian Institute Company Directors
- Executive Management Program, SA Local Government Managers Association
- Professional Management Program, University of Adelaide, Graduate School of Business
- Auditing Occupational Health and Safety Management Systems, SAI Global
- Managements Systems Auditing, SAI Global

Experience

Corinne has been with our firm since 2012 following an extensive and successful career in Local Government spanning over 20 years. She has an in-depth knowledge of financial management processes and procedures and risk management.

Corinne oversees the Local Government Consulting division of UHY Haines Norton Adelaide and has a wealth of experience in this sector which provides her with a clear understanding of the legislative and compliance processes and requirements faced in the sector.

Corinne’s experience spans governance, finance, administration and strategic planning. She has also worked closely with elected members in Local Government and audit committees developing and implementing long term financial plans, policies and compliance measures. Corinne has experience in developing annual business plans, annual reports and community consultation material.
Corinne also has a deep understanding of the vital role that internal and external audit has in organisations and the role of audit committees. She has had extensive involvement in working with audit committees and ensuring critical areas of review are undertaken to assist the committee in discharging their obligations.

Corinne has undertaken an extensive range of projects in the Local Government including:

- Rating Procedures
- Rating Reviews
- Financial Management – Overview, mentoring, training, reporting, budgeting
- Analysis of Costs and Services
- Section 48 Prudential Reviews
- Internal Financial Controls Reviews
- Internal Audits
- Development of Risk Management Framework and Business Continuity Plan
- Business Analyst Projects
- Assessment of financial risks, creation of workflows, procedure and financial reporting, Annual Business Plans and Budget Development
- Review of Information Technology Capacity
- Review of Long-Term Financial Plans
- Training Programs on Financial Management – LGA and Municipal Training
- Elected Member training in finance and budgeting for fifteen councils

Corinne is a past member of the Revenue Professionals Board and an independent member of Audit Committees for the Town of Walkerville, City of Prospect and ERA Water, member of the SA Chapter Committee of the Australian Institute of Internal Auditors.
## APPENDIX D – Development Assessment Sub-Plan

### The Big Project – Next Phase – Implementation

**Development Assessment Sub Plan**

<table>
<thead>
<tr>
<th>Project</th>
<th>Changed Land Uses</th>
<th>Building / Construction Works in Target Plan</th>
<th>Zoning</th>
<th>Development Approval considerations</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angas Recreation Park</td>
<td>None proposed remains primarily:</td>
<td>Junior sports field and associated landscaping and irrigation infrastructure (no lights).</td>
<td>Residential</td>
<td>The Development Plan designates the entire site as a Local Heritage Place, including the Agricultural Show Hall and original sections of the Grandstand. The following components require development approval and referral to Council’s heritage advisor: New club rooms, Demolish show hall, Canopy, Terrace, Retaining walls more than 1m high. The above components will require Category 3 public notification unless an opinion is formed that they are of a minor nature only and will not unreasonably impact on the owners of occupiers of land in the locality.</td>
<td>Land owned in fee simple by Council understood not to be subject to native title.</td>
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<td></td>
<td>• Recreation and sport including events</td>
<td>Cricket net relocations</td>
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<td></td>
<td>• Open space</td>
<td>Multifunction Clubroom</td>
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<td></td>
<td>• Agricultural shows and related events</td>
<td>Redevelopment components:</td>
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<td></td>
<td>• Community events</td>
<td>• New club rooms</td>
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<td></td>
<td>• Community meetings</td>
<td>• Earthworks</td>
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<td></td>
<td>• Commercial fitness</td>
<td>• Paving, internal roads and other footpath works</td>
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<td></td>
<td>• Youth space – BMX / Skate Park</td>
<td>• Retaining walls</td>
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<td></td>
<td>• Tourism</td>
<td>• Terrace</td>
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<td></td>
<td></td>
<td>• Canopy</td>
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<td></td>
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<td>• Minor fitments (signage, bollards, bins benches etc.) and equipment</td>
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<td></td>
<td></td>
<td>• Upgrades to change rooms and grandstand</td>
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<td>• Demolish show hall</td>
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<td>• Stormwater</td>
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<td></td>
<td></td>
<td>• Electrical and light and power works</td>
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<td>Project</td>
<td>Changed Land Uses</td>
<td>Building / Construction Works in Target Plan</td>
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<td>Development Approval considerations</td>
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<tr>
<td>Tanunda Recreational Park</td>
<td>None proposed remains primarily:</td>
<td>Agreed acceleration works comprise:</td>
<td>Residential</td>
<td>The following components require development approval and referral to Council’s heritage advisor to assess potential impact on the State and Local heritage places on the land:</td>
<td>Land currently owned by the Crown under the care control and management of Council. Native title research has shown that the area is not subject to native title as it has been extinguished. Development approval has been granted for the Show Hall upgrade. Lighting structures have planning consent.</td>
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<tr>
<td></td>
<td>• Recreation and sport including events</td>
<td>• Electrical upgrades to whole precinct</td>
<td>Tanunda Historic Character Policy Area</td>
<td>• Significant new storage shed and associated infrastructure</td>
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<td></td>
<td>• Open space</td>
<td>• 4 lighting towers and light heads installation</td>
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<td></td>
<td>• Agricultural shows and related events</td>
<td>• Refurbishment of Show Hall including extensive fit-out of kitchen and bar facilities</td>
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<td></td>
<td>• Community events</td>
<td>• Stage and ramp upgrades</td>
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<td>• Community meetings</td>
<td>• Roof upgrade</td>
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<td></td>
<td>• Commercial fitness</td>
<td>• Fire service installation</td>
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<td>• Youth space</td>
<td>• Demolition works</td>
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<td></td>
<td>• Commercial events</td>
<td>• Significant new storage shed and associated infrastructure</td>
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<td></td>
<td>• Tourism</td>
<td>• Oval expansion (minor)</td>
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<td>Project</td>
<td>Changed Land Uses</td>
<td>Building / Construction Works in Target Plan</td>
<td>Zoning</td>
<td>Development Approval considerations</td>
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<td>Note: development authorisation has previously been obtained for the 4 light towers and light heads installation.</td>
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<td></td>
<td>New clubrooms and terrace seating components (double story) works comprise:</td>
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<td>The following components require development approval and referral to Council’s heritage advisor to assess potential impact on the State and Local heritage places on the land:</td>
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<td>• Demolish various buildings or part thereof</td>
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<td>• Demolish various buildings or part thereof</td>
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<td>• Ground and second story building development – enclosed and unenclosed areas</td>
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<td>• Ground and second story building development – enclosed and unenclosed areas</td>
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<td>• Infrastructure requirements generally</td>
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<td>• Landscaping, paving, fitments (park furniture bins and the like)</td>
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<td>The above components will require Category 3 public notification unless an opinion is formed that they are of a minor nature only and will not unreasonably impact on the owners of occupiers of land in the locality.</td>
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<td>The other components would be exempt from development</td>
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<td>Project</td>
<td>Changed Land Uses</td>
<td>Building / Construction Works in Target Plan</td>
<td>Zoning</td>
<td>Development Approval considerations</td>
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<td>approval as they relate to a recreation area.</td>
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<td>These components would be exempt from development approval as they relate to a recreation area.</td>
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<td>These components would be exempt from development approval as they relate to a recreation area.</td>
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<td>Relocation of playground and new / upgraded entrance.</td>
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<td>Cricket net relocation</td>
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<td></td>
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<td>Junior sports field and associated landscaping and irrigation infrastructure – no lighting.</td>
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<td>Capitalisation escalation estimate</td>
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</tbody>
</table>
### Southern Barossa Recreational Hub

There are changes to land use presently the primary uses are:

- Recreation and sport including events
- Open space
- Community events
- Community meetings
- Commercial fitness
- Youth space
- Commercial events
- Caravan Park
- Tourism

Changes proposed are centered on land two key strategies and land:

1. The Rex being developed as a rugby facility which will include associated club rooms, lighting and infrastructure. Will include recreation and sporting use, community events associated with the club in the main.

Rugby relocation to land behind The Rex which consists of:

- Earthworks, site clearance, rugby pitch and infrastructure sub-base and other preparation works
- Road and carpark sealing
- Preparation works for emergency access to The Rex and traffic cross over work
- Landscaping, irrigation and turf, rugby posts, scoreboard
- Fencing, furniture and signage
- New clubhouse incorporating bar, toilets, canteen change rooms and storage facilities
- Outdoor covered area to clubhouse
- Supporting infrastructure installation including storm water, subsoil drainage, power and water
- Training lights
- Security lighting

Lyndoch Recreation Park upgrade consists of:

Community

The following components require development approval:

- New clubhouse incorporating bar, toilets, canteen change rooms and storage facilities
- Outdoor covered area to clubhouse

The above components would be Category 1 and not require public notification.

The other components would be exempt from development approval as they relate to a recreation area.

<table>
<thead>
<tr>
<th>Township Recreation Policy Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>The following components require development approval:</td>
</tr>
<tr>
<td>• Extended clubhouse</td>
</tr>
</tbody>
</table>

All subject land owned in fee simple by Council understood not to be subject to native title.
| 2. Repurposing Williamston Park to expand caravan park, implement an outdoor event space (inclusive of recreation and sporting) and convert existing facilities to cater for tourism activities centered on adventure activities and schooling / group offerings installation of bicycle/walking trails. | - Earthworks, site clearance, pavement and other preparation works including new netball courts and car parking and extended clubhouse  
- Tree removal at least one significant tree (not sure if native)  
- Demolish existing toilet block, large water tank  
- Road and carpark sealing  
- Landscaping, irrigation upgrades and turf installation, nature play area  
- Fencing, furniture and signage  
- New and upgraded netball and tennis courts  
- Restructuring of athletics components  
- New public toilet  
- New netball canteen and change rooms  
- New function centre and clubhouse extension including change rooms  
- Spectator area and searing to extended clubhouse  
- Storage shed relocation and alterations  
- Supporting infrastructure installation including storm water, subsoil drainage, power and water | - Demolish existing toilet block, large water tank if more than 30 m²  
- New public toilet if more than 30 m²  
- New netball canteen and change rooms if more than 30 m²  
- New function centre and clubhouse extension including change rooms  
- Storage shed relocation and alterations if more than 30 m²  

The above components will require Category 3 public notification unless an opinion is formed that they are of a minor nature only and will not unreasonably impact on the owners of occupiers of land in the locality.  

The other components would be exempt from development approval as they relate to a recreation area.
| **Nuriootpa Centennial Park and Coulthard Reserve** | • Training lights to new courts  
• Upgrade existing lighting | Recreation | The following components require development approval:  
• New change rooms, storage, clubrooms and canteen (single story)  
• Outdoor undercover area  
• Earthworks and preliminaries and minor infrastructure movement.  
• Relocation of existing storage  
• Landscaping and other improvements  
• New clubrooms and change rooms for soccer on newly purchased land adjacent Prider Street | All subject land owned in fee simple by Council understood not to be subject to native title. |
| None proposed remains primarily:  
• Recreation and sport including events  
• Open space  
• Agricultural shows and related events  
• Community events  
• Community meetings  
• Commercial events  
• Caravan Park  
• Scouts  
• Natural Resource Centre / Barossa Bush Gardens / Seed production and commercial sales  
• Tourism |  |  |  |
<p>| New multiuse change rooms, toilets and facilities near current clubhouse. | Recreation | These components require development approval but would be Category 1 and not require public notification. |  |
| Civil and site works consist of: | Recreation | These components would be exempt from development |  |
| All subject land owned in fee simple by Council understood not to be subject to native title. |  |  |  |</p>
<table>
<thead>
<tr>
<th>Relocation of large switchboard and transformer</th>
<th>Stormwater and drainage upgrades</th>
<th>Car parking and vehicle movement changes.</th>
<th>Approval as they relate to a recreation area.</th>
<th>Understood not to be subject to native title.</th>
</tr>
</thead>
</table>

**Relocation of Scouts to Coulthard Reserve** consists of:
- Demolition of existing hall
- New Scouts hall
- Services and infrastructure
- Landscaping and irrigation

**Recreation**

The following components require development approval:
- Demolition of existing hall
- New Scouts hall

The above components would be Category 1 and not require public notification.

The other components would be exempt from development approval as they relate to a recreation area.

**Land is crown land under care control and management of Council.**

---

<table>
<thead>
<tr>
<th>1 full size and up to 2 junior sized soccer pitches practice area and associated infrastructure relocation consists of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthworks and preliminaries and minor infrastructure movement.</td>
</tr>
<tr>
<td>Relocation of existing storage</td>
</tr>
<tr>
<td>Landscaping and other improvements</td>
</tr>
<tr>
<td>Forming new pitch and installing new cricket pitches</td>
</tr>
</tbody>
</table>

**Recreation**

These components would be exempt from development approval as they relate to a recreation area.

**All subject land owned in fee simple by Council understood not to be subject to native title.**
| **Mount Pleasant – Talunga Park** | None proposed remains primarily:  
  - Recreation and sport including events  
  - Open space  
  - Agricultural shows and related events  
  - Community events  
  - Community meetings  
  - Commercial events  
  - Caravan Park  
  - Equestrian  
  - Tourism | Upgrades and formalisation of caravan park, oval improvements and equestrian infrastructure consisting of:  
  - Caravan park facilities  
  - Fitments and minor furniture  
  - Site preparation and earthworks  
  - Installation of new and upgraded roads, footpaths and paved areas  
  - Camp kitchen and associated infrastructure  
  - Landscaping and general improvements  
  - Storm water drainage, power and electrical upgrades  
  - Stabling  
  - Water supply | Township Recreation Policy Area  
  The following components require development approval:  
  - Caravan park facilities  
  - Fitments and minor furniture  
  - Camp kitchen and associated infrastructure  
  - Stabling  
  The above components will require Category 3 public notification unless an opinion is formed that they are of a minor nature only and will not unreasonably impact on the owners of occupiers of land in the locality.  
  The other components would be exempt from development approval provided they relate to a recreation area. If they relate to the caravan park, they will require development approval with public notification determined as above. | All subject land owned in fee simple by Council understood not to be subject to native title. |
| Barossa Regional Cultural Hub – Adjacent to Tanunda Hall | Consistent with use on current land change of use to new land under the land swap which is fundamentally vacant. Uses envisaged are:  
- Open space and recreational use  
- Amphitheatre use and events  
- Public art  
- Car parking and infrastructure  
- Cultural, arts and history centre  
- Community radio  
- Events, displays, live art, exhibitions  
- Community meetings  
- Tourism | Construction of new and extension of existing regional gallery including car parking and amphitheater / outdoor art consisting of:  
- Upgrade of existing building including lighting, power, structural changes  
- Construction of new architectural culture, arts, history hub including structure, earthworks and fit out.  
- External earthworks, landscaping, car parking and access to the buildings and external amphitheater  
- Infrastructure provision for the site being electrical upgrades, water, and gas services  
- Fencing, fitments, walls and other external and internal requirements  
- External covered ways  
- Storm water and drainage upgrades | Combination of Tourist Accommodation and District Town Centre | These components require development approval and referral to Council’s heritage advisor to assess potential impact on the Local heritage places on the land.  
These components will require Category 2 public notification. | Majority of subject land owned in fee simple by Council understood not to be subject to native title. In collaboration with Chateau Tanunda a land swap is required to achieve full land ownership. This has been agreed in principle between the parties and statutory land tenure matters have been resolved and are under final approval and implementation. |
|---|---|---|---|---|
| Stockwell Recreational Park | None proposed remains primarily:  
- New change rooms (740 sq. metres)  
- Covered spectator viewing (240 sq. metres x 2) – Hockey | Township Recreation Policy Area | The following components require development approval:  
- New change rooms |
<table>
<thead>
<tr>
<th>Murray Recreation Park</th>
<th>None proposed remains primarily:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Recreation and sport including events</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Open space</strong></td>
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<td></td>
<td><strong>Community events</strong></td>
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<td></td>
<td><strong>Community meetings</strong></td>
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<tr>
<td></td>
<td><strong>Commercial events</strong></td>
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<tr>
<td></td>
<td><strong>Tourism / caravan park</strong></td>
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<tr>
<td>Facilities Upgrades</td>
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<tr>
<td>BMX track</td>
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<tr>
<td>Primary Production</td>
<td>These components would be exempt from development approval as they relate to a recreation area, unless they comprise and alteration of extension to an existing building which will result in the total floor area of the building exceeding 30 m².</td>
</tr>
</tbody>
</table>

The above components will require Category 3 public notification unless an opinion is formed that they are of a minor nature only and will not unreasonably impact on the owners of occupiers of land in the locality.

The other component would be exempt from development approval provided it relates to a recreation area.
The Big Project

Summary of the Business Case and CBA findings

THE BAROSSA COUNCIL
February 2020
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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1.1 Big Project background

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of each Masterplan project is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

1.2 Purpose of this document

This document provides a summary of the key details relating to the seven principal projects which make up The Big Project in the Barossa LGA. The seven projects have been assessed in the form of a business case and a cost benefit analysis has been undertaken for each one. The main components of each business case and cost benefit analysis have been extracted and presented in this summary. In addition to this, a calculation of the BCR and multipliers for all the projects combined has also been undertaken and are presented at the end of this document.

1.3 Big Project components

The Big Project is made up of the following components:

1. Tanunda Recreation Park
2. Angas Recreation Park
3. Nuriootpa Centennial Park and Coulthard Reserve
4. Southern Barossa Hub
5. Stockwell Recreation Park
6. Talunga and Old Talunga Park
7. Barossa Regional Culture Hub

The map below shows the principal location of each project set within the boundary of the Barossa LGA.
1.4 Project Summaries

1.4.1 Tanunda Recreation Park

1.4.1.1 Tanunda Recreation Park Project description and background

The Tanunda Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future. This project will essentially result in the delivery of a premier local, district and regional-level facility, supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The project will provide facilities which meet contemporary code requirements and underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

The upgrade of the Tanunda Recreation Park along other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions resulting in a number of significant social and economic benefits. Better amenities for users and spectator experience will result in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.

1.4.1.2 Tanunda Recreation Park Scope of works

A number of works are proposed under the Tanunda Recreation Park Redevelopment project. The key elements are detailed below.

- Initial works - e.g landscaping and civil works; completion of courtside amenities for tennis/netball and internal road network improvements / traffic management assessment implementation.
- Electrical Upgrade and Lighting Towers
- Upgrade and expansion of Tanunda Show Hall
- Construction of two storey building for clubrooms and Terrace Seating
- New Entry and Playground relocation
- New Junior Oval
- Cricket Net relocation

1.4.1.3 Tanunda Recreation Park project objectives and outcomes

The project objectives are summarised as follows:

- Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.
- Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.
- Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.
- Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.
- Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.
1.4.1.4 Cost Benefit Analysis summary for Phase 1 of the Tanunda Recreation Park project

The total cost for the Tanunda Recreation Park Redevelopment project is $12,882,586. The cost of the next phase investment (Phase 1), however, totals $6,917,837 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $10.3 million with a benefit cost ratio of 2.18. A benefit-cost ratio of 2.18 means that policymakers can expect $2.18 in benefits for every $1 in costs.

1.4.2 Angas Recreation Park

1.4.2.1 Angas Recreation Park Project description and background

The Angas Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The upgrade of the Angas Recreation Park along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.

1.4.2.2 Angas Recreation Park Scope of works

The scope of works includes:

- Stage 1 – BMX/Skate Park Expansion – e.g drink fountains, toilet block refurbishment, external lighting
- Stage 2 – Recreation Parkland Landscape – e.g fitments, wayfinding, and signage; roads,
- Stage 3 – Junior Oval and Recreation Landscape -e.g road and footpath infrastructure
- Stage 4 – Multi-Functional Clubroom Redevelopment – e.g alternations, renovations of change rooms, grandstand and demolition of show hall.
- Stage 5 – Multi-Functional Shelter Expansion and Outbuilding Consolidation
- Stage 6 – New Main Entry, Carpark and Landscaped Pedestrian Link – e.g upgrade entrance for security and safe traffic, fitments, roads and footpath treatments
- Stage 7 – Court Amenities Expansion – e.g new amenities and change rooms
- Stage 8 – Addition of two net courts – e.g fitments, wayfinding, and signage
- Stage 9 – Pedestrian Parklands Landscape
- Relocation of Cricket Nets required to support junior sports field
1.4.2.3 Angas Recreation Park Project objectives and outcomes
The project objectives are summarised as follows:

1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3. Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.4.2.4 Cost Benefit Analysis summary for Phase 1 of the Angas Recreation Park project
The total cost for the Angas Recreation Park Redevelopment project is $8,376,202. The cost of the next phase investment (Phase 1), however, totals $3,353,301 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $8.6 million with a benefit cost ratio of 2.93. A benefit-cost ratio of 2.93 means that policymakers can expect $2.93 in benefits for every $1 in costs.

1.4.3 Nuriootpa Centennial Park and Coulthard Reserve
1.4.3.1 Nuriootpa Centennial Park and Coulthard Reserve Project description and background
The Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies and soccer for the hosting of regional, state and national competitions.

Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and build community resilience.

1.4.3.2 Nuriootpa Centennial Park and Coulthard Reserve Scope of works
A number of works are proposed under the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project. The key elements are detailed below.

The scope of works includes:

- Centennial Park sporting facilities – upgrades to landscaping, internal roads, tree removal, carparking, electrical power requirements and stormwater drainage.
- Centennial Park cricket practice infrastructure - New turf and hard wicket cricket practice nets and associated infrastructure.
- Centennial Park upgrades to grandstand and spectator area - refreshing grandstand including asbestos removal and lining.
• Centennial Park lighting to main oval - lighting upgrade to main oval and tennis and netball courts.
• Centennial Park fencing upgrade to main oval - demolish metal tubular fence and install new picket fence and gates.
• Centennial Park turf wicket and lighting to Hoffman Oval (second oval) - install turf wicket area and lighting to Hoffman Oval (the second oval at the complex).
• Centennial Park general recreational facilities upgrade - additional toilet block, signage, memorial garden upgrade, playground renewal
• Centennial Park upgrades to shared use areas, movement of vehicles and pedestrians and boundaries
• Centennial Park demolition and site works
• Centennial Park soccer club rooms and associated infrastructure - construction of new clubs rooms, parking and supporting club infrastructure including change rooms for males and females.
• Centennial Park (revised masterplan) multiuse AFL/Netball/Cricket change rooms - construction of new multi-use change rooms for players and umpires
• Centennial Park (revised masterplan) Scouts relocation - construction of new club rooms and amenities in Coulthard Reserve.
• Centennial Park (revised masterplan) new soccer pitches - construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.
• Coulthard Reserve - recreation facilities including relocation/construction of Scouts Hall in the Reserve and access point across the ditch.

1.4.3.3 Nuriootpa Centennial Park and Coulthard Reserve Project objectives and outcomes
The project objectives of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment are summarised as follows:
1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa Centennial Park and Coulthard Reserve’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.
2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.
3. Increase the productivity of the Nuriootpa Centennial Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.
4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the park and reserve or a wide cross section of the community improving social interaction and overall quality of life.
5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.4.3.4 Cost Benefit Analysis summary for Phase 1 of the Nuriootpa Centennial Park and Coulthard Reserve project
The total cost for the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project is $14,700,744. The cost of the next phase investment (Phase 1), however, totals $6,520,372 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $9.5 million with a benefit cost ratio of 2.07. A benefit-cost ratio of 2.07 means that policymakers can expect $2.07 in benefits for every $1 in costs.
1.4.4 Southern Barossa Hub

1.4.4.1 Southern Barossa Hub Project description and background

The Southern Barossa Hub (SBH) incorporates the principal areas of Lyndoch, Sandy Creek, Williamstown, Cockatoo Valley, Kalbeeba, Pewsey Vale, Barossa Goldfields, Altona and Rowland Flat. The sites that form the Southern Barossa Hub are: Lyndoch Recreation Park; Tanunda Rex (Rugby relocation site); Queen Victoria Park, Williamstown and Cardnatta Park, Sandy Creek.

The Southern Barossa Hub Development Project will see a number of significant upgrades completed at these various sites to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies and soccer for the hosting of regional, state and national competitions.

Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

1.4.4.2 Southern Barossa Hub Scope of works

A number of works are proposed under the Southern Barossa Hub Development project. The key elements are detailed below for each site within the hub.

**Lyndoch Recreation Park, Lyndoch**

*Existing site*: Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and signage; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location; designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting.

*Expanded site* if land can be acquired: site clearance, new second AFL/Cricket Oval, irrigations and associated infrastructure; earthworks; pavements; soft landscaping; fencing, furniture and signage; multiuse changerooms; basic storage and canteen services; utilities services; drainage; carpark; oval lighting; security lighting.

**Relocation of Rugby**

Current rugby is located at Lyndoch but the decision has been to relocate football and netball to Lyndoch and relocate rugby to a new location. Council has agreed at this time to fund the playing infrastructure only which will be the pitch, parking, civil and not at this time any change rooms or club rooms preferring in the first instance to use The Rex which will be next to it for the change room facilitates.

**Tanunda Rex (Rugby relocation site), Tanunda**

Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; structures (basic clubhouse, outdoor covered area, spectator seating).

**Queen Victoria Park, Williamstown**

Demolition and site clearance; earthworks for BMX track; pavements; soft landscaping including revegetation; fencing, furniture and signage; playground; upgrade tennis courts to multi-purpose; structures (picnic shelter, spectator seating area, clubroom alterations).

**Cardnatta Park, Sandy Creek**

Demolition and site clearance including demolition of cricket Clubrooms and associated buildings; earthworks;
pavements; soft landscaping; fencing, furniture and signage; upgrade courts to multi-purpose with removable netball/basketball/tennis poles; minor upgrade of cricket practice facilities; single storey cricket clubrooms; spectator seating; oval and security lighting.

1.4.4.3 Southern Barossa Hub Project objectives and outcomes

The project objectives of the Southern Barossa Hub development are summarised as follows:
1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.
2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.
3. Increase the productivity of the all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.
4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the various sites for a wide cross section of the community improving social interaction and overall quality of life.
5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.4.4.4 Cost Benefit Analysis summary for Phase 1 of the Southern Barossa Hub project

The total cost for the Southern Barossa Hub Development project is $18,039,878. The cost of the next phase investment (Phase 1), however, totals $6,968,155 and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $5.4 million with a benefit cost ratio of 1.60. A benefit-cost ratio of 1.60 means that policymakers can expect $1.60 in benefits for every $1 in costs.

1.4.5 Stockwell Recreation Park

1.4.5.1 Stockwell Recreation Park Project description and background

The Stockwell Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing district into the future. This project will ensure that Stockwell also has the capacity to support the MoU with Cricket Australia, SACA and SANFL.

This project will essentially result in the delivery of a significant local, district and regional-level facility primarily focussed on cricket and hockey regional and state competitions. The area importantly is a regional hockey facility and has draw from the whole region and into northern Adelaide. The site has specific links to the population growth base in the northern areas of the Barossa (Angaston, Nuriootpa and Tanunda districts). This project will ensure that Stockwell also as the capacity to support future opportunities, population growth and an overflow location for the MoU with Cricket Australia, SACA and SANFL.

1.4.5.2 Stockwell Recreation Park Scope of works

The scope of works includes:
• Expand vehicle entrance/exit including site and civil works and sealing, minor drainage.
• Construction of second oval (13,823 sq m); fencing, lighting, irrigation and play infrastructure.
• Construct new multi-use changerooms (740 sq m) for hockey and cricket.
• Upgrade parking, drainage, reseal, reline and install lighting.
• Minor upgrades to existing changerooms.
• Improve spectator viewing by constructing two veranda solutions (240 sq m x2) abutting the new changerooms and facilities for all weather viewing.
• Construct a new outdoor fitness trail with outdoor equipment.
• Design and construct a new BMX track at the precinct.

The project will provide facilities which meet contemporary code requirements and support Stockwell’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sporting, recreation and community hub.

1.4.5.3 Stockwell Recreation Park Project objectives and outcomes

The project objectives of the Stockwell Recreation Park Redevelopment are summarised as follows:

1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell Recreation Park’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination

2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3. Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU if needed, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.4.5.4 Cost Benefit Analysis summary for Phase 1 of the Stockwell Recreation Park project

The total cost for the Stockwell Recreation Park Redevelopment project is $5,653,042. The cost of the next phase investment (Phase 1), however, totals $2,428 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $1.55 million with a benefit cost ratio of 1.50. A benefit-cost ratio of 1.50 means that policymakers can expect $1.50 in benefits for every $1 in costs.

1.4.6 Talunga and Old Talunga Park

1.4.6.1 Talunga and Old Talunga Park Project description and background

Talunga and Old Talunga Recreation Park are located in Mount Pleasant. In a contemporary context the precinct accommodates agricultural, auction and market uses; the Country Fire Service; Men’s shed; and multiple community, sport and recreational groups including show society, farmers markets, bowls, netball and tennis, equestrian and limited Australian Rules Football (AFL).

Regular events include the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere), weekly Mount Pleasant Farmers Market and various auctions and sales. Talunga Park is the largest regional public-access venue for equestrian activity. The caravan park located within Talunga Park services both visitors and semi-permanent residents.

This redevelopment project will see a number of significant upgrades and unique investments for The Barossa Council area and aligned to the local connection to agricultural shows produce and locavore focus connected with tourism along with investment in equine pursuits, which underpin significant event and tourism activity.
in that locality. Further it will be complemented with investment in future recreation, sporting and community facilities that are of a size, scope, scale and location to support the needs of the growing district into the future.

This project will essentially result in the delivery of a significant local, district and regional-level facilities primarily focused on equestrian activities and other sporting regional and state competitions. The area hosts the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere) and Talunga Park is the largest regional public-access venue for equestrian activity.

1.4.6.2 Talunga and Old Talunga Park Scope of works

The Talunga and Old Talunga Park Redevelopment project comprises of a number infrastructure works.

Talunga Park:
- Significant overall development of Caravan Park amenities, parking areas, infrastructure and general management of pedestrian and vehicle movement.
- Equestrian infrastructure, safe yards and associated support for equestrian activities.
- Upgrade and resurface Netball and Tennis Courts
- Repairs to Sheep Pavilion.
- Environmental and site infrastructure improvements.
- Oval Infrastructure.
- Add Amenity to the Play-space.
- Create a new main entry including new carpark.
- New shared use administration and catering facility.
- New signage, planting and furniture.
- New artworks and mural

Old Talunga Park
- Lighting upgrades at old Talunga Park
- New tennis courts building.
- Improve amenity and infrastructure throughout the Park.
- Entrance/improve accessibility.
- Formalise car parking (Council to Fund)

1.4.6.3 Talunga and Old Talunga Park Project objectives and outcomes

The project objectives of the Talunga Park and Old Talunga Park Redevelopment are summarised as follows:

1. Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist / accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.

2. Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3. Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.
1.4.6.4 Cost Benefit Analysis summary for Phase 1 of the Talunga and Old Talunga Park project

The total cost for the Talunga and Old Talunga Park Redevelopment project is **$8,717,440**. The cost of the next phase investment (Phase 1), however, totals **$2,871,929** million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $3.8 million with a benefit cost ratio of 1.84. A benefit-cost ratio of 1.84 means that policymakers can expect $1.84 in benefits for every $1 in costs.

1.4.7 Barossa Regional Culture Hub

1.4.7.1 Barossa Regional Culture Hub Project description and background

This project will result in the development of a landmark cultural and creative industries precinct in the Barossa.

Council are re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club directly next door to the east to create their own cultural hub, to truly showcase the region and community to the world. Next door to the west the hub will adjoin the site of the world renowned and awarded Chateau Tanunda Winery, with its own proposed expansion to include a 5 star hotel resort, Culinary Institute and expanded function and event space that will further support and invest in the regional cultural economy and directly engage with and compliment the culture hub.

This project will provide a place for respite from the hard times being experienced in regional areas in a venue which is not only easily accessible but also creative and entertaining. The project proposes new galleries and artists studios to tell the visual story and increase economic output in the region whilst encouraging participation in the arts, which will attract many interested in expanding their artistic creativity. A new broadcasting studio will provide dedicated local information via radio to all tourists and locals in the area, with updates on events, activities and experiences. Workshops will be held to provide an educational and hands on experience in everything from art, craft, song, food and wine. A new teaching space will support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery and a new events space will tell the story of Barossa in theatre, dance and song, generating increased visitation to the region.

1.4.7.2 Barossa Regional Culture Hub Scope of works

Council is re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club to create a cultural hub, to truly showcase the region and community to the world.

This project has six integrated parts:
1. The first is broadcasting, production, workshop and studio hub, cultural residency programme and providing 24/7 access to users.
2. Second, is the addition of new exhibition areas, reception space, a digital and contemporary heritage library facility, retail and meeting areas into enhanced performance and gallery facilities.
3. Third is a new function and event spaces.
4. Fourth involves taking the cultural experience outside with external performance space and public art amenity.
5. Fifth is new accommodation for visiting artists in a cultural precinct in partnership with the not for profit Tanunda Community Club;
6. The sixth is a new teaching space to support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery.
1.4.7.3 Barossa Regional Culture Hub Project objectives and outcomes

The principal project objective of this project is as follows:

1. **Provide regional cultural facilities that support the visitor economy, resulting in jobs growth, economic diversification and increased participation in the arts.**

This project will provide a space for the region’s artists and musicians to be creative in one location, to support each other, to grow their individual business and discover a new and exciting future. It will further provide a supportive and accessible venue for the general community to participate in a range of cultural activities.

This project’s proposed infrastructure will lead to increased tourism, as visitors will be able to flock to one space, making it easier for them to enjoy their holiday and provide opportunities for extended stays. Ensuring active cultural, artistic and creative tourism offerings will reduce the seasonality of our tourism industry, as it will invite tourists to experience Barossa on a new level.

This project supports industry diversification and increased employment and volunteer opportunities due to both increased and more regular tourism numbers.

Artists, actors, singers and presenters will have a higher quality of support and stability with access to a greater audience and market.

1.4.7.4 Barossa Regional Culture Hub Cost Benefit Analysis summary

The total cost for the Barossa Regional Culture Hub project is **$11,702,579** and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over **$31.5 million** with a benefit cost ratio of **2.35**. A benefit-cost ratio of 2.35 means that policymakers can expect $2.35 in benefits for every $1 in costs.
### 2.1 Cost Benefit Analysis Summary for all projects

The objective of an economic appraisal is to assess whether undertaking a project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

Each economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each project. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in health cost savings and increased tourism. Benefits arising from each project are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, each Business Case and CBA report separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment of each report.

The table below provides a summary of the key CBA elements of each project based upon discounted rates of 7%. Note that each CBA was based on the Phase 1 investment of each project and not the full total project cost (excluding the Barossa Regional Culture Hub). All costs and benefits were discounted over a 30 year period with benefits starting in the first year post development.

<table>
<thead>
<tr>
<th>Project name</th>
<th>Full Capital Cost</th>
<th>Phase 1 Capital Cost</th>
<th>Phase 1 annual costs</th>
<th>BCR at 7%</th>
<th>Net Present Value</th>
<th>Internal Rate of Return</th>
<th>Phase 1 Multipliers FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanunda Recreation Park</td>
<td>$12,882,586</td>
<td>$6,917,837</td>
<td>$151,076</td>
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<tr>
<td>Southern Barossa Hub</td>
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<td>$6,968,155</td>
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<td>Stockwell Recreation Park</td>
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<td>$2,428,408</td>
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<td>Talunga and Old Talunga Park</td>
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<td>$2,871,929</td>
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<td>1.84</td>
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<td>Barossa Regional Culture Hub</td>
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<td>$720,377.81</td>
<td>2.35</td>
<td>$31,563,395.26</td>
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2.2 Combined CBA and multipliers for all projects

For this summary document all costs and benefits of the seven projects were combined and a further BCR calculation was undertaken.

The total cost for Phase 1 of all seven projects (except for the Barossa Regional Culture Hub which is the entire project cost) totalled $40,762,581.00. Annual benefits of each project were combined. All costs and benefits were then discounted over a 30 year period with benefits starting in the first year post development.

Using a real discount rate of 7 per cent, the Big Project as a total investment generates a net present value of over $73.65 million with a benefit cost ratio of 2.24. A benefit-cost ratio of 2.24 means that policymakers can expect $2.24 in benefits for every $1 in costs. In addition to this the total estimated FTEs generated by the Big Project equals 1,506.

<table>
<thead>
<tr>
<th>Project name</th>
<th>Phase 1 Capital Cost</th>
<th>Phase 1 annual costs</th>
<th>BCR at 7%</th>
<th>Net Present Value</th>
<th>Internal Rate of Return</th>
<th>Phase 1 Multipliers FTE</th>
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</thead>
<tbody>
<tr>
<td>The Big Project</td>
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<td>$73,655,866.87</td>
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Disclaimer

The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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<th>CONTENTS</th>
<th></th>
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<td>2 ANALYSIS OF THE PROPOSAL</td>
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<td>3 CONTEXT AND NEED</td>
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<td>4 COST BENEFIT ANALYSIS</td>
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<tr>
<td>5 APPENDIX</td>
<td>79</td>
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</tbody>
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1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

TANUNDA RECREATION PARK REDEVELOPMENT PROJECT

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

The Tanunda Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future. This project will essentially result in the delivery of a premier local, district and regional-level facility, supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The project will provide facilities which meet contemporary code requirements and underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

The upgrade of the Tanunda Recreation Park along other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions resulting in a number of significant social and economic benefits. Better amenities for users and spectator experience will result in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.

1.1.3 Scope of work

A number of works are proposed under the Tanunda Recreation Park Redevelopment project. The key elements are detailed below.

• Initial works - e.g landscaping and civil works; completion of courtside amenities for tennis/netball and internal road network improvements / traffic management assessment implementation.
• Electrical Upgrade and Lighting Towers
• Upgrade and expansion of Tanunda Show Hall
• Construction of two storey building for clubrooms and Terrace Seating
• New Entry and Playground relocation
• New Junior Oval
• Cricket Net relocation
1.1.4 Project specific objectives

The project objectives are summarised as follows:

• Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

• Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.

• Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

• Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

• Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.1.5 Cost Benefit Analysis summary

The total cost for the Tanunda Recreation Park Redevelopment project is $12,882,586. The cost of the next phase investment (Phase 1), however, totals $6,917,837 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $10.3 million with a benefit cost ratio of 2.18. A benefit-cost ratio of 2.18 means that policymakers can expect $2.18 in benefits for every $1 in costs.
2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Tanunda Recreation Park Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

The Tanunda Recreation Park itself has been a place of recreation for well over 100 years and is used by a broad range of sport, recreation and community-based organisations encompassing Australian Rules football, cricket, netball, tennis, touch football, Tanunda Show Society, bowling club, RSL and community and private users.

The Park serves as a catalyst for major event attraction with at least eight major events held at the Park each year. The Show Hall is the largest regional venue for undercover community event hosting, catering for 1000 to 1200 people (seated/non seated).

In 2014 Council endorsed the Tanunda Recreation Park Masterplan as a working concept plan, acknowledging the plan was subject to future amendments and budget considerations.
A number of improvements identified in the endorsed 2014 working concept masterplan were implemented, including additional and upgraded tennis and netball courts and demolition of the poultry shed due to its deteriorating condition and to allow for future proposed extension of the Show Hall.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.

2.1.1 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA

Source: The Barossa Council
2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

The Tanunda Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility, supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The project will provide facilities which meet contemporary code requirements and underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

The upgrade of the Tanunda Recreation Park along other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions resulting in a number of significant social and economic benefits. Better amenities for users and spectator experience will result in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.
Landmark agreement for Barossa sport

Grassroots clubs and local tourism jobs will be the big winners from a new landmark partnership between the Barossa Council, South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL).

The agreement will support the development and financing of new grassroots facilities for local Barossa clubs and attract national and statewide competitions. Thousands of new visitors will come to the Barossa in the immediate and long term, building the region’s reputation as a regional sports event and tourism destination.

The SANFL and SACA will bring high quality cricket and football matches to the region, and Cricket Australia will also support the local delivery of facilities and national cricket championships to the region. To announce the agreement, Mayor Bob Sloane was joined by Australian Men’s Cricket Player and Adelaide Striker Travis Head. Mayor Sloane said Council is extremely proud to be partnering with SACA and SANFL on this project.

“Our goal is to deliver facilities across the Barossa region that will actively drive, and increase, participation from a grassroots level to higher competitive grades across cricket and AFL codes, within the next three to 10 years,” he said.

“Attracting such events would not only see an increase in participation levels in the Barossa, but also an increase in visitation, delivering significant benefits to the local economy including businesses, sporting clubs and tourism operators. This outcome is also a major objective of Council’s ‘The Big Project’.”

SACA CEO Keith Bradshaw also looked forward to the partnership.

“By collaborating over the long term with our trusted partners in the Barossa Council and SANFL, we are building a strong legacy for the cricket in South Australia,” Mr Bradshaw said.

“We are excited by the opportunity to deliver high quality facilities and experiences for cricketers of all levels in the country.” SANFL CEO Jake Parkinson said the Barossa community and sports tourism would be big winners.

“SANFL is excited to partner with the Barossa Council and SACA to deliver facilities that foster healthy community outcomes, grow community cohesion and enable economic benefit through sports tourism,” Mr Parkinson said.

Source: The Barossa Council,
Below, is a map showing the location of the keys sporting venues (Tanunda Recreation Park, Nuriootpa Centennial Park, Lyndoch Recreation Park and Angas Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. Tanunda Recreation Park is highlighted with an orange pin.

Source: The Barossa Council, A.P SHEERE CONSULTING

2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure at Tanunda Recreation Park. These were summarised as follows in the ‘Tanunda Recreation Park Feasibility Report’:

Option 1: Hub and Satellite Model
The Big Project is premised on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. This aligns with Council’s commitment to fullest possible access to Council owned sporting recreational facilities by the wider community. This approach leverages existing recreational land and infrastructure in townships and creates opportunities to deliver, social, health and economic benefits to individual communities already strongly connected to their site, leading to wide-ranging collective benefits on a regional scale. Investment in a single regional hub for the whole Council area is considered not feasible due to lack of land availability, prohibitive costs of building ground-up infrastructure, geographic make-up of the region, and environmental and social factors such as disintegration of community fabric and capacity building where recreational facilities are lost to a township. The Barossa is characterised by its competitive, local sporting traditions and they form a compelling narrative and sense of community identity that makes the region special and fosters social pride and community health and wellbeing.
Option 2: Primary entrance
The proposed relocation of the main entrance to Park Street was a catalyst for widespread concern around increased traffic volumes in a narrow residential street and exacerbation of pre-existing traffic management issues at both Bilyara Road and Langmeil Road intersections. Council considered these concerns to be valid and formally supported a new main entrance further down Bilyara as a preferred option to reduce traffic congestion and potential conflict with pedestrians, and to act as a buffer for residents adjacent the proposed new playground site.

Option 3: Junior oval
Some feedback collected during community consultation suggested a junior oval was not warranted, other analysis supported the opportunity for continued sporting growth (footy, cricket, junior and female codes) and setting the facility up for the future generation of active participation as well as relieving pressure from the main oval. The additional space is seen as an opportunity to promote inclusion by building venue capacity to have families able to practice or compete at the same venue and enjoy the social benefits of being part of a close and supportive club environment. The second oval is also seen as an opportunity to have a separate green space for other more individual recreation activities: personal training; dog walking; family play; community events. The second recreation green was therefore, retained in the masterplan as a future driver to develop community and regional capacity for events and tourism activity. Tanunda was the catalyst for the SACA/SANFL partnership to develop the Barossa as a premier sports tourism destination, and the potential for increased activity across junior, senior and women’s sport will require additional playing surfaces for training, warm-ups and fixtures.

Option 4: Tree management
A desire to retain the natural amenity and unstructured recreation assets in the Park was a recurring theme during consultation. Community feedback identified the need for a strategic approach to tree management to ensure green shaded spaces were retained and not compromised by the needs of sporting groups. In response Council formally supported a review of the Park’s Tree Management Plan (completed 2017/18) and more detailed development of landscape treatments for the whole park. This coincided with an expression of interest process for broader community representation on the Park committee to ensure both sporting and non-sporting interests were equally and equitably represented.

Option 5: Playground location
The proposed relocation of the playground to Bilyara Road generated community feedback regarding unwelcome noise and security issues for adjoining residents; distance to toilets and oval and a heightened need for parental supervision; and interface with high traffic/parking areas. In considering the feedback Council concluded the proposed playground provides additional playground space spread more extensively across the Park and accessible during sporting fixtures. Concerns around increased security risks and anti-social behaviour were unsubstantiated and considered a matter for SA Police, however Council committed to noise attenuation strategies, such as buffer plantings, to mitigate the impact of noise on adjoining neighbours. Council also saw merit in converting the existing Bilyara Road entrance to pedestrian access, with a new main vehicular entrance constructed further down Bilyara Road to act as a buffer between residents and the playground. The relocated playground offers improved safety taking the play space away from areas at risk of impact from tree related hazards.

Option 6: Traffic Management
A holistic review of traffic management and a formal traffic management assessment (completed 2018) resulted in a number of options to provide a safe and accessible space where both park access and on-site traffic flows are managed:
• Clearly defined pedestrian and traffic flows through different areas of the park
• a pedestrian and ‘village’ precinct replacing a traffic precinct in the vicinity of the extended club rooms and show hall
• designated parking around half of the oval, in front of the Show Hall, adjacent the courts and to the rear of the RSL
• potential to introduce a stop point and pedestrian only link between the main oval and second recreational green
Other Options
In addition to the above, a number of changes have or will be facilitated in response to additional public, technical or stakeholder feedback, including:

- linking the new tennis court area through a shaded verandah up towards the approach to the main oval and its adjacent viewing areas.
- upgrade and expansion of Tanunda Show Hall – improved event capability; multi user group storage; enhanced kitchen, canteen and food storage facilities; upgraded stage; green room; fire security and new roof infrastructure.
- identified need for electrical capacity upgrade across the site (scheduled for 2019); and
- Oval widening to reflect code guidelines.

2.2.3 Project location
Tanunda Recreation Park is located on Elizabeth Street, Tanunda as illustrated below:

![Map of Tanunda Recreation Park on Elizabeth Street, Tanunda](image)

Source: Google Maps 2019, A.P. SHEERE CONSULTING

2.2.4 Introduction to Tanunda
Tanunda and district has a population 4,588 (Source: ABS Census 2016). However, being located only a short distance from Nuriootpa and many other towns, the catchment population is much larger than this.

While today Tanunda is the cosmopolitan heart of the Barossa, it started life far more humbly as the tiny settlement of Langmeil located on the banks of the North Para River, to the north of the present-day town. Langmeil (‘Long Mile’) was settled in 1843 with a school house as their first public building followed soon after by the Langmeil Church. As the settlement grew and prospered it joined with, and was eventually incorporated into, the town of Tanunda.
Source: Google maps
2.2.5 Current facilities and amenities

The primary recreation facility in Tanunda is the Tanunda Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups.

Facilities at the Tanunda Recreation Park include:
- Show Hall with shell grit floor
- Trestle tables
- 1,200 chairs
- Kitchen
- Stage
- Oval with power and flood lights

Park facilities include multi-use clubrooms and grandstand and canteen building, cricket practice nets, 1 x oval, eight tennis / netball courts (and 2 older courts in poor condition) and tennis / netball clubroom, separate toilet blocks bowling greens and clubroom, kegel clubhouse, fenced playground area and various implement and storage sheds. Car parking is grouped around the oval and courts and is largely undefined. Figure 1.0 below identifies the various areas in the park.

Figure 1.0 Tanunda Recreation Park

Source: The Barossa Council
An information sheet regarding Tanunda Recreation Park has been developed by Council and is provided here:

**TANUNDA RECREATION PARK**

Elizabeth Street, Tanunda

*Bookings/enquiries/ Key Collection:*
Barossa Council: 43-51 Tanunda Rd, Nuriootpa SA 5355
Tel: (08) 8563 8444.
Email: CustomerService@barossa.sa.gov.au
Open: Monday to Friday 9am -5pm.
Closed on weekends and public holidays.

**Facilities:**
The following facilities are available at Tanunda Recreation Park:
- Oval
- Playground
- Tennis courts
- Show Hall – Main hall and kitchen
  - The main hall is approximately 42.5m x 35m
  - Suitable for functions with up to 1,000 attendees
- The stage is approximately 10.7m x 7m
- Public amenities.

**Please note:**
- Licensed security is required for eighteenth and twenty-first birthday celebrations at this venue
- This facility is located within a dry zone from 10pm to 8am

**Availability is subject to the Annual Show (Second Saturday in March), and regular events:**
- January 26th - The Barossa Council - Australia Day Breakfast
- First weekend in May - Barossa Bird Club - Annual bird sale
- Fourth Friday in May - Tanunda Town Band - "Melodienacht"
- Last Saturday in June - Marnangara Brass Band - "Night of Music"
- Third Friday in November - Tanunda Liedertafel - "Kaffee Abend"

Source: The Barossa Council
Images showing current facilities at Tanunda Recreation Park are provided here:

**Tennis Courts**

**Bowling Club**

**Grandstand Football Clubrooms**

**Kegel Club Skittle Alley**
Tanunda Recreation Park User Groups

Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanunda Football Club</td>
<td>Senior men</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>Junior boys</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>Senior women</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>24</td>
</tr>
<tr>
<td>Tanunda Cricket Club</td>
<td>Senior men</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Junior boys</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>Senior women</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>3</td>
</tr>
<tr>
<td>Tanunda Netball Club</td>
<td>Senior women</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>120</td>
</tr>
<tr>
<td>Tanunda Tennis Club</td>
<td>Senior</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>53</td>
</tr>
<tr>
<td>Barossa Touch Football</td>
<td>Total players – 158 72% male and 28% female</td>
<td>158</td>
</tr>
<tr>
<td>Tanunda Show Society</td>
<td>Stallholders</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>Volunteers</td>
<td>80</td>
</tr>
<tr>
<td>Tanunda Bowling Club</td>
<td>Seniors</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Social</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Big Project - Tanunda Recreation Park - Feasibility Report -2018 Version 3 August 2019

Events held at Tanunda Recreation Park

A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
<th>Participant numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and private bookings</td>
<td>8 major events per annum Tanunda Show, Car Club Exhibitions, Music Events, Australia Day Breakfast</td>
<td>Ranging from 600 to 4000 participants</td>
</tr>
<tr>
<td>Sporting carnivals</td>
<td>9 organised sporting events and carnivals over 2017/18</td>
<td>Ranging from 100 to 500 participants</td>
</tr>
</tbody>
</table>

Source: Big Project - Tanunda Recreation Park - Feasibility Report -2018 Version 3 August 2019

2.2.6 Scope of proposed works

A number of works are proposed under the Tanunda Recreation Park Redevelopment project. The key elements are detailed below.

Initial works

This will include landscaping to boundaries and civil works to parking area to rear of RSL. The completion of courtside amenities for tennis/netball and internal road network improvements / traffic management assessment implementation.

Electrical Upgrade and Lighting Towers

Power is insufficient for the precinct and the lighting is to upgrade to a level able to conduct night sport in competition mode and attract further use and is also linked to the MOU which Council has with state football and cricket associations to activate hosting of tournaments.
Show Hall
Upgrade and expansion of Tanunda Show Hall is required to improve its event capability. In addition to this the work will enable multi-user group storage; provide an enhanced kitchen to meet increased demand, canteen and food storage facilities; an upgraded stage and green room; improved fire security and new roof infrastructure which will eliminate water damage. This allow the hall to better cater for large events and tournaments with up to a 1000 seat capacity.

Clubrooms and Terrace Seating
Two story building will result in a significantly expanded regional level clubrooms and improved community meeting and recreational facilities and is again linked to the achievement of regional, state and national football and cricket competitions in the Barossa which will be sourced through the MOU with cricket and football.

New Entry and Playground relocation
The proposed relocation of the main entrance to Park Street was a catalyst for widespread concern around increased traffic volumes in a narrow residential street and exacerbation of pre-existing traffic management issues at both Bilyara Road and Langmeil Road intersections. Council considered these concerns to be valid and formally supported a new main entrance further down Bilyara as a preferred option to reduce traffic congestion and potential conflict with pedestrians, and to act as a buffer for residents adjacent the proposed new playground site. The existing Bilyara Road entrance will also be converted to pedestrian access, with a new main vehicular entrance constructed further down Bilyara Road to act as a buffer between residents and the playground.

The proposed relocation of the playground to Bilyara Road generated community feedback regarding unwelcome noise and security issues for adjoining residents; distance to toilets and oval and a heightened need for parental supervision; and interface with high traffic/parking areas. In considering the feedback Council concluded the proposed playground provides additional playground space spread more extensively across the Park and accessible during sporting fixtures.

The playground will essentially be relocated from its current site to the new proposed second recreational space. Emphasis will be on nature play to a regional level standard; new parking, toilet and shelter infrastructure will also be developed. The relocated playground offers improved safety taking the play space away from areas at risk of impact from tree related hazards. This is a key upstream investment to achieve a new junior oval to assist with current and future demand including female sport and the activation of the MOU with cricket and football.

New Junior Oval
A new junior oval will support the opportunity for continued sporting growth (footy, cricket, junior and female codes) and will set up the facility for the future generation of active participation as well as relieving pressure from the main oval. This is a key investment to achieve a new junior oval to assist with current and future demand including female sport and the activation of the MOU with cricket and football.

The additional space is seen as an opportunity to promote inclusion by building venue capacity and enable families to practice or compete at the same venue and enjoy the social benefits of being part of a close and supportive club environment.

This second oval is also seen as an opportunity to have a separate green space for other more individual recreation activities: personal training; dog walking; family play; community events.

Cricket Net relocation
The current cricket nets need to be moved to make way for second oval. The relocation will allow upgrade as well and again is a key investment to achieve the economic drivers from tournament hosting through the activation of the MOU with cricket and football.
2.2.7 Project plans

The following plans demonstrate the proposed works to be undertaken which form the Tanunda Recreation Park Redevelopment Project.

VISION:

HERITAGE
Celebrate the best of the past and integrate the opportunities of the future.

RECREATION
Grow our regional recreation capacity.

COMMUNITY
Facilitate the park precinct as a significant community place.

PRINCIPLES:

RESPECT AND PRESERVE
To celebrate the historic recreation and community significance of the park that preserves and enhances its environment, infrastructure and amenity.

ADAPT AND DEVELOP
Contemporary facilities underpinned with tradition that grow recreation, community and economic opportunity.

OBJECTIVES:

Preserve and enhance the special heart and tradition of Tanunda's primary recreation park.

Retain, manage and grow a green and shaded park through a landscape management plan, phased, funded and implemented throughout the development.

Balance passive and sporting recreational pursuits and the impact of future major events and the bond between the park and its surrounding neighbourhood setting.

Create contemporary facilities that give everyone the chance to be active, outside, and having fun, competition or quiet enjoyment.

Create contemporary facilities that complement our heritage while supporting economic opportunity.

Provide a safe and accessible space.

Create a destination that can be promoted as part of Barossa Hub for major local, regional, state and national events.

Develop shared, social spaces, that welcome everyone.

Manage park access and on site traffic flows.

Consider the potential staging & costing of development.
2.2.8 Project status

The Tanunda Recreation Park upgrade masterplan has been developed over many years including significant community engagement. The first stage projects currently funded are underway the next phase projects have been scoped, costed and will progress to full design based on the priorities of The Big Project.

2.2.9 Project objectives

The objectives of the Tanunda Recreation Park Redevelopment Project are summarised as follows:

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>

2.2.10 Project outcomes

The outcomes of Tanunda Recreation Park Redevelopment will be to meet the identified needs. Outcomes are discussed further in Section 2.4. A summary table is provided:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Deliver a premier local, district and regional-level sports hub facility that meets contemporary code requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Improved standard of existing regional sports facilities to meet requirements for regional, state or national competitions</td>
</tr>
<tr>
<td>Outcome</td>
<td>Provide access to a range of sporting and recreational activities for a greater number of people both within the community, regionally and throughout SA</td>
</tr>
<tr>
<td>Outcome</td>
<td>Improved player and spectator satisfaction</td>
</tr>
<tr>
<td>Outcome</td>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Outcome</td>
<td>Better health outcomes for children and adults through greater participation in sport</td>
</tr>
<tr>
<td>Outcome</td>
<td>Deliver a facility which underpins Tanunda’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>Outcome</td>
<td>The Barossa’s role as a regional sports event and tourist destination is supported and further promoted to all sporting codes</td>
</tr>
<tr>
<td>Outcome</td>
<td>Directly supporting tourism and business growth in region as more events are hosted</td>
</tr>
<tr>
<td>Outcome</td>
<td>Directly facilitating growth in the SA and National economy</td>
</tr>
<tr>
<td>NEED</td>
<td>Outcome</td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>NEED</strong> - Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda's capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
<td><strong>Outcome</strong>&lt;br&gt;Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities&lt;br&gt;Capacity at the ovals is increased and Tanunda is able to host more large events both sporting and community&lt;br&gt;More athletes are attracted to the area for both training and development&lt;br&gt;Increased number of regional SA residents participating in state, national and international level competitions or in professional teams&lt;br&gt;Retention of talented regional athletes, coaches and support staff in regional SA&lt;br&gt;Deliver a facility which underpins Tanunda’s positioning as a genuine sports hub for the local community and an event destination&lt;br&gt;Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability</td>
</tr>
<tr>
<td><strong>NEED</strong> - Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
<td><strong>Outcome</strong>&lt;br&gt;Increase in events held in Barossa for state, national and/or international sports&lt;br&gt;Tanunda Recreational Park is identified as part of the regional network of hubs&lt;br&gt;Tourism numbers increase in the region as a direct result of the number of events increasing&lt;br&gt;Meeting the MOU through the hosting of regional, state and national competitions&lt;br&gt;Increased level of regional community participation in sport&lt;br&gt;<strong>NEED</strong> - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
</tbody>
</table>
### 2.2.11 Total Project Capital costs

Cost estimates prepared independently by Rider Levett Bucknall for adopted Master Plan and have been escalated to reflect current costs are as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
<th>Exclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Works</td>
<td>$562,009</td>
<td>(Including landscaping to boundaries and civil works to parking area to rear of RSL), completion of courtside amenities tennis/netball; internal road network improvements / traffic management assessment implementation</td>
<td></td>
</tr>
<tr>
<td>Electrical upgrade &amp; Lighting Towers</td>
<td>$548,584</td>
<td>New transformer upgrade to increase capacity to whole site, power board replacement; LED replacement light towers to support district level cricket requirements</td>
<td>Updated quote for lights obtained February 2019</td>
</tr>
<tr>
<td>Show Hall</td>
<td>$1,126,339</td>
<td>New roof; kitchen upgrade; extension for show activities; community meeting and ad hoc small training and event activities; user group storage (removed during upgrade to tennis and netball courts (2015/16); green room addition</td>
<td></td>
</tr>
<tr>
<td>New Entry Playground (Bilyara Road)</td>
<td>$780,822</td>
<td>Relocation from site of proposed second recreational space. Emphasis on nature play to regional level standard; parking, toilet and shelter infrastructure</td>
<td></td>
</tr>
<tr>
<td>Cricket &amp; Bowls Storage</td>
<td>$179,516</td>
<td>For equipment and ease of access to ovals and greens</td>
<td></td>
</tr>
<tr>
<td>Junior Sports Field</td>
<td>$1,329,247</td>
<td>Second oval</td>
<td></td>
</tr>
<tr>
<td>General Siteworks, Car parks &amp; Parklands</td>
<td>$366,584</td>
<td>Further staged upgrades to civil infrastructure and restoration of parklands; safe community environments.</td>
<td></td>
</tr>
<tr>
<td>Clubrooms &amp; Terrace Seating</td>
<td>$7,351,871</td>
<td>Significantly expanded regional level clubrooms and community meeting and recreational facility</td>
<td></td>
</tr>
<tr>
<td>Multi Function Pedestrian village Precinct</td>
<td>$240,970</td>
<td>Facilitate and encourage improved community connectedness; outdoor social spaces; food and beverage areas / amenities – connect users of all sports codes / facilities in centralised outdoor gathering areas; outdoor music; events etc.</td>
<td></td>
</tr>
<tr>
<td>Relocation of Cricket Nets</td>
<td>$120,000</td>
<td>Required to support junior sports field</td>
<td></td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$276,645</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
<td></td>
</tr>
<tr>
<td>Tanunda Bowling Club green up-grade</td>
<td></td>
<td>Council has provided a loan and accessed finance through the Local Government Finance Authority to support the club installing 2 all new artificial greens (completed 2018)</td>
<td>Excluded</td>
</tr>
<tr>
<td>Margins &amp; Adjustments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single storey clubroom option would be in the order of $750,000-$900,000 less than the two storey option included above</td>
<td>Excluded</td>
<td>Excluded</td>
<td></td>
</tr>
</tbody>
</table>
Loose furniture and AV has been excluded from the clubrooms – to include, a budget estimate of $250,000 would be recommended

<table>
<thead>
<tr>
<th>Commercial kitchen equipment and bar equipment</th>
<th>Excluded</th>
<th>Excluded from the clubrooms – to include, a budget estimate of $125,000 would be recommended</th>
</tr>
</thead>
</table>

Total $12,882,586

Source: The Barossa Council

2.2.12 Current Target Plan – Next Phase Investments

The preliminary target phase implementation (Phase 1) totals $6.917 million and is 100% funded. The associated costs are detailed in the table below:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Works</td>
<td>Currently Funded Underway and 100%</td>
<td>$95,956</td>
</tr>
<tr>
<td>Electrical upgrade &amp; Lighting Towers</td>
<td>Currently Funded Underway and 100%</td>
<td>$548,584</td>
</tr>
<tr>
<td>Show Hall</td>
<td>Currently Funded Underway and 100%</td>
<td>$1,126,339</td>
</tr>
<tr>
<td>New Entry Playground (Bilyara Road)</td>
<td>$780,822</td>
<td>Relocation from site of proposed second recreational space. Emphasis on nature play to regional level standard; parking, toilet and shelter infrastructure</td>
</tr>
<tr>
<td>Junior Sports Field</td>
<td>$1,329,247</td>
<td>Second oval</td>
</tr>
<tr>
<td>Clubrooms &amp; Terrace Seating</td>
<td>$4,411,123</td>
<td>Urgent requirements not the total solution</td>
</tr>
<tr>
<td>Relocation of Cricket Nets</td>
<td>$120,000</td>
<td>Required to support junior sports field</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$276,645</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
</tr>
<tr>
<td>Total</td>
<td>$6,917,837</td>
<td>Total included underway and 100% funded $8,688,716</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
### 2.2.13 Estimated annual costs

Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Depreciation</td>
<td>111,377</td>
</tr>
<tr>
<td></td>
<td>Employee Costs</td>
<td>9,617</td>
</tr>
<tr>
<td></td>
<td>Other Costs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ESL Levy</td>
<td>396</td>
</tr>
<tr>
<td></td>
<td>Electricity Consumption</td>
<td>2,263</td>
</tr>
<tr>
<td></td>
<td>Insurance (Asset &amp; liability)</td>
<td>4,116</td>
</tr>
<tr>
<td></td>
<td></td>
<td>127,769</td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Costs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contractors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Mowing/Landscaping</td>
<td>5,431</td>
</tr>
<tr>
<td></td>
<td>- Electrical repairs</td>
<td>1,131</td>
</tr>
<tr>
<td></td>
<td>- Cleaning</td>
<td>1,131</td>
</tr>
<tr>
<td></td>
<td>Building Maintenance</td>
<td>1,131</td>
</tr>
<tr>
<td></td>
<td>Infrastructure Maintenance</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Materials Oval Health</td>
<td>5,657</td>
</tr>
<tr>
<td></td>
<td>Materials Water</td>
<td>8,825</td>
</tr>
<tr>
<td></td>
<td></td>
<td>23,307</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>151,076</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the Tanunda Recreation Park Redevelopment Project will be seen across National, State, Regional and Local stakeholders and are summarised below:

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>STATE</th>
<th>REGIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creates the opportunity for new jobs to be created</td>
<td>• Promoting growth in regional towns i.e. redirecting population growth</td>
<td>• Increases productivity of the region by encouraging population growth as the region becomes more attractive</td>
<td>• Supports Tanunda’s role as part of a Regional Sports Hub</td>
</tr>
<tr>
<td>• Supports and promotes economic growth</td>
<td>• Maintains and develops a high level of facilities and amenities for businesses, residents and visitors</td>
<td>• Supports Tanunda’s role as part of a Regional Sports Hub</td>
<td>• Appropriate facilities will encourage more spectators and females to participate in sport in the region</td>
</tr>
<tr>
<td>• Promoting growth in regional towns i.e. redirecting population growth</td>
<td>• Supports and promotes economic growth creating a regional sports hub</td>
<td>• Makes the region more attractive to current and future residents</td>
<td>• Makes the region more attractive to current and future residents</td>
</tr>
<tr>
<td>• Enhanced sporting and recreational opportunities for the community</td>
<td>• Enables greater participation in all sporting codes</td>
<td>• Enable regional and state sporting events to be hosted in the region</td>
<td>• Enable regional and state sporting events to be hosted in the region</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develops regional infrastructure for now and into the future</td>
<td>• Develops local jobs resulting from increased patronage e.g. retail, services, community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Promotes a regional identity</td>
<td>• Increased local competitiveness with neighbouring LGAs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Encourages population growth which in turn supports business activity and growth</td>
<td>• Helps to address social disadvantage by supporting the opportunity for new jobs and volunteer activities in the region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Addresses various health issues through greater sport participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased sport tourism resulting in increased expenditure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased revenue streams can be re-invested in the LGA</td>
</tr>
</tbody>
</table>

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3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Southern Barossa Hub Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

The existing Tanunda Recreation Park provides facilities for local sports with limited opportunity to support regional, state or national events. There are limited facilities for sporting teams with old and inappropriate design.

This project will address a number of problems and deliver benefits well beyond the construction phase. The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa's role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
Objective 1

3.2 Deliver a premier local, district and regional-level facility that meets contemporary code requirements

Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Tanunda’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

3.2.1 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location
3.2.2 Tanunda as a sporting hub

The Tanunda Recreation Park Redevelopment Project seeks to facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long term sustainable use and participation in line with community needs, transformational economic outcomes and improved community capacity building and resilience.

The town of Tanunda and the surrounding district is home to over 4,800 people (as at 2016) and has experienced 29.6% overall growth since 1991 and 2.3% in the five years since 2011. Tanunda Recreation Park (the Park) has been a place of recreation for well over 100 years, in accordance with its gazetted use, and plays a significant, highly valued and continuing role as Tanunda’s main recreation parkland.

Characterised by green shaded spaces, it is used for both competitive and passive recreation activities. Balancing the historic recreation and community significance of the Park with opportunities for contemporary uses and activation is critical to fulfil its dual role as neighbourhood setting and regional destination.

The project aims to increase local participation in sports and recreational activities with the resulting health and wellbeing outcomes. District and regional sporting events and associated tourism and economic development opportunities at the Park will be increased which will support the aspiration to build the Barossa as a regional sports event and tourism destination.

Tanunda was a key driver for the partnership with the South Australian Cricket Association (SACA) and South Australian National Football League (SANFL), recognising Tanunda’s reputation as a tourism destination and capacity to drive events and visitation.

Delivering premier local, district and regional-level facilities that meet contemporary code requirements underpins Tanunda’s positioning as a genuine sports hub for the local community and an event destination in itself.
Objective 2

3.3 Encourage increased participation in sports and recreation by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Tanunda’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Tanunda and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Two open forums were held in addition to information stands at the Angaston Show, Tanunda Show and Barossa Farmers Market. People were invited to provide feedback at these sessions or via online platforms. Refer Attachment B – Community Consultation Plan. Targeted consultation including needs analysis was also undertaken with individual user groups.

A total of 47 formal submissions and 79 informal submissions were received during community consultation held over a four-week period totalling 126. In addition numerous informal views were expressed verbally at each of the public sessions/information stands. Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. These needs have been incorporated into the proposed works. Further details can be found in Section 3.5 Stakeholder consultation and community support.

3.3.2 Current issues which need to be addressed

Work proposed at the Tanunda Recreation Park will enhance these regionally significant sporting facilities so that they meet the specific needs of teams, coaches’ players, media and spectators as a regional and state sporting destination. The facilities at the park are not currently appropriate for any higher level events or even some local user groups. This project recognises these deficiencies and proposes to address them.

Electrical Upgrade and Lighting Towers

Power is insufficient for the precinct and the lighting is to upgrade to a level able to conduct night sport in competition mode and attract further use and is also linked to the MOU which Council has with state football and cricket associations to activate hosting of tournaments.
Non compliant electrical systems in need of upgrade

Show Hall
Upgrade and expansion of Tanunda Show Hall is required to improve its event capability. In addition to this the work will enable multi-user group storage; provide an enhanced kitchen to meet increased demand, canteen and food storage facilities; an upgraded stage and green room; improved fire security and new roof infrastructure which will eliminate water damage.

Show Hall issues
Terrace Seating and grandstand
The spectator experience is compromised by seating areas in poor condition and lacking access, congestion and safety issues, old and badly located amenities and general unpleasant spectator standards at the park.

Public viewing areas do not meet contemporary access requirements and do not comply with the Disability Discrimination Act 1992.

Clubrooms
Two story building will result in a significantly expanded regional level clubrooms and improved community meeting and recreational facilities.
Women’s sport in SA will benefit as the project will specifically address issues relating to facilities to support increasing participation, improving places and spaces and opportunities for women at all levels. Currently, there are no female change room facilities at the Park. Females either have to use the toilets to change in or an area is sectioned off in the existing clubroom. This is an unsustainable situation.

**Ladies currently have to use the toilets as changerooms or change in their cars**

**Poor change room facilities throughout**
Second oval
A new junior oval will support the opportunity for continued sporting growth (footy, cricket, junior and female codes) and will set up the facility for the future generation of active participation as well as relieving pressure from the main oval.

The additional space is seen as an opportunity to promote inclusion by building venue capacity and enable families to practice or compete at the same venue and enjoy the social benefits of being part of a close and supportive club environment. This second oval is also seen as an opportunity to have a separate green space for other more individual recreation activities: personal training; dog walking; family play; community events. In addition to this, the current oval is non-compliant with current standards and is in need of enlargement to meet the current code.

Cricket Net relocation
The current cricket nets need to be moved to make way for second oval. The relocation will allow upgrade as well and again is a key investment to achieve the economic drivers from tournament hosting through the activation of the MOU with cricket and football.

<table>
<thead>
<tr>
<th>Non-compliant cricket nets</th>
</tr>
</thead>
</table>

Tennis court issues
There are 10 courts at the site – 4 are dual lined (tennis/netball) and 4 are tennis only. A recent audit of all tennis courts in the Barossa LGA found a number of deficiencies at the Tanunda locality (Barossa Courts Audit, Final Report, April 2019). A summary of the audit relating to Tanunda Recreation Park is provided here:

**AUDIT OUTCOME SUMMARY**

- Courts 1-8 are in excellent condition. **Courts 9 and 10 are in poor condition.**
- Line marking on courts 1-8 in new near condition. **Line marking on court 9 and 10 is aged and dull and in poor condition.**
- All tennis courts (1-8) are compliant. **The netball courts on court 5 & 7 are not compliant due to the sideline run off being too small (currently 3m not 3.05m). Courts 9 and 10 are not compliant for either tennis or netball.**
• Fencing and other infrastructure (posts/nets) in courts 1-8 are in excellent condition. Access around and into these courts are also good and accessible for all the community.
• Access to courts 9 and 10 more challenging with uneven surfaces and uneven steps.

Flooding in tennis courts

New Entry and Playground relocation
The proposed relocation of the main entrance to Park Street was a catalyst for widespread concern around increased traffic volumes in a narrow residential street and exacerbation of pre-existing traffic management issues at both Bilyara Road and Langmeil Road intersections. Council considered these concerns to be valid and formally supported a new main entrance further down Bilyara as a preferred option to reduce traffic congestion and potential conflict with pedestrians, and to act as a buffer for residents adjacent the proposed new playground site. The existing Bilyara Road entrance will also be converted to pedestrian access, with a new main vehicular entrance constructed further down Bilyara Road to act as a buffer between residents and the playground.

The proposed relocation of the playground to Bilyara Road generated community feedback regarding unwelcome noise and security issues for adjoining residents; distance to toilets and oval and a heightened need for parental supervision; and interface with high traffic/parking areas. In considering the feedback Council concluded the proposed playground provides additional playground space spread more extensively across the Park and accessible during sporting fixtures. The playground will essentially be relocated from its current site to the new proposed second recreational space. Emphasis will be on nature play to a regional level standard; new parking, toilet and shelter infrastructure will also be developed. The relocated playground offers improved safety taking the play space away from areas at risk of impact from tree related hazards.

Playground location is compromised
When Tanunda Recreation Park is redeveloped the spectator and player experience will be outstanding. It is anticipated that the first class facilities will attract top class events to the region.

### 3.3.2.1 Summary of issues and solutions

The needs identified will be meet though construction of the new facilities, changerooms and related infrastructure that will transform the Tanunda Recreation Park into a first class regional sporting venue. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of infrastructure to support volume of use across multiple codes</td>
<td>Develop change room infrastructure for AFL, netball, cricket and tennis. Provide improved viewing, enhanced/organised parking and catering facilities. Improved club room and increase the electrical capacity to support the additional associated demand.</td>
</tr>
<tr>
<td>Age of lighting infrastructure limits the hours of night time practice and games and creates safety issues</td>
<td>Remove inconsistent lighting levels across the playing areas that make evening games a safety issue. Remove dark / low spots and create consistent and compliant lux levels across the entire playing area (200 lux to outfield (in cricket terms), 300 lux to infield. Extend the hours available for full use of the facility for practice beyond 8pm in the winter months. Allow for additional / extended cricket game time with district level lighting. Continue to support and extend practice and game time for touch football in the summer months.</td>
</tr>
<tr>
<td>Negative impact of light spill on neighbouring properties due to aged/inefficient lighting</td>
<td>New light spill post development will eliminate this issue.</td>
</tr>
<tr>
<td>Inadequate infrastructure generally in particular club rooms and women’s change room facilities. Limited events/function space in clubrooms.</td>
<td>Development of new change rooms will meet contemporary AFL and Cricket Australia community infrastructure guidelines. Improved standard and scope of club related events and functions.</td>
</tr>
<tr>
<td>Unstructured parking creates inefficient parking and impact of soil compaction on tree stock</td>
<td>A landscaping approach (in consultation with a dedicated landscaping working group) has been developed and can be incrementally phased through the development implementation. A parking assessment has also been completed with a traffic consultant to take into account parking options that reduce root compaction issues.</td>
</tr>
</tbody>
</table>
Drainage issues across the site | To a large extent this issue will be addressed. Surface water falls to the northwest corner of the development. Options for water run off and detention are considered as part of the master plan and detailed design works. Improvement to road and building infrastructure will be required to take appropriate account of surface water issues.

Lack of all-access public toilets | Improvement to existing main public toilet underway as part of current phase of works. Clubroom upgrades will incorporate additional, new public all access toilets.

Lack of all-access viewing areas | Heritage grandstands are currently inaccessible to those with mobility impairment – alternative accessible viewing / spectator areas to be included.

Ill-defined pedestrian flow across the site | Civil and landscaping works will delineate parking and encourage a more structured use of the spaces that will make it easier for pedestrians to traverse the site. The site is still the main passive recreational space in the town and so still needs to cater for unstructured recreational use. Pedestrianised areas will also assist.

Safety issues associated with location of playground | Proximity to Bunya Pine trees (potential to drop sharp pine needles and large nut/fruits into play areas).

Relatively compact site | Design makes a more planned and efficient use of available space and addresses challenges of multi code use.

Ageing Show Hall is deteriorating and does not meet contemporary event and community standards to grow use | Upgrades and extension to Show Hall will meet current building code; Public Health and DDA requirements. Kitchen upgrades will support increased event capacity and associated catering requirements. Contemporary standards will attract additional event interest – only community building that can host events of 1200 seated capacity.

Electrical infrastructure is currently at maximum capacity | Electrical capacity upgrades will meet the demand requirements of the expanded infrastructure into the future.

Oval width does not meet current community AFL guidelines | A 5m run off will be achieved to meet AFL 3-5m guidelines.

Non-compliant cricket nets | New practice facilities will be incorporated to Cricket Australia Community Cricket Infrastructure Guidelines.

Limited storage | The show hall extension and courtside and oval side storage will provide significant, dedicated storage capacity for each user group.

Bilyara Road access presents road safety risk | The main entrance to be located further along Bilyara Road boundary away from Park Street intersection which currently causes road and pedestrian safety concerns. The proposed new entrance point has greatly improved site lines and vehicle queuing capacity. Existing heritage entrance to Bilyara Road to be retained as pedestrian only access and egress to new playground area providing separation of cars and people.

Park used as “through road” for local traffic; conflict with pedestrians | Traffic management measures will enhance traffic calming and prevent cars using oval as a short cut between Elizabeth St and Bilyara Road. Pedestrianised areas will assist with vehicle and pedestrian separation.

Lack of second oval inhibits participation and scheduling | A second oval is included in prioritised components. This will enables more simultaneous training and multi grade match play.

By creating a vibrant and valued sport and active recreation facility, Council will be increasing the opportunity for participation of all of the community.

3.3.3 Barriers to participation

3.3.3.1 Barriers to participation - a regional context

The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’
busy lifestyles
• are increasingly favouring more flexible, non-organised forms of physical activity, such as running with
  headphones on and pursuing new adventure sports
• are developing new tastes as our population becomes more culturally diverse
• adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a
stagnation of participation numbers in organised sport, the research provided key insights outlining how the
sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation
system will need to adjust to new preferences for greater flexibility, more tailored products and sport that
works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation
Investing in sporting infrastructure provides sporting communities with the support and facilities they need to
drive active participation. This project will therefore have a direct effect on the level of sporting participation
in the region. The improvements identified will enable more sporting activities to be hosted and provide
additional opportunities for all members of the community to participate in sporting activities.

3.3.3.3 Barriers to participation identified by the community
The consultation process for the Tanunda Recreation Park Masterplan found that it is important to the
community for Tanunda to host regional, state and national level sporting championships and continue the
region’s competitive advantage as a regional sporting hub for South Australia.

The barrier to participation was identified as the lack of the suitable facilities to hold the events. The venue’s
functionality and capacity for hosting events is constrained by non-compliant and/ or inadequate infrastructure
and amenities.

3.3.3.4 Barriers to female participation
At Tanunda Recreation Park there are currently no female change rooms. This project will directly address
this urgent issue which is a significant barrier to participation to females not only locally but regionally.

An article published in Football today, sets out participation and barriers for female participation.

**Women the key to sports participation growth says Roy Morgan.**

As has been the trend for some time in football, to the extent that there is growth (or stability) in
participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play
one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from
2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed
that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan
data shows that there are now 548,000 women playing regularly or occasionally in one of the football
codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve
months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from
four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly
or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when
AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source: http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

3.3.4 Health impacts

Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.

3.3.4.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015).

Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:
The Department of Health has developed Australia's Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised in Box 2.2 (Department of Health 2014a).

**Box 2.2: How active should Australians be?**

Australia’s Physical Activity and Sedentary Behaviour Guidelines recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health's Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.


The ABS further states:

**Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.**

Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.

Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.

Source: ABS

A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”

Source: Australian Government, Australian Institute of Health and Welfare

Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the The Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA...
(over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

3.3.3 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called ‘The mental health benefits of playing a team sport’ which stated the following:

- The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support network that you wouldn’t otherwise have.

- Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

- Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

- Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them.

- Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
Objective 3

3.4 Increase the productivity of Tanunda Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

3.4.1 Current users and events

Current sporting users of the ovals are as follows:

- AFL
- Rugby League
- Rugby Union
- Football (Soccer) and
- Cricket

Demand to play state level games in AFL, Rugby League, Rugby Union and Football (Soccer) and cricket, and in particular women’s teams, cannot be met due to the existing old, poor and inappropriate facilities of the park.

<table>
<thead>
<tr>
<th>Event name</th>
<th>Number of players</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>268</td>
<td>650 per day for home games</td>
<td>Preseason – December annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(across grades)</td>
<td>Playing season – April – September</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Fortnightly home games – Friday nights and Saturdays</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Junior training Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Senior training Tuesday and Thursday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Women’s training – Monday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Women’s Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow)</td>
</tr>
<tr>
<td>Cricket</td>
<td>148</td>
<td>100 per day per home games</td>
<td>Preseason – August annually – mainly for nets work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(across grades)</td>
<td>Playing season – October – March</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Fortnightly home games – Friday nights and Saturdays</td>
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<td></td>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
</tr>
<tr>
<td>Netball</td>
<td>190</td>
<td>350 per day for home games</td>
<td>Preseason – Jan / Feb annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(across grades)</td>
<td>Playing season – April – September</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Fortnightly home games – Saturdays</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
</tr>
<tr>
<td>Touch Football</td>
<td>158</td>
<td>10 estimated</td>
<td>Monday evenings – October - February</td>
</tr>
</tbody>
</table>
Tennis  | 96  | 100 per day for home games (across grades)  | Preseason – From September annually  
|     |     |                                     | Playing season – October – March  
|     |     |                                     | • Fortnightly home games – Friday nights and Saturdays  
|     |     |                                     | • Junior training generally Wednesday nights  
|     |     |                                     | • Senior training generally Tuesday and Thursday nights  

Show  | 2000 estimated  | Annual event of 2-3 days with week of lead up time.  

Events – entire rec park  | All estimated at 1000 pp  | 6 p.a.  
Events on oval or surrounds  | Other than Swap Meet (est 1000 pp), most are sporting events  | 13 p.a.  
Events in show hall  | All estimated at 1000 pp  | 11 p.a.  
RSL  | Monthly meetings estimated and incidental other times.  
Kegel  | Approximately 20  | Monthly event estimated  

Source: Barossa Council

It is anticipated that post-development, current club membership with increase as will the opportunities to host new events and regional, State and National competitions.

The activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, will contribute to the local, state and national economy. The proposed development addresses the infrastructure needs of the MOU and significantly increases the productivity of Tanunda Recreation Park.

### 3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was though the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:

- Barossa Council officers  
- Local sporting clubs  
- South Australian Cricket Association (SACA)  
- South Australian National Football League (SANFL)

**Feasibility Study 2019**

In 2014 Council endorsed the Tanunda Recreation Park Masterplan as a working concept plan, acknowledging the plan was subject to future amendments and budget considerations. This process was very much driven at a local level by groups affiliated with and passionate about the Park organised under the former Tanunda Recreation Park Section 41 Committee, comprised of park user groups, which since that time has transitioned to an informal community group advisory capacity but retaining close links with Council.

A number of improvements identified in the endorsed 2014 working concept masterplan were implemented, including additional and upgraded tennis and netball courts and demolition of the poultry shed due to its deteriorating condition and to allow for future proposed extension of the Show Hall. The masterplan was updated in May 2017.

The Tanunda Recreation Park Feasibility Report prepared by The Barossa Council (Council) seeks to
facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long
term sustainable use and participation in line with community needs, transformational economic outcomes
and improved community capacity building and resilience.

The principal objective of the feasibility study was to assist in maintaining and expand Tanunda’s positioning
as the sports hub. Consultation with a range of existing and potential users determined the need to upgrade
the venue. Sporting bodies have identified Tanunda Recreation Park as a potential venue for hosting high
level events, however the existing facilities are not suitable.

Both the South Australian Cricket Association (SACA) and the South Australian National Football League
(SANFL) have confirmed their commitment to the redevelopment of Site. The MoU between The Barossa
Council and the South Australian Cricket Association (SACA) and the South Australian National Football
League (SANFL) is a commitment from all parties to implement the necessary infrastructure upgrades to
facilitate the hosting of sporting tourism events at regional, state and national level.

SACA and SANFL have also committed to working with Council on a events calendar to over a 5 year period
with guaranteed events to activate the economic outcomes.

3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage of the ovals will increase. This is
based upon feedback and consultation provided by the various sporting codes.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS
reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator,
equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport
events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league.
Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people
attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than
50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable
the Tanunda Recreation Park to host more major events and as such increased visitors are anticipated. This
coupled with the various other attributes of the region, makes the Barossa well placed to become a regional
sporting hub.
Potential usage and future events

Post development it is anticipated that a number of additional events will be hosted at the Angas Recreation Park. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimated have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tanunda</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td>720</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td>660</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
</tr>
<tr>
<td>National Country champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td>1425</td>
</tr>
<tr>
<td>Other major events - additional per annum</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>1000</td>
</tr>
<tr>
<td>Total</td>
<td>8,305</td>
<td></td>
<td>8,305</td>
</tr>
</tbody>
</table>

It is also anticipated that additional non-sporting major events will also be hosted at the site post development.

In total an estimated 8,305 additional spectators/visitors are expected to attend events held at Tanunda Recreation Park post development, having a significant impact on economic activity in the region.
Objective 4
3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts
The Barossa Council has presented population movements and forecasts for the region using data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys.

Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Tanunda – Bethany and district all within the catchment area for the Tanunda Recreation Park (TRP) facility directly. Importantly there are two other statistical areas that reside within 15 minutes of the NCP that impact each other’s growth which are Angaston – Penrice and District and Nurioopta – Stockwell and District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Tanunda – Bethany and District population at 2016 is 4,897 and has grown at 29.6% since 1991. It is forecast to grow to 6,192 people, being a growth rate over the next 35 years of 26.5% or an annual average of 0.76% a steady growth rate in our regional context. The two other districts (outlined above) have a current population at the 2016 census of 9,532 and this is forecast to grow to 16,639, a growth rate of 74.6%. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Tanunda and surrounding locations. The following graphs highlight current and forecast changes.
Historical and Current Population

Source: Tanunda Recreation Park Feasibility Study

Forecast Population Growth

Source: Tanunda Recreation Park Feasibility Study
3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- **Urban Development**: An increasing population and housing density within town centres demands that a higher value and more investment is directed to the public realm as a place for people to spend time, connect with nature, interact and recreate.
- **Asset Management**: The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources.
- **Youth**: The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities.
- **Ageing population**: An ageing society requires consideration of physical access in addition to programming.
- **Work patterns**: Extended working hours demand more flexible opportunities for sport and recreation including access to open space.
- **Volunteering**: A decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport.
- **Community sport**: The administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community.
- **Infrastructure**: Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community.
- **Participation in Sport**: Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level.

3.5.3 Growth in club membership

The primary recreation facility in Tanunda is the Tanunda Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups whose membership is detailed below including growth rates. The growth rates are based upon information directly received from the clubs as listed:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership/usage</th>
<th>No. of members</th>
<th>Annual growth rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanunda Football Club</td>
<td>Senior men</td>
<td>92</td>
<td>Growth rate men/boys = approximately 1% per annum</td>
</tr>
<tr>
<td></td>
<td>Junior boys</td>
<td>130</td>
<td>Growth rate women/girls = 5%</td>
</tr>
<tr>
<td></td>
<td>Senior women</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Tanunda Cricket Club</td>
<td>Senior men</td>
<td>57</td>
<td>Growth rate – Tanunda is part of the Barossa Light Cricket Association that is the 4th largest in the State in terms of club participation and has experienced 33.3% increase in 2018 compared to 2016 data.</td>
</tr>
<tr>
<td></td>
<td>Junior boys</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Senior women</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Tanunda Netball Club</td>
<td>Senior women</td>
<td>70</td>
<td>Growth rate = approximately 1% per annum</td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Tanunda Tennis Club</td>
<td>Senior</td>
<td>43</td>
<td>Growth rate = approximately 1% per annum</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Barossa Touch Football</td>
<td>Total players – 158</td>
<td></td>
<td>Growth rate = 13% in last 12 months (4% female / 9% male)</td>
</tr>
<tr>
<td></td>
<td>72% male and 28% female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Growth in Netball

In June 2019, AusPlay data released by Sport Australia identified Netball as the leading team sport for women and girls in South Australia. The report showed strong participation in netball with more than 1 million people actively participating in the sport nationwide and naming netball as the sport they most strongly identify with. The AusPlay survey, which has been running since October 2015, is Australia’s largest and most comprehensive sport and physical activity survey conducted by Sport Australia.

South Australia’s engagement rates are very strong compared with other states, with the highest participation rate at 3.9% and the highest percentage of people who identify netball as their most strongly associated sport at 8.3%. The survey showed that the top three motivations for people in Australia to participate in netball were social reasons (52%), fun and enjoyment (50%) and physical health or fitness (45%) and the majority of participants who play do so with their local netball club (just under 70%).

The AusPlay data also demonstrated that netball retains players (in Australia) for longer than other sports, with strong female participation into adulthood (18-24 years of age), in fact netball is the activity with the second largest adult female participation rates (89%), behind pilates (90%).

### Growth in Football

**Women the key to sports participation growth says Roy Morgan.**

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from 2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source: http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan
Growth in Cricket

The popularity of cricket among women and girls is continuing to grow according to figures released by the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field. This growth has been seen in the Barossa LGA too with participation rates by females in particular increasing. It is anticipated that the popularity of the sport will continue post development as a direct result of the proposed project by increasing the opportunities to participate in the sport.

AUSTRALIAN CENSUS REVEALS CRICKET TO BE AN INCREASING SPORTING CHOICE FOR WOMEN AND GIRLS
AUSTRALIAN LEISURE MANAGEMENT
JUNE 30, 2019

The popularity of cricket among women and girls is continuing to grow according to figures released today as part of the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field.

With females now making up 30% of cricket participants in Australia, Kieran McMillan, acting Executive General Manager of Community Cricket at Cricket Australia, noted “in season 2018/19 we have seen participation in cricket grow in many areas of the game with an unprecedented 1.65 million Australians picking up a bat or ball this past season.

“Of particular significance, female participation has continued to grow in line with cricket’s long-term goal to be Australia’s leading sport for women and girls.

“With a world champion national team, and an action-packed and standalone Rebel Women’s Big Bash League and ICC Women’s T20 World Cup Australia 2020 coming up this summer, the opportunity to inspire the next generation of girls is huge.

“Another catalyst for the growth of the female game is Cricket Australia’s Growing Cricket for Girls Fund that has been supported over the past four years by the Commonwealth Bank.

“The Fund is a trailblazing initiative that has supported 99 community associations, 10 school sporting associations, 531 clubs and 111 schools develop girls’ teams or develop an all-girls competition since 2016.”
In addition to the growth in female participation, cricket continues to diversify its appeal with increased involvement of Aboriginal and Torres Strait Islander people (up 6.4%), people from a multicultural background (up 9.2%) and people living with a disability (up 5.1%).

McMillan added “it is extremely encouraging to see Aboriginal and Torres Strait Islanders embrace the game in greater numbers, with cricket growing exponentially in Indigenous communities since 2013.

“293,290 multicultural players and 27,183 people living with a disability have made cricket as a sport of choice as the game broadens its focus on engagement, participation and positive social outcomes.”

Cricket now has a presence in 66% of primary schools across the country and over 965,000 children were involved in curriculum-aligned cricket programs of four or more weeks, an increase of 111,000 children from 2017/18.

McMillan considers “the introduction of new junior formats and a refreshed entry level program - Woolworths Cricket Blast - is in response to changing expectations of kids and parents and within an increasingly competitive landscape of recreation options.

“The environments for kids to learn and develop confidence need to be fun, inclusive and action-packed. We feel we’ve now got an offering that is based on sound research and will enable Australian cricket to strengthen its junior playing base and inspire more kids to join and stay in our game.

“The connection with the BBL and WBBL is also important so that there is a direct link between the colour and excitement of our popular domestic T20 leagues and the experiences at the local club.

“With over 2,800 Woolworths Cricket Blast centres and 80% of the 227 junior associations around the country offering modified formats, we have a strong platform for future growth.

“Almost one million kids participated in cricket in schools this year, assisting in the development of physical and social skills, as well as making friends along the way.

“A strong culture of cricket in schools is a great foundation for the future generation of players and that’s why we also help teachers by having a program that aligns to the school curriculum, making it easier for them to do their jobs.”

Popularity of tennis

**TENNIS RANKS IN TOP 10 MOST PARTICIPATED SPORTS IN AUSTRALIA**

Tennis ranks as the seventh most-participated sport/physical activity in Australia, according to the latest annual data from AusPlay.

Tennis Australia

Melbourne, VIC, 3 May 2019 | tennis.com.au
Ash Barty and ANZ Tennis Hot Shots kids

Tennis has been named as Australia’s seventh most participated sport/physical activity in the country. Walking, fitness/gym, swimming, running/athletics, cycling and football (soccer) sit at the top of the latest annual data from AusPlay, the country’s largest and most comprehensive sport and physical activity survey, which was launched in 2015.

The first three years of the AusPlay survey has shown an increase in the overall number of Australians participating in sport and physical activity with Australians still making an effort to move, with recognition more needs to be done to improve the nation’s inactivity crisis.

With the success of players such as Fed Cup heroine, Miami Open winner and top-10 star Ash Barty, and rising star Alex de Minaur, ranked 27th, awareness of tennis in Australia is on the rise and these players, along with a strong coterie of Aussie men and women in the top 100, will continue to inspire both kids and adults to play at all levels.

“We know tennis in Australia holds a strong and consistent position when it comes to participation and we are delighted to see this reflected in the AusPlay findings,” Tennis Australia CEO Craig Tiley said.

“Growing the game at all levels is a priority for all of us in tennis, as is sustaining growth and innovating to create more opportunities and less barriers to participation.”

Added Tennis Australia Chief Tennis Officer Matt Dwyer: “Tennis provides many pathways to participate in the sport, whether it be through our ANZ Tennis Hot Shots program, socially with friends or through club-based competitions, so it’s gratifying to see this in the figures released.

“As one of the very few sports you can play for a lifetime, we know tennis can provide health and lifestyle benefits to Australians of all ages.

“Although the AusPlay figures show we are less exposed to age-related decline, we certainly aren’t resting on our laurels and recognise there’s still a lot of work to be done. We would like to thank our volunteers, clubs, coaches and member associations for their hard work in making the sport fun and accessible and we look forward to our ongoing partnership with them to continue to grow tennis in the community.”

It’s important to note the AusPlay report does not include any data on sports participation within schools, where tennis has a major presence. In 2017-18 tennis programs in schools reached more than 460,000 students across Australia, the majority in primary schools.
The Tennis State of Play report details include:

- Tennis is ranked in the top five sports for 5-8 year olds
- The peak participation rate was among 15-17 year olds both male and female
- Tennis has a greater percentage of adult participation in remote or very remote regions when compared to the overall Australian adult population
- Adult tennis participation is slightly skewed towards males, however, participation was high among females
- Two thirds of adult participation in tennis was organised, with the majority taking place in sports clubs
- Tennis is less exposed to the age related decline in participation common to many other sports
- Adults 15 years or older who participated in tennis had a median frequency of 26 sessions per year (about once every two weeks) and a median session duration of 90 minutes
- The dominant motivation to participate in tennis was fun/enjoyment. Social reasons and physical health or fitness were also strong motivators.

3.5.4 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

3.5.4.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by the Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL DAs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
<tr>
<td>Commercial and industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
<tr>
<td>Public and institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>2</td>
<td>2,850,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>3</td>
<td>2,620,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>6</td>
<td>7,693,000</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

3.5.4.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from...
the GST register held by the Australian Tax Office (ATO).

Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:
- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.

3.5.4.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tea Tree Gully. See Table 3.5.4.3.

Table 3.5.4.3 Net migration to the Barossa LGA 2011 - 2016

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Walkerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>


3.5.4.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+rooms.
5. Concordia land development of 9,500 allotments for a population of 22,000 persons
Major projects currently under development or recently completed include:
1. $5.5 million Chocolatier and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding

Case study 1
Barossa’s new $5.5m chocolatier and cellar door
THE FORAGER, April 2019
The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.

The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolatier, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.”

The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located within the Barossa Valley Chocolate Company will showcase FABAL’s Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards.

Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...
Case study 2
Job Creation
Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.

It was part of the government’s $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program.

“I’m really pleased with the government’s investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas.

“The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs. Manufacturing grants are rare, but in Brauer’s case it is desirable.”

The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase, installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda. We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals.”

“The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.”Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers’ needs. The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.
Objective 5

3.6 Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector (due to wine production being classified as manufacturing by the ABS). This was also sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accomodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

Source: ABS 2016 Census of Population and Housing, Place of Residence, Industry of employment, A.P SHEERE CONSULTING
3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa is an excellent position to take advantage of this growth in particular should lmore events be hosted in the region which is anticipated post development.
3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors
or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.

Figure 3.6.3.2a Visitors Numbers to the Barossa LGA 2014-18

```
Visitors Numbers to Barossa LGA 2014 - 2018

Yr 2014  Yr 2015  Yr 2016  Yr 2017  Yr 2018
0  200  400  600  800 1000

Source: TRA Tourism Profiles 2014-2018, A.P. SHEERE CONSULTING
```

Figure 3.6.3.3b Tourism metrics for Barossa LGA - 2018

<table>
<thead>
<tr>
<th>KEY TOURISM METRICS FOR BAROSSA (DC)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Visitors ('000)</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Nights ('000)</td>
</tr>
<tr>
<td>Average stay (nights)</td>
</tr>
<tr>
<td>Spend ($m)</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia

This development is expected to have a positive impact upon visitors and help to address the issue of seasonility in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to to greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

Barossa tourism continues to boom
Bunyipress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.6.3.3 Benefits of events
Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winemaking and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Festivals and events attract visitors who may otherwise have limited awareness of the area. Recreational, sporting and arts events and venues such as adventure locations, bike tracks, water activities, sporting and recreational grounds, galleries or performing arts centres contribute to a perception of unique destination, thus increasing the attraction of places.

*Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.*

(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Tanunda Township and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in communities like Tununda. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Tununda residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks. Towns with larger population would not have as many opportunities for social inclusion and enabling people to participate fully in the social and economic life of the community.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the Tununda community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

3.6.5 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia's identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the Tanunda Recreation Park are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of Tununda and the region and the Tanunda Recreation Park provides opportunities for people to benefit from this network and directly connect with the community.

3.6.5.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in the Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.
3.6.5.2 New volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created in particular as a result of female teams becoming more representative as a direct result of the development of appropriate facilities for this sector. The hosting of major sporting events will also provide a number of new opportunities for volunteers to participate and contribute.

Estimates of current volunteer numbers connected to Tanunda Recreation Park have been provided by a number of groups or estimated according to event type and are listed in the table below. Figures for estimated additional volunteers post development per annum, as membership and activities increase, have also been provided. In terms of Tanunda Recreation park, this amounts to an additional 19 volunteers per annum.

<table>
<thead>
<tr>
<th>Club/event and location</th>
<th>Estimated existing number of volunteers p/a</th>
<th>Potential additional volunteers +10% p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanunda Football Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Tanunda Cricket Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Tanunda Netball Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Barossa Touch Football</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Tanunda Bowling Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Tanunda Tennis Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Tanunda Show Society</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Community Bookings - 8 major events per annum</td>
<td>40</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>190</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
In addition to these volunteer numbers, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at the new major sporting events been hosted in the region have been provided. These figures were divided by the four main parks/sites which support the MoU and are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of Tanunda Recreation Park, this means that an additional 84 volunteers per annum are likely to also be engaged to support these new major sporting events.

### 3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia.</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014      | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals                                                                                                                  |
| Tourism Barossa Strategic Plan 2017-18  | • Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Amplify unique Barossa stories and experiences through media, trade and partners                                                                                                                                                                                    |
| RDA Regional Roadmap 2014-17            | • Economic diversity  
• Tourism growth  
• Health and wellbeing  
• Infrastructure for sustainable population growth                                                                                                                                                                                                                       |
| Regional Events Strategy 2014-16        | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity                                                                                                                                                                                                                 |
Barossa Community Plan 2016-2036
- Invest in, and advocate for, community facilities that support cultural and community participation
- Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation

SACA/SANFL Memorandum of Understanding
- Build the Barossa as a regional sports event and tourism destination
- Attract national and state football and cricket competitions
- Grow grassroots facilities to increase participation

Open Space, Recreation and Public Realm Strategy
To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community.

Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan
A healthy, happy and connected community

Regional Heritage Strategy 2014-2020
To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible

Council’s Strategic Management Plans 2016
- Development Plan and Strategic Directions Report
- Infrastructure & Asset Management Plans
- Public Health Plan
- Risk Management Plan
- Disability Access and Inclusion Plan

3.8 Stakeholder consultation and community support
To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Tanunda and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Two open forums were held in addition to information stands at the Angaston Show, Tanunda Show and Barossa Farmers Market. People were invited to provide feedback at these sessions or via online platforms. Targeted consultation including needs analysis was also undertaken with individual user groups. The Community Consultation Plan is provided below:

Consultation period: 30 January to 3 March 2017

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs</th>
<th>Target</th>
<th>Who</th>
<th>Outlet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Via media distribution list</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal Resource</td>
<td>Recreation/ volunteer organisation/ community stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public notice</td>
<td>$300 +GST for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald/Bunyip</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.barossa.sa.gov.au">www.barossa.sa.gov.au</a></td>
</tr>
</tbody>
</table>
A total of 47 formal submissions and 79 informal submissions were received during community consultation held over a four-week period totalling 126. In addition numerous informal views were expressed verbally at each of the public sessions/information stands. Responses are summarised by theme as follows:

1. Traffic Management and Access – particularly Park Street
   - Significant concern that the proposed main entrance is to be relocated to Park Street.
   - Concern focuses on Park Street being a narrow street for the potential volume of traffic compared to Elizabeth Street and Bilyara Road existing entrances.
   - Park Street is seen as having existing traffic management issues at both the Bilyara Road and Langmeil Road intersections that will be made worse by the addition of the Park entrance.
   - That the proposal will increase the risk of traffic accident and risk to pedestrians.
   - Concern that separate entrance indicated on plan for RSL creates risk issues approaching the Langmeil Road intersection and that the complexity of engineering a suitable entrance and associated costs is not justifiable.

2. Tree Management
   - Tree management has been inconsistent and needs to be addressed again formally as part of the overall plan for the Park.
   - Clarity around the status of the existing bequest and historic tree management arrangements required.
   - Clarity around the number of trees that will need to be removed to deliver the proposed master plan.
   - Concern that trees will be removed from the Park over time, not replaced and the Park will lose its shade and greenness.

3. Playground relocation
   - Playground should be located where parents can easily watch their children playing football and siblings can access the playground equipment at the same time without having to be closely supervised.
   - Children shouldn’t have to find their way through traffic/parking areas to get to and from playground.
   - Playground should be close to toilets.
   - People value the existing amenity the playground provides and want to see that replicated and enhanced if relocated. Kid friendly planting, lines of sight etc.

4. Balancing sporting and non-sporting recreational use
   - People recognise that the Park is a defined, limited and increasingly constrained area with multiple demands and uses placed upon it.
• It fulfils a valued role as Tanunda’s most centrally located, non-sporting as well as sporting recreational area.
• Non sporting recreational users want to see the natural amenity retained, preserved and enhanced as much as possible; for the sporting uses to be sympathetic to that and for the design of the Park to take account of that.
• There have been several residents who have expressed an interest in being directly involved with the Park’s community committee to work collaboratively with them to achieve a good outcome for all users and ensure all views are taken into account. There is a perception that the vested interests of sporting users have taken precedence.
• Refer to comments regarding Tree Management in #5 below.
• The plans do not indicate how parking areas will be finished (ie bitumised, non bitumised, parking spaces defined etc). There is significant concern that the Park does not become covered in sterile, bitumised parking areas at the expense of green, shaded spaces.

5. Second Oval
• Is the second oval justified?
• Can alternative facilities be used?
• What will it mean for tree removal?

6. Managing Events
• Overall support for attracting events to the region.
• Some concern over traffic congestion and that Tanunda is too small to host such events.
• Uncertainty over the number and frequency of potential events.
• What constitutes “major” events?

7. Feedback
• Non sporting interests are not sufficiently taken into account in the development process.
• Copy of the Plan as well as the consultation flyers should have been included with the letterbox drop that went to residents living around the oval.
• Information has not been easy to find on the website.
• Council will not listen to any submissions, expectation is that people who disagree must put their own complaints in. For every submission you get there are probably 20 who have not put their ideas in.
• Confusion as to whether the RSL entrance shown is crossed out or not
• Is the plan the final plan – what is the process from this point?
• Lettering on the Plan is too small.
• Confirmation regarding briefing of the Tanunda Recreation Park Committee on the consultation outcomes ahead of the matter going to Council.
• Access to feedback information going to Council.
• Process for making a verbal submission to Council.

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities which were influenced by factors including but not contained to population growth, ageing or inefficient recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations.

A summary of the consultation is provided in the tables following.
### Strengths
- SACA/SANFL venue as per MOU
- Co-located and wide-ranging user groups – sporting and non sporting
- Location – strong use by local community
- Strong sense of community participation and a much valued space
- Location – proximity to other key community facilities including regional gallery, visitor centre, town centre environs, shopping, schools, aquatic and fitness centre
- Location – for regional sporting events
- Tanunda’s primary outdoor recreation space
- Show Hall is established venue for major regional events with capacity above 1000 people
- Profile of Tanunda as a premier tourism destination
- Proximity to local accommodation, attractions and amenities
- Premier lifestyle destination
- Regional tennis venue with expanded multi-use courts
- Functional management structure and lease arrangements with user groups in place
- Community engaged and responsive to new approach
- Community land with associated management plan in place
- Masterplan is compatible with CLMPs
- Established venue for regional tourism and community events ie Vintage Festival
- Crown approval for masterplan implementation

### Weaknesses
- Lack of infrastructure to support volume of use across multiple codes
- Age of lighting infrastructure limits the hours of night time practice and games meaning that some games have to be scheduled away from the oval to be able to play cricket safely. Minimum lighting requirements come into play for player safety
- If more formal games could be played later in the evening with improved lighting the public space would be more accessible to other recreational users more of the time.
- Impact of light spill on neighbouring properties due to aged/inefficient lighting
- Seasonal crossovers create scheduling and management issues
- Inadequate infrastructure generally ie women’s change room facilities
- Unstructured parking creates inefficient parking and impact of soil compaction on tree stock
- Drainage issues across the site
- Lack of all-access public toilets
- Ill-defined pedestrian flow across the site
- The only sizeable primary recreation space for broad community use
- Relatively compact site
- Ageing Show Hall does not meet contemporary event and community standards to grow use
- Electrical infrastructure at maximum capacity
- Oval width does not meet current community AFL guidelines
- Current lighting has limitations for training and district level competition – better lighting could increase available hours for participation and enhance safe environment
- Limited change facilities particularly for women’s sport
- Limited events/function space
- Limited storage
- Bilyara Road access presents road safety risk
- Park used as “through road” for local traffic; conflict with pedestrians
- Lack of second oval inhibits participation and scheduling
- Lack of facilities to attract and retain new skilled professionals and their families
### Opportunities

- Potential growth in women’s sport and corresponding health, wellbeing and economic benefits
- Development of regional-level SACA/SANFL venue with associated economic multiplier effect
- Strengthen relationships with wider community
- Multiple groups can benefit from a shared use approach
- Leveraging location to maximize local/regional sporting events
- Expand hours of use by improved amenities (change rooms, lighting etc)
- Encourage social integration and inclusion by having more people able to play on same day at same venue (lighting upgrade to extend playing duration)
- Develop structured parking arrangements for greater usability, safety and functionality
- Multi-purpose facility can create community capacity building and economic opportunities through community hub model
- Infrastructure investment can leverage unstructured recreation/open space opportunities
- Multiple entities to support site activities/user relationships/advocacy
- Improved potential to attract district, State and national sporting events
- Proximity to neighbouring attractions reinforces Tanunda as a destination for locals and visitors
- Provide sporting facilities and lifestyle opportunities to attract and retain skilled professionals
- Continue to implement community governance structures
- Infrastructure upgrades will increase capacity to attract more regional and community events to support jobs and growth
- Gifting of land from Crown
- Provide sporting facilities and lifestyle opportunities to attract and retain skilled professionals

### Threats

- Proximity to residential dwellings
- Degradation of tree health and longevity and broader green open spaces
- Inadequate infrastructure to support viability, demand and growth of sport in the region
- Little mapping of site services/lack of site survey to inform design and maintenance
- Inequity of fees payable by user groups
- Poor disability access
- Lack of infrastructure and playing surfaces to support growth and participation in women’s sporting codes; impact on providing increased levels of surface
- Loss of revenue from substandard Show Hall venue
- Sustainable social cohesion undermined through lack of investment in facilities and infrastructure

Source: Big Project - Tanunda Recreation Park - Feasibility Report -2018   Version 3 August 2019
4 COST BENEFIT ANALYSIS

An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop the ‘Tanunda Recreation Park Redevelopment Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the Tanunda Recreation Park Redevelopment Project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth contraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged. resulting in a number of detrimental situations including:

- less competitive than other regions resulting in a decline in tourist numbers
- less access to sports and recreational activities
- unable to meet MOU for state and regional events
- lost opportunities to host other events
- less female participation in sports
- decline in health and wellbeing
- fewer employment opportunities
- less community cohesion
- less regional activation
- no catalyst for attracting additional private investment into the region
- no additional jobs being created within the local community
- less community infrastructure
- less attractive to current and future residents
- lost opportunities to develop the character of the Barossa
- decline in community pride in region
Scenario 2 – with Phase 1 of the Tanunda Recreation Park Redevelopment Project, it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to compliment its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

4.2.1 General parameter values

The following general parameter values have been used for the Tanunda Recreation Park Redevelopment Project user cost benefit analysis.

- Base Year - The base year considered for discounting purposes is 2019.
- Discount Rates - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- Evaluation Period - An evaluation period of 30 years has been used for the economic analysis.
- Dollar values - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
- Construction of the Tanunda Recreation Park Redevelopment Project is proposed to begin in 2020.

4.2.2 Monetised benefits

The benefits of the Tanunda Recreation Park Redevelopment Project are further detailed below and have been estimated as the sum of:

- increase in visitor numbers and subsequent spend:
- various revenue streams from the increase in hosted events
- increased volunteer activities
- improved health status of the community
In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in table 4.2.2.

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend</td>
<td>$639,485</td>
</tr>
<tr>
<td>Lease and hire fees</td>
<td>$8,000</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$471,153.93</td>
</tr>
<tr>
<td>Health benefits - overweight savings</td>
<td>$92,554.89</td>
</tr>
<tr>
<td>Health benefits - obese savings</td>
<td>$34,082.16</td>
</tr>
</tbody>
</table>

4.2.2.1 Increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new regional and state sporting events will be hosted in the Barossa region. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimates have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
<th>New spectators per annum (% share of total spectators)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tanunda</td>
<td>Nuriootpa</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td>720</td>
<td>720</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td>660</td>
<td>660</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>National Country Champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td>1425</td>
<td>1425</td>
</tr>
<tr>
<td>Other major events -</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>additional per annum</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total additional spectators</td>
<td>8,305</td>
<td></td>
<td>8,305</td>
<td>5,370</td>
</tr>
<tr>
<td>Total additional expenditure at $77 per head</td>
<td>$639,485</td>
<td></td>
<td>$639,485</td>
<td>$413,490</td>
</tr>
</tbody>
</table>

The TRA’s figure for domestic days trippers of $77/day has been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head. In terms of Tanunda Recreation Park, an additional $639,485 in expenditure is estimated to be generated in the region post development.
### 4.2.2.2 Revenue streams from the upgraded facility

A number of revenue streams will provide income on an annual basis post development such as venue hire fees. The table below provides a summary of these income streams. Note that for following years (after year 1 post development) the figures have been increased by 1.025% per annum. In the first year, estimated revenue is $8,000.

<table>
<thead>
<tr>
<th>Revenue stream - Nuriootpa Centennial Park and Coulthard Reserve</th>
<th>Year 1 $ revenue</th>
<th>Year 2 $ revenue</th>
<th>Year 3 $ revenue</th>
<th>Year 4 $ revenue</th>
<th>Year 5 $ revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>User charges</td>
<td>5000</td>
<td>5125</td>
<td>5253</td>
<td>5384</td>
<td>5519</td>
</tr>
<tr>
<td>Hire revenue</td>
<td>3000</td>
<td>3075</td>
<td>3152</td>
<td>3231</td>
<td>3311</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8000</strong></td>
<td><strong>8200</strong></td>
<td><strong>8405</strong></td>
<td><strong>8615</strong></td>
<td><strong>8831</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

### 4.2.2.3 Increased volunteer activities

Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them."

*Minister for Citizenship and Communities NSW*

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator).

According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 19 volunteers will be engaged by various clubs etc, post development (see Section 3.6.5.2 Current and new volunteer opportunities post development).

In addition to this, the hosting of new state and regional events will also have an impact on volunteer numbers. For the purposes of this CBA, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at these new major sporting events have been divided by the four main parks/sites which will support the MoU. These estimates are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of Tanunda Recreation Park, this means that an additional 84 volunteers per annum are likely to also be engaged to support these new major sporting events. Therefore, a total of 103 (19 + 84) additional volunteers are expected to be engaged at the Tanunda Recreation Park per annum which equates to a dollar...
value of $471,153.93 (103 x $4,574.31) per annum in value per annum to the local economy. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.

4.2.2.4 Health benefits through greater participation in sporting and recreational activities

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and nonhealth care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight.

According to The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as overweight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

Overweight persons in Tanunda, Bethany and District

The total population in Tanunda aged 18 years and over, is estimated by the ABS in 2016 as being 3,664 persons. The towns of Bethany, Krondorf, Rowland Flat and Vine Vale are considered to be within the direct catchment area of the Tanunda Recreation Park and are therefore included in these calculations bringing the total number of persons aged 18 years and over to 3,914. A breakdown of the number of residents aged 18 years and over is provided in the table below.

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>86</td>
</tr>
<tr>
<td>Krondorf</td>
<td>18</td>
</tr>
<tr>
<td>Rowland Flat</td>
<td>109</td>
</tr>
<tr>
<td>Tanunda</td>
<td>3664</td>
</tr>
<tr>
<td>Vine Vale</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>3,914</td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder

Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Tanunda, Bethany and districts aged 18 years and over equates to 1,135 persons potentially being overweight.

For the purposes of this CBA, a combined health cost saving figure of ($400 +$789 = $1,189 or $1,623.55 at 2018 figures using the RBA calculator) for those overweight has been used.

Of the 1,135 persons estimated to be overweight in Tanunda, Bethany and Districts, if 5 per cent (57 persons) became a ‘normal’ weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $92,554.89 ($1,623.55 x 57) per annum in the first year.
Obese persons in Tanunda, Bethany and District

The total population in Tanunda, Bethany and District aged 18 years and over is estimated by the ABS in 2016 as being 3,914 persons. Therefore, if 31% of this section of the population is classified as obese, this equates to 1,213 persons potentially being obese.

For the purposes of this CBA, a combined health cost saving figure of ($830 +$1250 = $2,080 or $2840.18 at 2018 figures using the RBA calculator) for those **obese has been used**.

Of the 1,213 persons estimated to be obese in Tanunda, Bethany and Districts, if 1 per cent (12 persons) became a 'normal' weight through participation in sports as a result of better access to such facilities then this would equate to a saving of **$34,082.16 ($2,840.18 x 12) per annum in the first year**.

For the purposes of this CBA the population figure has been increased by 2 persons (becoming a normal weight) from being overweight and 1 person from being obese per annum.

### 4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking Phase 1 of the Tanunda Recreation Park Redevelopment Project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over **$10.3 million with a benefit cost ratio of 2.18**.

A benefit-cost ratio of 2.18 means that policymakers can expect $2.18 in benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $8,792,545.31
- Present value of benefits = $19,136,062.22
- Net present value = $10,343,516.92
- Benefit cost ratio = 2.18
- Internal rate of return = 11.5%

### 4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $22,083,221.28
- Benefit cost ratio = 3.23

- NPV with 10% discount rate = $5,724,902.24
- Benefit cost ratio = 1.69
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

Human capital uplift: improved educational and employment outcomes

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).

This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:

• Participation in sport provides intellectual and academic benefits, improving brain function
• It also is connected to positive educational aspirations, significantly, the desire to attend university
• Participation also encourages young people to stay in school for longer
• Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants’ education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

Increased levels of trust

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

Valuing diversity

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

Feeling part of society/social inclusion

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

**The value of civic pride**

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

**The value of local groups**

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

**Reduced crime and anti-social behaviour**

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

**Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)**

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space

There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure

Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of Phase 1 of this project is a $6.9 million investment. Based on this approach this would lead to potentially 62.1 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $6.9 million in construction costs, a total of 255 FTE jobs could be generated in the economy including the 62.1 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction-total job years generated</td>
<td>62.1</td>
<td>20.493 (62.1 x 0.33)</td>
<td>27.945 (62.1 x 0.45)</td>
<td>48.438</td>
<td>144.693 (62.1 x 2.33)</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
APPENDIX A

LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION^: 24,808

TOURISM BUSINESSES^:

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>Non-employing</th>
<th>1 to 4 employees</th>
<th>5 to 19 employees</th>
<th>20 or more employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>250</td>
<td>106</td>
<td>76</td>
<td>52</td>
<td>15</td>
</tr>
</tbody>
</table>

TOP INTERNATIONAL MARKETS

COUNTRY OF RESIDENCE | VISITORS ('000) | NIGHTS ('000)
---------------------|-----------------|-----------------|
United Kingdom       | 2               | 19              |
United States of America | np           | np              |
New Zealand          | np              | np              |

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>DOMESTIC OVERNIGHT</th>
<th>DOMESTIC DAY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
Angas Recreation Park Redevelopment Business Case and Cost Benefit Analysis

THE BAROSSA COUNCIL
October 2019
Disclaimer

The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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2 ANALYSIS OF THE PROPOSAL 6
3 CONTEXT AND NEED 22
4 COST BENEFIT ANALYSIS 63
5 APPENDIX 73
1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

Angas Recreation Park Redevelopment Project

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

The Angas Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The upgrade of the Angas Recreation Park along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.
1.1.3 Scope of works

The scope of works includes:

- Stage 1 – BMX/Skate Park Expansion – e.g drink fountains, toilet block refurbishment, external lighting
- Stage 2 – Recreation Parkland Landscape – e.g fitments, wayfinding, and signage; roads,
- Stage 3 – Junior Oval and Recreation Landscape -e.g road and footpath infrastructure
- Stage 4 – Multi-Functional Clubroom Redevelopment – e.g alternations, renovations of change rooms, grandstand and demolition of show hall.
- Stage 5 – Multi-Functional Shelter Expansion and Outbuilding Consolidation
- Stage 6 – New Main Entry, Carpark and Landscaped Pedestrian Link – e.g upgrade entrance for security and safe traffic, fitments, roads and footpath treatments
- Stage 7 – Court Amenities Expansion – e.g new amenities and change rooms
- Stage 8 – Addition of two net courts – e.g fitments, wayfinding, and signage
- Stage 9 – Pedestrian Parklands Landscape
- Relocation of Cricket Nets required to support junior sports field

1.1.4 Project specific objectives

The project objectives are summarised as follows:

1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3. Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.1.5 Cost Benefit Analysis summary

The total cost for the Angas Recreation Park Redevelopment project is $8,376,202. The cost of the next phase investment (Phase 1), however, totals $3,353,301 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $8.6 million with a benefit cost ratio of 2.93. A benefit-cost ratio of 2.93 means that policymakers can expect $2.93 in benefits for every $1 in costs.
2 ANALYSIS OF THE PROPOSAL

2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Angas Recreation Park Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

The Park is managed by Council with the support of the Angas Recreation Park Volunteer Advisory Group acting in a community consultative capacity. Facilities and infrastructure are used by a broad range of sport, recreation, community and special interest groups. Structured sporting activities are consolidated in designated spaces, with extensive tracts of unstructured and passive recreation spaces on a 10 hectare site.

In addition to formal and informal recreational use, on-site facilities also serve as meeting places for community groups and special interest groups to hold events and community-focused activities under a hire arrangement. This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.
2.1.1 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA

2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.
The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

The Angas Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions. The scope of works includes:

- Stage 1 – BMX/Skate Park Expansion – e.g drink fountains, toilet block refurbishment, external lighting
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The upgrade of the Angas Recreation Park along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.
Landmark agreement for Barossa sport

Grassroots clubs and local tourism jobs will be the big winners from a new landmark partnership between the Barossa Council, South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL).

The agreement will support the development and financing of new grassroots facilities for local Barossa clubs and attract national and statewide competitions. Thousands of new visitors will come to the Barossa in the immediate and long term, building the region’s reputation as a regional sports event and tourism destination.

The SANFL and SACA will bring high quality cricket and football matches to the region, and Cricket Australia will also support the local delivery of facilities and national cricket championships to the region. To announce the agreement, Mayor Bob Sloane was joined by Australian Men’s Cricket Player and Adelaide Striker Travis Head. Mayor Sloane said Council is extremely proud to be partnering with SACA and SANFL on this project.

“Our goal is to deliver facilities across the Barossa region that will actively drive, and increase, participation from a grassroots level to higher competitive grades across cricket and AFL codes, within the next three to 10 years,” he said.

“Attracting such events would not only see an increase in participation levels in the Barossa, but also an increase in visitation, delivering significant benefits to the local economy including businesses, sporting clubs and tourism operators. This outcome is also a major objective of Council’s ‘The Big Project’.”

SACA CEO Keith Bradshaw also looked forward to the partnership.

“By collaborating over the long term with our trusted partners in the Barossa Council and SANFL, we are building a strong legacy for the cricket in South Australia,” Mr Bradshaw said.

“We are excited by the opportunity to deliver high quality facilities and experiences for cricketers of all levels in the country.” SANFL CEO Jake Parkinson said the Barossa community and sports tourism would be big winners.

“SANFL is excited to partner with the Barossa Council and SACA to deliver facilities that foster healthy community outcomes, grow community cohesion and enable economic benefit through sports tourism,” Mr Parkinson said.

Source: The Barossa Council
Below, is a map showing the location of the keys sporting venues (Tanunda Recreation Park, Nuriootpa Centennial Park, Lyndoch Recreation Park and Angas Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. The Angas Recreation Park is highlighted with an orange pin.

![Map of the Barossa region showing key sporting venues](image)

Source: The Barossa Council, A.P SHEERE CONSULTING

### 2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure at Angas Recreation Park. These were summarised as follows in the ‘Angas Recreation Park Feasibility Report’:

#### Option 1: Hub and Satellite Model

The Big Project is premised on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. This aligns with Council’s commitment to fullest possible access of Council owned sporting recreational facilities to the wider community. This approach leverages existing recreational land and infrastructure in townships and creates opportunities to deliver economic, social and health benefits to individual communities already strongly connected to their site, leading to wide-ranging collective benefits on a regional scale. Investment in a single regional hub is considered not feasible due to lack of land availability, prohibitive costs of building ground-up infrastructure, geographic make-up of the region, and environmental and social factors such as disintegration of community fabric and capacity building where recreational facilities are lost to a township.

#### Option 2: Multi-use Community Infrastructure (Delivers highest priority outcomes of jobs, economic growth and community resilience)

The Show Hall is at the end of life, cannot support the identified requirements of user groups and lack of fit-for-purpose amenities. This necessitated discussions over the role, purpose and future use of the facility.
Council in conjunction with user groups undertook a cost benefit analysis of two options:

- Rebuild on the current Show Hall site
- Relocate to a new central, pedestrianised area of the Park as part of a multi-function, shared use facility.

This analysis took into account historical usage as well as social, financial and economic drivers and examined how to maximise usage and revenue generation to deliver improved community resilience and positive economic outcomes. This was at the core of the decision to integrate Show Hall facilities into a central, co-located and multi-purpose facility in the draft masterplan.

**Option 3: Playground & Skate Infrastructure (Future Priority)**

A $2.3 million upgrade of the Angaston Railway Station precinct, located adjacent Angas Recreation Park, includes significant investment in skate-able elements, nature play playground and adventure-based activity. To avoid duplication there is reduced emphasis on playground and skate park infrastructure in the masterplan.

**Option 4: Second Junior Oval/Open Space & Passive Recreation (Future Priority)**

Community demand for a second recreational playing space to support junior grade sport was the catalyst for Director-level discussions with both an independent and public primary school in Angaston to investigate a potential shared use oval arrangement. This included detailed site analysis in respect of spatial requirements, orientation and oval configuration. Neither potential option was deemed viable due to the size of the school ovals, which did not meet minimum AFL junior football and cricket guidelines. This resulted in the inclusion of a second junior oval in the masterplan, presented as an informal grassed area to support a range of uses including formal sport, unstructured recreation and events usage.

In an open space and passive recreation context, community demand to balance formal sport with passive recreation heavily influenced the masterplan design. Historically, the Park has fulfilled the function of both Angaston’s primary parklands and the only multi-functional sporting facility in the town. The masterplan reflects this continued shared-use approach through:

- sensitive siting of built structures
- designated traffic-free areas
- future landscaping and tree management plan
- additional plantings to reinforce passive recreational spaces in the Parklands.

This was also borne out in a prior Council decision to locate a new Angaston Bowling Club facility outside of the Park in order to preserve the green character and respectful shared use of the Park.
2.2.3 Project location

Angas Recreation Park is located on Washington Street, Angaston as illustrated below:

Source: Google Maps 2019, A.P. SHEERE CONSULTING

2.2.4 Introduction to Angaston

Angaston is home to 3,000 people (2016 Census) and has experienced 5.36% overall growth in the five years since 2011. Angas Recreation Park (the Park) was established in 1877 as a gift to the people of Angaston by George Fife Angas and historically has fulfilled the role of both Angaston’s primary parklands and the only multi-functional sporting and recreation facility in the town.

Source: Google maps
2.2.5 Current facilities and amenities

The primary recreation facility in Angaston is the Angas Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups.

Park facilities include multi-use football clubrooms, playing oval for football incorporating turf cricket pitch, cricket practice nets, grand stand, six shared use tennis/netball courts and clubrooms, show hall, skate park, playground and four toilet blocks including one disabled, barbecue shelter, playground and various implement and storage sheds. The Area is defined in Figure 1.0.

Figure 1.0 Angas Recreation Park

Source: The Barossa Council

Images showing some of the current facilities at Angas Recreation Park

Courts
Oval

Cricket practice nets
An information sheet regarding Angas Recreation Park has been developed by Council and is provided here:

**ANGAS RECREATION PARK**

13-21 Washington Street, Angaston

**Bookings/enquiries/ Key Collection:**
Barossa Council: 43-51 Tanunda Rd, Nuriootpa SA 5355
Tel: 8563 8444.
Email: CustomerService@barossa.sa.gov.au
Open: Monday to Friday 9am -5pm.
Closed on weekends and public holidays.

**Facilities:**
The following facilities are available at Angas Recreation Park:
- Oval
- BBQ and playground located on the western side of the oval
- Show Hall
  - Hired through Barossa Council
  - Trestle tables and chairs are available from the Angaston Show Society
- 6 Tennis courts / 3 Netball courts
- Football Clubrooms
  - Contact Angaston Football Club for any enquires.
- Facility includes main, and supper room and kitchen.
- Public amenities are located on both the eastern and western side of the oval.

**Availability is subject to the Annual Show (last Saturday in February), and regular sports (Cricket in summer months and football in winter months).**

Source: The Barossa Council
Angas Recreation Park User Groups

Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angaston Netball Club</td>
<td>Senior players</td>
<td>106</td>
</tr>
<tr>
<td></td>
<td>Junior Players</td>
<td>71</td>
</tr>
<tr>
<td>Angaston Football Club</td>
<td>Senior players</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>Junior Players</td>
<td>110</td>
</tr>
<tr>
<td></td>
<td>Women’s Teams</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>AusKick</td>
<td>63</td>
</tr>
<tr>
<td>Angaston Cricket</td>
<td>Senior and Junior players</td>
<td>120 total seniors/juniors</td>
</tr>
<tr>
<td>Angaston Tennis Club</td>
<td>Senior players</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Junior players</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>HotShot players</td>
<td>15</td>
</tr>
<tr>
<td>Private Fitness classes</td>
<td>Weekly 2 hourly sessions</td>
<td>Estimated 10 persons per session</td>
</tr>
</tbody>
</table>


Events and other users of Angas Recreation Park

A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angaston Agricultural Show – annual 2 day</td>
<td>Circa 3,000 people – attendees, volunteers (approx. 50), stall holders (approx. 100), riders (approx. 200), entertainers (approx. 30),</td>
</tr>
<tr>
<td>show and 3 day horse event</td>
<td>amusements (approx. 5), exhibitors (approx. 40).</td>
</tr>
<tr>
<td>Barossa Archery Club</td>
<td>50 members – seniors and juniors</td>
</tr>
<tr>
<td></td>
<td>Weekly use of show hall for indoor target shooting</td>
</tr>
<tr>
<td>Private and Community Bookings</td>
<td>Approximately 17 per annum</td>
</tr>
<tr>
<td></td>
<td>SAPSASA Barossa Region Cross Country</td>
</tr>
<tr>
<td></td>
<td>Council events – ACA Master’s Cricket Match, Commonwealth Games</td>
</tr>
<tr>
<td></td>
<td>Queens Baton Relay</td>
</tr>
<tr>
<td>Recreational Usage</td>
<td>Daily usage for:</td>
</tr>
<tr>
<td></td>
<td>• Skate Park Users</td>
</tr>
<tr>
<td></td>
<td>• Dog Walkers</td>
</tr>
<tr>
<td></td>
<td>• Individual Exercisers</td>
</tr>
<tr>
<td></td>
<td>• Family Picnics</td>
</tr>
</tbody>
</table>


2.2.6 Scope of proposed works

A number of works are proposed under the Angas Recreation Park Redevelopment project. The key elements are detailed below.

Stage 1 – BMX/Skate Park Expansion

BMX and skate park including drink fountains, toilet block refurbishment, external lighting (minor), and project management costs and fees.

Stage 2 – Recreation Parkland Landscape

Fitments, wayfinding, and signage; roads, footpath and paved area treatments; boundary wall, fencing and gates; outbuildings; landscaping and improvement; stormwater drainage; external electric light and power; and project management costs and fees.

Stage 3 – Junior Oval and Recreation Landscape

Oval approximately 7500 sq metres, associated infrastructure and irrigation; landscaping and improvements; road and footpath infrastructure; stormwater and electric light and power (minor not oval lights) and project management costs and fees.
Stage 4 – Multi-Functional Clubroom Redevelopment
Alternations, renovations of change rooms, grandstand and demolition of show hall.

Stage 5 – Multi-Functional Shelter Expansion and Outbuilding Consolidation
Multifunction shelter and integration of show hall solution.

Stage 6 – New Main Entry, Carpark and Landscaped Pedestrian Link
Upgrade entrance for security and safe traffic, fitments, roads and footpath treatments, landscaping and improvements, stormwater and lighting.

Stage 7 – Court Amenities Expansion
New amenities and change rooms and associated costs.

Stage 8 – Additional Courts
Addition of two tennis courts.

Stage 9 – Pedestrian Parklands Landscape
Fitments, wayfinding, and signage; roads, footpath and paved area treatments; boundary wall, fencing and gates; outbuildings; landscaping and improvement; stormwater drainage; external electric light and power; and project management costs and fees.

Relocation of Cricket Nets
Required to support junior sports field.

2.2.7 Project plans
The following plans demonstrate the proposed works to be undertaken which form the Angas Recreation Park Redevelopment Project.
2.2.8 Project status

The Angas Recreation Park upgrade masterplan has been developed over many years including significant community engagement. The staged projects have been scoped, costed and will progress to full design based on the priorities of The Big Project.

2.2.9 Project objectives

The objectives of the Angas Recreation Park Redevelopment Project are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td><strong>Objective 4</strong></td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td><strong>Objective 5</strong></td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
2.2.10 Project outcomes

The outcomes of Angas Recreation Park Redevelopment will be to meet the identified needs. Outcomes are discussed further in Section 2.4. A summary table is provided:

<table>
<thead>
<tr>
<th>Table 2.4.1 Quantifying outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NEED</strong> - Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Deliver a premier local, district and regional-level sports hub facility that meets contemporary code requirements</td>
</tr>
<tr>
<td>Improved standard of existing regional sports facilities to meet requirements for regional, state or national competitions</td>
</tr>
<tr>
<td>Provide access to a range of sporting and recreational activities for a greater number of people both within the community, regionally and throughout SA</td>
</tr>
<tr>
<td>Improved player and spectator satisfaction</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Better health outcomes for children and adults through greater participation in sport</td>
</tr>
<tr>
<td>Deliver a facility which underpins Angaston’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>The Barossa’s role as a regional sports event and tourist destination. supported and further promoted to all sporting codes.</td>
</tr>
<tr>
<td>Directly supporting tourism and business growth in region as more events are hosted</td>
</tr>
<tr>
<td>Directly facilitating growth in the SA and National economy</td>
</tr>
<tr>
<td><strong>NEED</strong> - Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities</td>
</tr>
<tr>
<td>Capacity at the ovals is increased and Angaston is able to host more large events both sporting and community</td>
</tr>
<tr>
<td>More athletes are attracted to the area for both training and development</td>
</tr>
<tr>
<td>Increased number of regional SA residents participating in state, national and international level competitions or in professional teams</td>
</tr>
<tr>
<td>Retention of talented regional athletes, coaches and support staff in regional SA</td>
</tr>
<tr>
<td>Deliver a facility which underpins Angaston’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability</td>
</tr>
<tr>
<td><strong>NEED</strong> - Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Increase in events held in Barossa for state, national and/or international sports</td>
</tr>
<tr>
<td>Angas Recreational Park is identified as part of the regional network of hubs</td>
</tr>
<tr>
<td>Tourism numbers increase in the region as a direct result of the number of events increasing</td>
</tr>
<tr>
<td>Meeting the MOU through the hosting of regional, state and national competitions</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td><strong>NEED</strong> - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities</td>
</tr>
<tr>
<td>Capacity at the ovals is increased and Angaston is able to host more large events both sporting and community</td>
</tr>
</tbody>
</table>
Existing residents are encouraged to remain in the region.

Increased number of regional SA residents participating in state, national and international level competitions or in professional teams.

Retention of talented regional athletes, coaches and support staff in regional SA.

Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability.

Population growth is supported in the region by providing suitable sporting and recreational facilities.

Safety, maintenance and practical usage issues are addressed.

**NEED - Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.**

**Outcome**

Increased direct regional employment through facility management and delivery of sports programs and administration.

Directly supporting industry diversification.

Provide job opportunities to address disadvantage.

Providing opportunities for businesses to service the needs of new sporting industries in the region and further afield.

The region exudes confidence and generates a positive impression.

Potential new residents consider the region as a place for them to live and invest.

Residents are encouraged to remain in the region.

Making the region more attractive to businesses and residents.

### 2.2.11 Total Project Capital costs

Cost estimates prepared independently by Rider Levett Bucknall for adopted Master Plan and have been escalated to reflect current costs are as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
<th>Exclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1 – BMX/Skate Park Expansion</td>
<td>$183,072</td>
<td>BMX and skate park including drink fountains, toilet block refurbishment, external lighting (minor), and project management costs and fees.</td>
<td></td>
</tr>
<tr>
<td>Stage 2 – Recreation Parkland Landscape</td>
<td>$888,733</td>
<td>Fitments, wayfinding, and signage; roads, footpath and paved area treatments; boundary wall, fencing and gates; outbuildings; landscaping and improvement; stormwater drainage; external electric light and power; and project management costs and fees.</td>
<td></td>
</tr>
<tr>
<td>Stage 3 – Junior Oval and Recreation Landscape</td>
<td>$1,721,433</td>
<td>New oval of approximately 7,500 sq metres in size, associated infrastructure and irrigation; landscaping and improvements; road and footpath infrastructure; stormwater and electric light and power (minor not oval lights) and project management costs and fees.</td>
<td>Excludes second turning circle</td>
</tr>
<tr>
<td>Stage 4 – Multi-Functional Clubroom Redevelopment</td>
<td>$2,410,495</td>
<td>Alternations, renovations of change rooms, grandstand and demolition of show hall.</td>
<td></td>
</tr>
<tr>
<td>Stage 5 – Multi-Functional Shelter Expansion and Outbuilding Consolidation</td>
<td>$762,886</td>
<td>Multi-function shelter and integration of show hall solution.</td>
<td></td>
</tr>
<tr>
<td>Stage 6 – New Main Entry, Carpark and Landscaped Pedestrian Link</td>
<td>$1,198,952</td>
<td>Upgrade entrance for security and safe traffic, fitments, roads and footpath treatments, landscaping and improvements, stormwater and lighting.</td>
<td></td>
</tr>
<tr>
<td>Stage 7 – Court Amenities Expansion</td>
<td>$458,404</td>
<td>New amenities and change rooms and associated costs.</td>
<td></td>
</tr>
<tr>
<td>Stage 8 – Additional Courts</td>
<td>$321,160</td>
<td>Addition of two tennis courts.</td>
<td></td>
</tr>
</tbody>
</table>
Stage 9 – Pedestrian Parklands Landscape
$245,497  
Fitments, wayfinding, and signage; roads, footpath and paved area treatments; boundary wall, fencing and gates; outbuildings; landscaping and improvement; stormwater drainage; external electric light and power; and project management costs and fees.

Relocation of Cricket Nets
$122,520  
Required to support junior sports field

Adjustment for Contingencies and capital escalation costs overtime
$63,051  
Adjustments for timing of target investment for contingencies and capital

Total
$8,376,202

Source: The Barossa Council

2.2.12 Current Target Plan – Next Phase Investments

The following tables provide an estimate of ongoing maintenance, depreciation, revenue and other costs associated with the target phase implementation (Phase 1) being $3.353 million investment in this phase of the investment cycle.

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Oval and Recreation Landscape</td>
<td>$1,721,433</td>
<td></td>
</tr>
<tr>
<td>Multi-Functional Clubroom Redevelopment</td>
<td>$1,446,297</td>
<td>Urgent requirements not the total solution</td>
</tr>
<tr>
<td>Relocation of Cricket Nets</td>
<td>$122,520</td>
<td>Required to support junior sports field</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital</td>
<td>$63,051</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
</tr>
<tr>
<td>Total</td>
<td>$3,353,301</td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

2.2.13 Estimated annual costs

Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>52,311</td>
</tr>
<tr>
<td>Employee Costs</td>
<td></td>
<td>7,538</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESL Levy</td>
<td></td>
<td>108</td>
</tr>
<tr>
<td>Electricity Consumption</td>
<td></td>
<td>2,154</td>
</tr>
<tr>
<td>Insurance (Asset &amp; liability)</td>
<td></td>
<td>1,238</td>
</tr>
<tr>
<td><strong>Operating sub-total</strong></td>
<td></td>
<td><strong>63,349</strong></td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mowing/Landscaping</td>
<td></td>
<td>7,861</td>
</tr>
<tr>
<td>Electrical repairs</td>
<td></td>
<td>2,154</td>
</tr>
<tr>
<td>Cleaning</td>
<td></td>
<td>2,154</td>
</tr>
<tr>
<td>Oval Maintenance</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Materials Water</td>
<td></td>
<td>10,230</td>
</tr>
<tr>
<td><strong>Maintenance Sub-total</strong></td>
<td></td>
<td><strong>27,783</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>91,132</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the Angas Recreation Park Redevelopment Project will be seen across National, State, Regional and Local stakeholders and are summarised below:

| NATIONAL | • Creates the opportunity for new jobs to be created  
  • Supports and promotes economic growth  
  • Promoting growth in regional towns i.e. redirecting population growth  
  • Enhanced sporting and recreational opportunities for the community |
| --- | --- |
| STATE | • Promoting growth in regional towns i.e. redirecting population growth  
  • Maintains and develops a high level of facilities and amenities for businesses, residents and visitors  
  • Supports and promotes economic growth creating a regional sports hub  
  • Enables greater participation in all sporting codes |
| REGIONAL | • Creates the opportunity for new jobs to be created  
  • Induced development and encourages private investment  
  • Develops regional infrastructure for now and into the future  
  • Promotes a regional identity  
  • Encourages population growth which in turn supports business activity and growth  
  • Support the creation of a Regional Sport Hub |
| LOCAL | • Increases productivity of the region by encouraging population growth as the region becomes more attractive  
  • Supports Angaston’s role as part of a Regional Sports Hub  
  • Appropriate facilities will encourage more spectators and females to participate in sport in the region  
  • Makes the region more attractive to current and future residents  
  • Enable regional and state sporting events to be hosted in the region  
  • Develops local jobs resulting from increased patronage e.g. retail, services, community  
  • Increased local competitiveness with neighbouring LGAs  
  • Helps to address social disadvantage by supporting the opportunity for new jobs and volunteer activities in the region  
  • Addresses various health issues through greater sport participation  
  • Increased sport tourism resulting in increased expenditure  
  • Increased revenue streams can be re-invested in the LGA |
3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Southern Barossa Hub Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

The existing Angas Recreation Park provides facilities for local sports with limited opportunity to support regional, state or national events. There are limited facilities for sporting teams with old and inappropriate design.

This project will address a number of problems and deliver a benefits well beyond the construction phase. The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td>2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>3</td>
<td>Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
**Objective 1**

3.2 Deliver a premier local, district and regional-level facility that meets contemporary code requirements

Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Angaston’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

### 3.2.1 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location

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Source: The Barossa Council
3.2.2 Angaston as a sporting hub

The Angas Recreation Park Redevelopment Project seeks to facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long term sustainable use and participation in line with community needs, transformational economic outcomes and improved community capacity building and resilience.

Angaston is home to 3,000 people (2016 Census) and has experienced 5.36% overall growth in the five years since 2011. Angas Recreation Park (the Park) was established in 1877 as a gift to the people of Angaston by George Fife Angas and historically has fulfilled the role of both Angaston’s primary parklands and the only multi-functional sporting and recreation facility in the town.

The Park is managed by Council with the support of the Angas Recreation Park Volunteer Advisory Group acting in a community consultative capacity. Facilities and infrastructure are used by a broad range of sport, recreation, community and special interest groups. Structured sporting activities are consolidated in designated spaces, with extensive tracts of unstructured and passive recreation spaces on a 10 hectare site.

In addition to formal and informal recreational use, on-site facilities also serve as meeting places for community groups and special interest groups to hold events and community-focused activities under a hire arrangement.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future. Balancing the historic recreation and community significance of the Park with opportunities for contemporary uses and activation is critical to fulfil its dual role as neighbourhood setting and regional destination.

The project aims to increase local participation in sports and recreational activities with the resulting health and wellbeing outcomes. District and regional sporting events and associated tourism and economic development opportunities at the Park will be increased which will support the aspiration to build the Barossa as a regional sports event and tourism destination.
Objective 2

3.3 Encourage increased participation in sports and recreation by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Angaston’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Angaston and Barossa community.

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Pop-ups were held at Angaston Show, Barossa Farmers Market, Tanunda Show and Mount Pleasant Show in addition to a community forum at Angaston Town Hall. People were invited to provide feedback at these sessions or via online platforms.

A total of 31 formal submissions and 45 informal submissions were received during a formal three-week consultation period, totalling 76 responses.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. This project seeks to meet these needs through the proposed scope of works. Further details relating to the stakeholder consultation can be found in Section 3.5 Stakeholder consultation and community support.
3.3.2 Current issues which need to be addressed

Work proposed at the Angas Recreation Park will enhance these regionally significant sporting facilities so that they meet the specific needs of teams, coaches’ players, media and spectators as a regional and state sporting destination. The facilities at the park are not currently appropriate for any higher level events or even some local user groups. This project recognises these deficiencies and proposes to address them.

Show Hall
The Angaston Show Hall is in a poor state and does not meet the needs of the community. Current Show Hall lacks toilet and kitchen amenities and has no heating and cooling.

Show Hall issues
Clubroom/changeroom issues

Club rooms are dated and cramped and existing changerooms are in a poor condition. It should be noted that currently, there are no female change room facilities at the Park. Females either have to use the toilets to change in or an area is sectioned off in the existing clubroom. This is an unsustainable situation.

**Clubroom issues**

**Changeroom issues**

Poor condition of amenities

The ablutions and kitchen facilities are dated and hard to keep clean. Facilities are inefficient, non-compliant with contemporary hygiene standards; have limited all abilities access.

**Second oval**

A new junior oval will support the opportunity for continued sporting growth (footy, cricket, junior and female codes) and will set up the facility for the future generation of active participation as well as relieving pressure from the main oval.

The additional space is seen as an opportunity to promote inclusion by building venue capacity and enable families to practice or compete at the same venue and enjoy the social benefits of being part of a close and supportive club environment. This second oval is also seen as an opportunity to have a separate green space for other more individual recreation activities: personal training; dog walking; family play; community events.
**Cricket Net relocation**
The current cricket nets need to be moved to make way for second oval. The relocation will allow upgrade as well and again is a key investment to achieve the economic drivers from tournament hosting through the activation of the MOU with cricket and football.

**Sporting code requirements and the ovals**
Work proposed at the Angas Recreation Park will enhance these regionally significant sporting facilities so that they meet the specific needs of teams, coaches' players, media and spectators as a regional and state sporting destination. The facilities at the park are not currently appropriate for any higher level events. This project recognises these deficiencies.

**Unstructured parking**
This results in community safety issues with people parking in ad-hoc areas. There are poor lines of sight and reports of speeding through the internal roadways.

When Angas Recreation Park is redeveloped the spectator and player experience will be outstanding. It is anticipated that the first class facilities will attract top class events to the region.

### 3.3.2.1 Summary of issues and solutions
The needs identified will be meet though construction of the new facilities, changerooms and related infrastructure that will transform the Angas Recreation Park into a first class regional sporting venue. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressures on existing oval surface caused by constant use of the playing</td>
<td>Construction of second oval</td>
</tr>
<tr>
<td>surface with minimal breaks in between codes for the surface to be rested</td>
<td></td>
</tr>
<tr>
<td>/ renewed / top dressed etc. The Angaston show is 2 weeks before the cricket</td>
<td></td>
</tr>
<tr>
<td>finals starts as well with impact of horse events on the oval having to be</td>
<td></td>
</tr>
<tr>
<td>remediated.</td>
<td></td>
</tr>
<tr>
<td>Seasonal crossovers create scheduling and management issues</td>
<td>Construction of second oval</td>
</tr>
<tr>
<td>One playing surface and insufficient facilities create scheduling &amp;</td>
<td>Additional oval would allow the junior and adult training to be done on the</td>
</tr>
<tr>
<td>participation issues; places additional pressure on families.</td>
<td>same days plus competitions.</td>
</tr>
<tr>
<td>Current Show Hall lacks toilet and kitchen amenities; no heating and</td>
<td>Rebuild and develop a multi-function hall with appropriate amenities.</td>
</tr>
<tr>
<td>cooling.</td>
<td></td>
</tr>
<tr>
<td>Lack of opportunity to hire out Show Hall for economic return and expand</td>
<td>Rebuild and develop a multi-function hall with appropriate amenities.</td>
</tr>
<tr>
<td>core offering of the Angaston Show</td>
<td></td>
</tr>
<tr>
<td>Aging infrastructure generally</td>
<td>Upgrades made to all aging amenities and will incorporate additional, new</td>
</tr>
<tr>
<td></td>
<td>public all access toilets.</td>
</tr>
<tr>
<td>Lack of facilities ie changerooms &amp; amenities to support community and</td>
<td>Construct new facilities including female changerooms.</td>
</tr>
<tr>
<td>event capacity building.</td>
<td></td>
</tr>
<tr>
<td>Poorly defined traffic management measures to support day-to-day use, local</td>
<td>Upgrade entrance for security and safe traffic, fitments, roads and footpath</td>
</tr>
<tr>
<td>and regional events and community safety</td>
<td>treatments, landscaping and improvements, stormwater and lighting.</td>
</tr>
<tr>
<td>Unstructured parking resulting in community safety issues – people parking</td>
<td>Upgrade entrance for security and safe traffic, fitments, roads and footpath</td>
</tr>
<tr>
<td>ad hoc areas, poor lines of sight; speeding through the internal</td>
<td>treatments, landscaping and improvements, stormwater and lighting.</td>
</tr>
<tr>
<td>roadways; damage / compaction to tree roots; parking sprawls unnecessarily</td>
<td></td>
</tr>
<tr>
<td>across the site</td>
<td></td>
</tr>
</tbody>
</table>

By creating a vibrant and valued sport and active recreation facility, Council will be increasing the opportunity for participation of all of the community.
3.3.3 Barriers to participation

3.3.3.1 Barriers to participation - a regional context

The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles
- are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
- are developing new tastes as our population becomes more culturally diverse
- adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a stagnation of participation numbers in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation system will need to adjust to new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation

Investing in sporting infrastructure provides sporting communities with the support and facilities they need to drive active participation. This project will therefore have a direct effect on the level of sporting participation in the region. The improvements identified will enable more sporting activities to be hosted and provide additional opportunities for all members of the community to participate in sporting activities.

3.3.3.3 Barriers to participation identified by the community

The consultation process for the Angas Recreation Park Masterplan found that it is important to the community for Angaston to host regional, state and national level sporting championships and continue the region’s competitive advantage as a regional sporting hub for South Australia.

The barrier to participation was identified as the lack of the suitable facilities to hold the events. The venue’s functionality and capacity for hosting events is constrained by non-compliant and/ or inadequate infrastructure and amenities.

3.3.3.4 Barriers to female participation

At Angas Recreation Park there are currently no female change rooms. This project will directly address this urgent issue which is a significant barrier to participation to females not only locally but regionally.

An article published in Football today, sets out participation and barriers for female participation.

Women the key to sports participation growth says Roy Morgan.

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from
2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source:http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

3.3.4 Health impacts

Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.

3.3.4.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015).
Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:

### Box 2.2: How active should Australians be?

Australia’s Physical Activity and Sedentary Behaviour Guidelines recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health's Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.


The ABS further states:

**Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.**

**Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.**

**Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.**

Source: ABS

A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”

Source: Australian Government, Australian Institute of Health and Welfare
Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the The Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

### 3.3.5 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called *The mental health benefits of playing a team sport* which stated the following:

The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support network that you wouldn’t otherwise have.

Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them.

Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
Objective 3
3.4 Increase the productivity of the Angas Recreation Park through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

3.4.1 Current users and events

Current sporting users of the ovals are as follows:

- AFL
- Netball
- Tennis
- Cricket

Demand to play state level games in AFL and cricket in particular, cannot be met due to the existing old, poor and inappropriate facilities of the park.

The table below details the current club membership of those teams hosted at the Angas Recreation Park and usage.

<table>
<thead>
<tr>
<th>Event name</th>
<th>Number of players</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football including Auskick</td>
<td>333</td>
<td>650 per day for home games (across grades)</td>
<td>Preseason – December annually&lt;br&gt;Playing season – April – September&lt;br&gt;• Fortnightly home games – Friday nights and Saturdays&lt;br&gt;• Junior training Wednesday nights&lt;br&gt;• Senior training Tuesday and Thursday nights&lt;br&gt;• Women’s training – Monday nights&lt;br&gt;• Women’s Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow)</td>
</tr>
<tr>
<td>Cricket</td>
<td>120</td>
<td>100 per day per home games (across grades)</td>
<td>Preseason – August annually – mainly for nets work&lt;br&gt;Playing season – October – March&lt;br&gt;• Fortnightly home games – Friday nights and Saturdays&lt;br&gt;• Junior training generally Wednesday nights&lt;br&gt;• Senior training generally Tuesday and Thursday nights</td>
</tr>
<tr>
<td>Activity</td>
<td>Number</td>
<td>Frequency</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------</td>
<td>--------</td>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Netball</td>
<td>177</td>
<td>350 per day for home games (across grades)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preseason – Jan / Feb annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Playing season – April – September</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fortnightly home games – Saturdays</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
<td></td>
</tr>
<tr>
<td>Tennis</td>
<td>55</td>
<td>100 per day for home games (across grades)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preseason – From September annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Playing season – October – March</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fortnightly home games – Friday nights and Saturdays</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
<td></td>
</tr>
</tbody>
</table>

| Barossa Archery Club   | 50 members – seniors and juniors | average of 5 persons per week |
|                        |        | weekly use of Show Hall for indoor target shooting. |
| Show                   | 2,000  | Angaston Agricultural Show – annual 2 day show and 3 day horse event |
| Events entire recreation park | All estimated at 500 pp | 8 p.a. |
|                        |        | Angaston Men’s Club Auction |
|                        |        | School usage for football / cricket / sports days |
|                        |        | SAPSASA District Cross Country running |
|                        |        | Example event such as Comm Games Queens Baton Relay, ACA Masters Cricket Match |
| Commercial use         | 15 persons per session | |
| Recreational use       |        | Skate Park users, dog walkers etc |

Source: Barossa Council, Angas Recreation Park Feasibility Study

It is anticipated that post-development, current club membership will increase as will the opportunities to host new events and regional, State and National competitions.

The activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, will contribute to the local, state and national economy. The proposed development addresses the infrastructure needs of the MOU and significantly increases the productivity of Angas Recreation Park.

### 3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was through the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:

- Barossa Council officers
- Local sporting clubs
- South Australian Cricket Association (SACA)
- South Australian National Football League (SANFL)

**Feasibility Study 2019**

The Angas Recreation Park Feasibility Report prepared by The Barossa Council (Council) seeks to facilitate strategic investment in recreation, sporting and community facilities at the Park to deliver long term sustainable use, transformational economic outcomes and improved community capacity building and resilience.

Well-documented growth of Angaston sporting codes has placed increasing pressure on the Park’s built
form and facilities, corresponding with growing community demand for open and passive recreation spaces, requiring careful consideration of options that sensitively balance these multiple uses.

The Report also considers options to grow participation, regional sporting events and associated tourism and economic development opportunities at the Park, which underpins a collaborative aspiration to build the Barossa as a regional sports event and tourism destination.

To ensure the environmental, social and economic sustainability implications of the masterplan options are fully considered, this Report draws on wide-ranging qualitative and quantitative data. While analysis of this data has informed recommendations for infrastructure investment at Angas Recreation Park, this Report cannot be viewed in isolation but should be considered in parallel with region-wide investment in cultural, recreation and tourism infrastructure as part of The Big Project. Collectively this long-term phased, costed and prioritised investment will achieve transformational economic outcomes and community resilience not only for the Barossa but at a state and national level.

Both the South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL) have confirmed their commitment to the redevelopment of Site. The MoU between The Barossa Council and the South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL) is a commitment from all parties to implement the necessary infrastructure upgrades to facilitate the hosting of sporting tourism events at regional, state and national level.

SACA and SANFL have also committed to working with Council on a events calendar to over a 5 year period with guaranteed events to activate the economic outcomes.

### 3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage of the ovals will increase. This is based upon feedback and consultation provided by the various sporting codes.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator, equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league. Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than 50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable the Angas Recreation Park to host more major events and as such increased visitors are anticipated. This coupled with the various other attributes of the region, makes the Barossa well placed to become a regional sporting hub.

**Potential usage and future events**

Post development it is anticipated that a number of additional events will be hosted at the Angas Recreation Park. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimated have been derived from the various sporting codes.
<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
<th>Tanunda</th>
<th>Nuriootpa</th>
<th>Southern Barossa Hub</th>
<th>Angaston</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>NEW SPECTATORS PER ANNUM</strong></td>
<td><strong>% SHARE OF TOTAL SPECTATORS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>30%</strong></td>
<td><strong>30%</strong></td>
<td><strong>20%</strong></td>
<td><strong>20%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>AFLW</strong></td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
<td></td>
</tr>
<tr>
<td><strong>AFL fixture</strong></td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
<td></td>
</tr>
<tr>
<td><strong>SANFL Centrals</strong></td>
<td>2400</td>
<td>x1 /yr</td>
<td>720</td>
<td>720</td>
<td>480</td>
<td>480</td>
<td></td>
</tr>
<tr>
<td><strong>Comm Country Champs</strong></td>
<td>2200</td>
<td>x1 /yr</td>
<td>660</td>
<td>660</td>
<td>440</td>
<td>440</td>
<td></td>
</tr>
<tr>
<td><strong>SACA Carnival</strong></td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td><strong>State Country Champs</strong></td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td><strong>National Country champs</strong></td>
<td>4750</td>
<td>x1 /yr</td>
<td>1425</td>
<td>1425</td>
<td>950</td>
<td>950</td>
<td></td>
</tr>
<tr>
<td><strong>Other major events - additional per annum</strong></td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>1000</td>
<td>1000</td>
<td>500</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,305</td>
<td></td>
<td>8,305</td>
<td>8,305</td>
<td>5,370</td>
<td>5,370</td>
<td></td>
</tr>
</tbody>
</table>

It is also anticipated that additional non-sporting major events will also be hosted at the site post development.

In total an estimated 5,370 additional spectators/visitors are expected to attend events held at Angas Recreation Park post development, having a significant impact on economic activity in the region.
Objective 4

3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts

The Barossa Council has presented population movements and forecasts for the region using data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys.

Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Angaston-Penrice District, which forms part of the catchment area for the Angas Recreational Park facility directly. Due to the layout of the Barossa, the catchment for Angas Recreational Park will also be influenced by three other statistical districts being:

1. Nurioopta, Stockwell and District
2. Mt Pleasant - Springton District and
3. Tanunda, Bethany and District.

Importantly all four districts population will grow over the strategic horizon of The Big Project initiative.

The Angaston-Penrice District current population at 2016 is 2,969 and has grown at 8.6% since 1991. It is forecast to grow to 3,149 being 6.1%; whilst not significant the current infrastructure cannot support existing demand. The other three influencing districts (outlined above) have a current population of 13,310 and this is forecast to grow to 22,367, a growth rate of 68.1%.

This is a significant growth factor for the districts and the impact of this growth will directly influence demand on all public infrastructure in the northern part of the Barossa, especially Angaston, Nuriootpa and Tanunda. These towns are situated only 5-7 kilometres from each other and in the order of five minutes travel, thereby creating our northern hub and the need for inter-linked and necessary critical mass of infrastructure to support the growing population.
The following graphs highlight current and forecast changes.

### Historical and Current Population

![Population By Relevant Influencing Statistical Districts](image)

**Source:** Angas Recreation Park Feasibility Study

### Forecast Population Growth

![Forecast Population Distribution By Relevant Influencing Statistical Districts 2021-2051](image)

**Source:** Angas Recreation Park Feasibility Study

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**ANGAS RECREATION PARK REDVELOPMENT - Business Case and CBA 2019**

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### 3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- **Urban Development**: An increasing population and housing density within town centres demands that a higher value and more investment is directed to the public realm as a place for people to spend time, connect with nature, interact and recreate.
- **Asset Management**: The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources.
- **Youth**: The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities.
- **Ageing population**: An ageing society requires consideration of physical access in addition to programming.
- **Work patterns**: Extended working hours demand more flexible opportunities for sport and recreation including access to open space.
- **Volunteering**: A decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport.
- **Community sport**: The administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community.
- **Infrastructure**: Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community.
- **Participation in Sport**: Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level.

### 3.5.3 Growth in club membership

The primary recreation facility in Angaston is the Angas Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups whose membership is detailed below including growth rates. The growth rates are based upon information directly received from the clubs as listed:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership/usage</th>
<th>No. of members</th>
<th>Annual growth rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angaston Netball Club</td>
<td>Senior players</td>
<td>106</td>
<td>Growth rate = 5%</td>
</tr>
<tr>
<td></td>
<td>Junior players</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Angaston Football Club</td>
<td>Senior players</td>
<td>130</td>
<td>Growth past = 45% in juniors since 2013 (includes 30% junior males)</td>
</tr>
<tr>
<td></td>
<td>Junior players</td>
<td>110</td>
<td>Predicted Growth = Continuing growth in juniors – ie coming through expanding Auskick program and female football</td>
</tr>
<tr>
<td></td>
<td>Women’s teams</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Auskick</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Angaston Cricket</td>
<td>Senior players</td>
<td>120 total seniors/juniors</td>
<td>Growth past = 20% in 10 years Predicted Growth = 10%</td>
</tr>
<tr>
<td></td>
<td>Junior players</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Angaston Tennis Club</td>
<td>Senior players</td>
<td>20</td>
<td>Growth rate = approximately 1% per annum</td>
</tr>
<tr>
<td></td>
<td>Junior players</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hotshot</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Private Fitness classes</td>
<td>Weekly 2 hourly sessions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barossa Archery Club</td>
<td>seniors and juniors</td>
<td>50</td>
<td>Growth in attraction of youth and female archers</td>
</tr>
</tbody>
</table>
Angaston Agricultural Show – annual 2 day show and 3 day horse event

Circa 3,000 people – attendees, volunteers (approx. 50), stall holders (approx. 100), riders (approx. 200), entertainers (approx. 30), amusements (approx. 5), exhibitors (approx. 40).

Growth rate = Significant growth potential with expanded facilities.

Private and Community Bookings

Approximately 17 per annum

SAPSASA Barossa Region Cross Country Council events – ACA Master’s Cricket Match, Commonwealth Games Queens Baton Relay

Recreational Usage

Daily usage for:
Skate Park Users
Dog Walkers
Individual Exercisers
Family Picnics

Growth in Netball

In June 2019, AusPlay data released by Sport Australia identified Netball as the leading team sport for women and girls in South Australia. The report showed strong participation in netball with more than 1 million people actively participating in the sport nationwide and naming netball as the sport they most strongly identify with. The AusPlay survey, which has been running since October 2015, is Australia’s largest and most comprehensive sport and physical activity survey conducted by Sport Australia.

South Australia’s engagement rates are very strong compared with other states, with the highest participation rate at 3.9% and the highest percentage of people who identify netball as their most strongly associated sport at 8.3%. The survey showed that the top three motivations for people in Australia to participate in netball were social reasons (52%), fun and enjoyment (50%) and physical health or fitness (45%) and the majority of participants who play do so with their local netball club (just under 70%).

The AusPlay data also demonstrated that netball retains players (in Australia) for longer than other sports, with strong female participation into adulthood (18-24 years of age), in fact netball is the activity with the second largest adult female participation rates (89%), behind pilates (90%).

Growth in Football

Women the key to sports participation growth says Roy Morgan.

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from 2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.
“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source: http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

**Growth in Cricket**
The popularity of cricket among women and girls is continuing to grow according to figures released by the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field. This growth has been seen in the Barossa LGA too with participation rates by females in particular increasing. It is anticipated that the popularity of the sport will continue post development as a direct result of the proposed project by increasing the opportunities to participate in the sport.

**AUSTRALIAN CENSUS REVEALS CRICKET TO BE AN INCREASING SPORTING CHOICE FOR WOMEN AND GIRLS**
AUSTRALIAN LEISURE MANAGEMENT
JUNE 30, 2019

The popularity of cricket among women and girls is continuing to grow according to figures released today as part of the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field.

With females now making up 30% of cricket participants in Australia, Kieran McMillan, acting Executive General Manager of Community Cricket at Cricket Australia, noted “in season 2018/19 we have seen participation in cricket grow in many areas of the game with an unprecedented 1.65 million Australians picking up a bat or ball this past season.

“Of particular significance, female participation has continued to grow in line with cricket’s long-term goal to be Australia’s leading sport for women and girls.

“With a world champion national team, and an action-packed and standalone Rebel Women’s Big Bash League and ICC Women’s T20 World Cup Australia 2020 coming up this summer, the opportunity to inspire the next generation of girls is huge.

“Another catalyst for the growth of the female game is Cricket Australia’s Growing Cricket for Girls
Fund that has been supported over the past four years by the Commonwealth Bank.

“The Fund is a trailblazing initiative that has supported 99 community associations, 10 school sporting associations, 531 clubs and 111 schools develop girls’ teams or develop an all-girls competition since 2016.”

In addition to the growth in female participation, cricket continues to diversify its appeal with increased involvement of Aboriginal and Torres Strait Islander people (up 6.4%), people from a multicultural background (up 9.2%) and people living with a disability (up 5.1%).

McMillan added “it is extremely encouraging to see Aboriginal and Torres Strait Islanders embrace the game in greater numbers, with cricket growing exponentially in Indigenous communities since 2013.

“293,290 multicultural players and 27,183 people living with a disability have made cricket as a sport of choice as the game broadens its focus on engagement, participation and positive social outcomes.”

Cricket now has a presence in 66% of primary schools across the country and over 965,000 children were involved in curriculum-aligned cricket programs of four or more weeks, an increase of 111,000 children from 2017/18.

McMillan considers “the introduction of new junior formats and a refreshed entry level program - Woolworths Cricket Blast - is in response to changing expectations of kids and parents and within an increasingly competitive landscape of recreation options.

“The environments for kids to learn and develop confidence need to be fun, inclusive and action-packed. We feel we’ve now got an offering that is based on sound research and will enable Australian cricket to strengthen its junior playing base and inspire more kids to join and stay in our game.

“The connection with the BBL and WBBL is also important so that there is a direct link between the colour and excitement of our popular domestic T20 leagues and the experiences at the local club.

“With over 2,800 Woolworths Cricket Blast centres and 80% of the 227 junior associations around the country offering modified formats, we have a strong platform for future growth.

“Almost one million kids participated in cricket in schools this year, assisting in the development of physical and social skills, as well as making friends along the way.

“A strong culture of cricket in schools is a great foundation for the future generation of players and that’s why we also help teachers by having a program that aligns to the school curriculum, making it easier for them to do their jobs.”

Popularity of tennis

TEennis Ranks in Top 10 Most Participated Sports in Australia
Tennis ranks as the seventh most-participated sport/physical activity in Australia, according to the latest annual data from AusPlay.

Tennis Australia
Melbourne, VIC, 3 May 2019 | tennis.com.au
Ash Barty and ANZ Tennis Hot Shots kids

Tennis has been named as Australia’s seventh most participated sport/physical activity in the country. Walking, fitness/gym, swimming, running/athletics, cycling and football (soccer) sit at the top of the latest annual data from AusPlay, the country’s largest and most comprehensive sport and physical activity survey, which was launched in 2015.

The first three years of the AusPlay survey has shown an increase in the overall number of Australians participating in sport and physical activity with Australians still making an effort to move, with recognition more needs to be done to improve the nation’s inactivity crisis.

With the success of players such as Fed Cup heroine, Miami Open winner and top-10 star Ash Barty, and rising star Alex de Minaur, ranked 27th, awareness of tennis in Australia is on the rise and these players, along with a strong coterie of Aussie men and women in the top 100, will continue to inspire both kids and adults to play at all levels.

“We know tennis in Australia holds a strong and consistent position when it comes to participation and we are delighted to see this reflected in the AusPlay findings,” Tennis Australia CEO Craig Tiley said.

“Growing the game at all levels is a priority for all of us in tennis, as is sustaining growth and innovating to create more opportunities and less barriers to participation.” Added Tennis Australia Chief Tennis Officer Matt Dwyer: “Tennis provides many pathways to participate in the sport, whether it be through our ANZ Tennis Hot Shots program, socially with friends or through club-based competitions, so it’s gratifying to see this in the figures released. As one of the very few sports you can play for a lifetime, we know tennis can provide health and lifestyle benefits to Australians of all ages”.

“Although the AusPlay figures show we are less exposed to age-related decline, we certainly aren’t resting on our laurels and recognise there’s still a lot of work to be done. We would like to thank our volunteers, clubs, coaches and member associations for their hard work in making the sport fun and accessible and we look forward to our ongoing partnership with them to continue to grow tennis in the community.”

It's important to note the AusPlay report does not include any data on sports participation within schools, where tennis has a major presence. In 2017-18 tennis programs in schools reached more than 460,000 students across Australia, the majority in primary schools.

The Tennis State of Play report details include:

• Tennis is ranked in the top five sports for 5-8 year olds
• The peak participation rate was among 15-17 year olds both male and female
• Tennis has a greater percentage of adult participation in remote or very remote regions when compared to the overall Australian adult population
• Adult tennis participation is slightly skewed towards males, however, participation was high among females
• Two thirds of adult participation in tennis was organised, with the majority taking place in sports clubs
• Tennis is less exposed to the age related decline in participation common to many other sports
• Adults 15 years or older who participated in tennis had a median frequency of 26 sessions per year (about once every two weeks) and a median session duration of 90 minutes
• The dominant motivation to participate in tennis was fun/enjoyment. Social reasons and physical health or fitness were also strong motivators.

3.5.4 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

3.5.4.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by the Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL DAs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
<tr>
<td>Commercial and industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
<tr>
<td>Public and institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>2</td>
<td>2,850,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>3</td>
<td>2,620,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>6</td>
<td>7,693,000</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

3.5.4.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO). Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.
There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:

- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.

### 3.5.4.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tea Tree Gully. See Table 3.5.4.3.

#### Table 3.5.4.3 Net migration to the Barossa LGA 2011 - 2016

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Waikerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>


### 3.5.4.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+rooms.
5. Concordia land development of 9,500 allotments for apopulation of 22,000 persons

Major projects currently under development or recently completed include:

1. $5.5 million Chocolatier and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding
Case study 1
Barossa’s new $5.5m chocolaterie and cellar door
T H E F O R A G E R, April 2019
The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.

The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolaterie, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.”

The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located within the Barossa Valley Chocolate Company will showcase FABAL’s Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards.

Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...

Case study 2
Job Creation
Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.
It was part of the government's $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program.

“I’m really pleased with the government’s investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas. The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs.

“Manufacturing grants are rare, but in Brauer’s case it is desirable.” The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase, installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda.

“We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals. The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.”

Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers' needs. The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.
Objective 5
3.6 Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector (due to wine production being classified as manufacturing by the ABS). This was also the sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accommodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

Source: ABS 2016 Census of Population and Housing, Place of Residence, Industry of employment, A.P SHEERE CONSULTING

3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in
Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa in an excellent position to take advantage of this growth in particular should more events be hosted in the region which is anticipated post development.
3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.
This development is expected to have a positive impact upon visitors and help to address the issue of seasonality in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to a greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

Barossa tourism continues to boom
Bunyipress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.6.3.3 Benefits of events

Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winder and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Festivals and events attract visitors who may otherwise have limited awareness of the area. Recreational, sporting and arts events and venues such as adventure locations, bike tracks, water activities, sporting and recreational grounds, galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places.

*Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.*

(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Angaston Township and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in communities like Angaston. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Angaston residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks. Towns with larger population would not have as many opportunities for social inclusion and enabling people to participate fully in the social and economic life of the community.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the Angaston community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

3.6.5 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia’s identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the Angas Recreation Park are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of Angaston and the region and the Angas Recreation Park provides opportunities for people to benefit from this network and directly connect with the community.

3.6.5.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in the Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.
3.6.5.2 New volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created in particular as a result of female teams becoming more representative as a direct result of the development of appropriate facilities for this sector. The hosting of major sporting events will also provide a number of new opportunities for volunteers to participate and contribute.

Estimates of current volunteer numbers connected to Angas Recreation Park have been provided by a number of groups or estimated according to event type and are listed in the table below. Figures for estimated additional volunteers post development per annum, as membership and activities increase, have also been provided. In terms of Angas Recreation park, this amounts to an additional 15 volunteers per annum.

<table>
<thead>
<tr>
<th>Club/event and location</th>
<th>Estimated existing number of volunteers p/a</th>
<th>Potential additional volunteers +10% p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angaston Football Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Angaston Cricket</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Angaston Netball Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Barossa Archery Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Angaston Tennis Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Angaston Agricultural Show – annual 2 day show and 3 day horse event</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Community Bookings - 25 events per annum</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>150</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
In addition to these volunteer numbers, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at the new major sporting events been hosted in the region have been provided. These figures were divided by the four main parks/sites which support the MoU and are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of Angas Recreation Park, this means that an additional 56 volunteers per annum are likely to also be engaged to support these new major sporting events.

### 3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia.</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014                    | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals |
| Tourism Barossa Strategic Plan 2017-18                | • Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Amplify unique Barossa stories and experiences through media, trade and partners |
| RDA Regional Roadmap 2014-17                          | • Economic diversity  
• Tourism growth  
• Health and wellbeing  
• Infrastructure for sustainable population growth |
| Regional Events Strategy 2014-16                       | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| Barossa Community Plan 2016-2036                       | • Invest in, and advocate for, community facilities that support cultural and community participation  
• Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| SACASANFL Memorandum of Understanding | • Build the Barossa as a regional sports event and tourism destination  
• Attract national and state football and cricket competitions  
• Grow grassroots facilities to increase participation |
| Open Space, Recreation and Public Realm Strategy | To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community |
| South Australia Recreational Trails 10 Year Plan | • Economic return through increased visitation  
• Public health benefits  
• Sensitive environmental design/care |
| Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan | A healthy, happy and connected community |
| Regional Heritage Strategy 2014-2020 | To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible |
| Council’s Strategic Management Plans 2016 | Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community Long Term Financial Plan.  
• Development Plan and Strategic Directions Report  
• Infrastructure & Asset Management Plans  
• Public Health Plan  
• Risk Management Plan  
• Disability Access and Inclusion Plan |

### 3.8 Stakeholder consultation and community support

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Angaston and Barossa community.

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Pop-ups were held at Angaston Show, Barossa Farmers Market, Tanunda Show and Mount Pleasant Show in addition to a community forum at Angaston Town Hall. People were invited to provide feedback at these sessions or via online platforms. Targeted consultation including needs analysis was also undertaken with individual user groups. The Community Consultation Plan is provided below:
### Consultation Period

**Consultation period:** 20 September – 23 October, 2017

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs</th>
<th>Target</th>
<th>Who</th>
<th>Outlet</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Via media distribution list</td>
<td>Launch of consultation period</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal resources</td>
<td>Recreation/volunteer organisation/community stakeholders</td>
<td>DCP</td>
<td>Angas Recreation Park key stakeholders database including but not limited to: Angaston Tennis Club Angaston Netball Club Angaston Football Club Angaston Tennis Club Angaston Show Society Barossa Archery Club Schools/Cross Country (c/- Paul Adler St Jakobi School Lyndoch) Save Angas Recreation Park/Friends of Angas Recreation Park Energise with Amy (Amy Robinson) Angaston Community and Business Alliance (ACBA) Skate Parks c/- Dr Bill Gransbury</td>
<td>27 October</td>
</tr>
<tr>
<td>Public notice</td>
<td>$300 +GST for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>27 October</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>October</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.barossa.sa.gov.au">www.barossa.sa.gov.au</a></td>
<td>October</td>
</tr>
</tbody>
</table>
| Facebook             | Free resource                | Community                                   | CMOs                         | •Council facebook page  
•Cross promotion through Facebook pages of Angaston Football Club, 
Angaston Netball Club, 
Save Angas Recreation Park, Angaston Show, 
Angaston Cricket Club etc | October                     |
<p>| Our Better Barossa   | Internal resources           | Community                                   | CMOs                         |                                             | October                     |
| Angas Recreation Park volunteer advisory group | Internal resources           | Community/stakeholders                       | DCP                          | Distribute information via networks, volunteer meetings etc | October                     |
| ACBA                 | Internal resources           | Community/stakeholders                       | DCP                          | Distribute information via networks, volunteer meetings etc | October                     |</p>
<table>
<thead>
<tr>
<th>Posters/flyers</th>
<th>Internal resources</th>
<th>Community</th>
<th>DCP with EA support</th>
<th>Letter box drop to properties immediately surrounding Oval plus:</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Branch libraries, Barossa Farmers Market, Foodland, doctors surgeries, local businesses, Barossa Visitor Centre VIO, Angas Rec Park, Angaston Railway Precinct, other high traffic areas</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Radio promo</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP</th>
<th>Triple B and ABC regional – link in with updates on The Big Project</th>
<th>Mayor Triple Bfm quarterly business show 21/9/17 Additional interview/s by CPD as needed</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Community forum</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP with EA and CMO support</th>
<th>Angaston Town Hall annexe</th>
<th>27 September 18 October</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Angaston Farmers Market</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP with EA and CMO support</th>
<th>‘Listening booth’ format</th>
<th>30 September 14 October 7.30-11.30am</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Feedback forms</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP</th>
<th>Distribution at community forums/listening booth</th>
<th>October</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Foyer display</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP</th>
<th>Nuriootpa customer service outlet</th>
<th>October</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>E-news banner</th>
<th>Internal Resources</th>
<th>Community</th>
<th>DCP</th>
<th>Internal and external staff emails</th>
<th>Throughout consultation period</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Schools</th>
<th>Internal Resources</th>
<th>School community/governing council</th>
<th>DCP</th>
<th>Direct liaison</th>
<th>Consultation period</th>
</tr>
</thead>
</table>

Source: The Barossa Council

A total of 31 formal submissions and 45 informal submissions were received during a formal three-week consultation period, totalling 76 responses.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

1. **Traffic/Traffic Management and Access**
   - Significant and repeated written and verbal concern regarding current driving practices within the Park and the risk presented. This particularly relates to cars speeding through the park during the evening and associated with sports practice (winter and summer). One submission rejected the findings of the Traffic Management Assessment on the basis that the consultant did not visit the Park during the night time/practice period. While traffic volumes are greater on match days people do not generally speed although they do drive around speed humps.
   - Plan gives too much space for car use.
   - Current traffic management/calming (speed humps, signage) do not work.
   - General consensus that short term measures should be taken urgently – supportive of any traffic calming
measures.
• Two way traffic should not be introduced.
• How does making Washington Street entrance 2 way restrict traffic in the Park?
• Proposed main access via Washington Street – on dark / foggy days this may be a safety concern.
• Others supportive of proposed main access via Washington Street and that should be of sufficient width
to allow 2 way traffic and be designed to have historic significance.
• Question the need for the turning circle on the eastern side of the Oval (ie marked #16 and closest to the
proposed 2nd Oval) – could be retained as parkland unless a high priority on game days.
• Restrict movement of traffic within the park to designated areas on match days (ie have bollards that can
be put up and down as necessary).
• Limiting traffic in the Park is a positive – improved safety.

2. 2nd Oval / Recreational Area
• Concern that the Park isn’t big enough to accommodate it without unjustified loss of trees.
• 2nd Oval represents a large change to the footprint of the Park
• 2nd Oval needs to be large enough to accommodate as many uses/codes as possible.
• 2nd oval justified to avoid spreading matches over the whole weekend
• Support for it being a “curated green space without fenced boundaries” – reduced impact on existing Oval
justifies loss of trees.
• Support for dogs being allowed on both ovals
• Overdue to allow for more family friendly activities for all sports and the Show Society and support future
growth and changing trends in sporting activities.
• Does not meet minimum sizes, will be underutilised and only available 13 days of the year. Other facilities
at schools should be used.
• Is lack of fencing a safety concern and no seating for events/spectators

3. Trees / Green & Landscaped Space
• Concern at the removal of trees to accommodate the 2nd Oval/Rec space. Does not accord with the
stated objectives of the Plan.
• Mixed views as to whether the replanting of a greater number of new trees compensates for the loss of
established ones.
• Concern from some about the impact on the unique beauty and natural features of the Park, in particular
the trees.
• Retention of as much green space as possible.
• Tree management needs to be addressed on a formal, structured and consistent basis and a budget
staged throughout the development period with appropriate species selection.
• If the second oval is supported then it should be green open space with no structures around it.
• Recover materials from tree removal for reuse elsewhere in the Park.

4. Balance – Passive & Sporting Recreation
• The Park fulfils a highly valued role as Angaston’s most centrally located non sporting and sporting
recreational area.
• Balance between sport and other recreation was important from the time of its original gifting. It has
always been intended for both purposes.
• Multiple comments that the Park needs to serve both functions.
• Need for overdue upgrade to facilities without destroying the look and feel of the Park

5. Show Hall
• 2 submissions state that not enough focus on the opportunity to refurbish the existing show hall and
concern at loss of Barossa heritage. Local expertise available to assist.
• Other submissions generally supportive of a relocation given condition and level of functionality of existing
facility and opportunity to bring it into the centre of the developed area of the Park and share elements of
the essential infrastructure (ie toilets, kitchen, storage etc).
• Any new facility needs to have multi user input to detailed design to ensure it meets needs and some concerns that the site may not be big enough.

6. Storage
• Concerns that there should be no loss of storage arising from the proposed changes to infrastructure.

7. Clubrooms
• Supportive. Development should be at a scale and form appropriate to the Park and not over develop it.

8. Parking
• One parking area where people can leave cars and walk to and from
• Restrict parking for cars on non match days

9. Community Consultation
• Dismayed at lack of community representatives at the (sic Working) group meetings. Everyone from a Sports Club and most from Footy club and I find it hard to believe that community members were not specially invited to these meetings.
• The Barossa Council should be applauded for bringing all the user groups together and initiating (and facilitating) this planning process.
• I thought there was going to be an opportunity for the community to go as a whole to at least one meeting where questions could be asked from the floor and get answers. This seems to me to be a diversion from past community forums where real issues are put forward in front of everyone.

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities which were influenced by factors including but not contained to population growth, ageing or inefficient recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• SACA/SANFL venue as per MOU</td>
<td>• Limited wifi/telecommunications connectivity</td>
</tr>
<tr>
<td>• Co-located and wide-ranging user groups - multiple groups see the benefit of a shared use approach</td>
<td>• Pressures on existing oval surface</td>
</tr>
<tr>
<td>• Widely recognized for its green landscape and unstructured recreation uses</td>
<td>• Seasonal crossovers create scheduling and management issues</td>
</tr>
<tr>
<td>• Location – strong use by local community</td>
<td>• One playing surface and insufficient facilities create scheduling &amp; participation issues; places additional pressure on families</td>
</tr>
<tr>
<td>• Location – for regional sporting events</td>
<td>• Current Show Hall lacks toilet and kitchen amenities; heating and cooling</td>
</tr>
<tr>
<td>• Historic value; strong community connection with original gifting of the land for community benefit</td>
<td>• Lack of opportunity to hire out Show Hall for economic return and expand core offering of the Angaston Show</td>
</tr>
<tr>
<td>• Functional management structure and lease arrangements with user groups in place</td>
<td>• Aging infrastructure generally</td>
</tr>
<tr>
<td>• Community engaged and responsive to new approach</td>
<td>• Lack of facilities ie changerooms &amp; amenities to support community and event capacity building</td>
</tr>
<tr>
<td>• Community land with associated management plan in place</td>
<td>• Poorly defined traffic management measures to support day-to-day use, local and regional events and community safety</td>
</tr>
<tr>
<td>• Masterplan is compatible with CLMPs</td>
<td>• Unstructured parking</td>
</tr>
<tr>
<td></td>
<td>• Lack of facilities to attract and retain skilled professionals</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Relocate Show Hall to multi-function facility and expand offerings/uses or</td>
<td>• Insufficient community buy-in for new relocated Show Hall</td>
</tr>
<tr>
<td>rebuild on existing site</td>
<td>• Perceived degradation of Park for passive recreation and as a green space for</td>
</tr>
<tr>
<td>• Address asset management issue of Show Hall reaching end-of-life</td>
<td>unstructured recreation</td>
</tr>
<tr>
<td>• Leveraging location to maximize local/regional sporting events</td>
<td>• Lack of a coordinated management plan to support/ protect the natural landscape</td>
</tr>
<tr>
<td>• Develop structured parking arrangements for greater usability, safety</td>
<td>• Differing infrastructure requirements of different user groups</td>
</tr>
<tr>
<td>and functionality</td>
<td>• Little mapping of site services/lack of site survey to inform design and maintenance</td>
</tr>
<tr>
<td>• Multi-purpose facility can create community capacity building and economic</td>
<td>• Inequity of fees payable by user groups</td>
</tr>
<tr>
<td>opportunities through community hub model</td>
<td>• Poor disability access</td>
</tr>
<tr>
<td>• Infrastructure investment can leverage unstructured recreation/open space</td>
<td></td>
</tr>
<tr>
<td>opportunities</td>
<td></td>
</tr>
<tr>
<td>• Multiple entities to support site activities/user relationships/advocacy</td>
<td></td>
</tr>
<tr>
<td>• Improved potential to attract State-level sporting events</td>
<td></td>
</tr>
<tr>
<td>• Proximity to Angaston Railway Precinct revitalization, cycle network and</td>
<td></td>
</tr>
<tr>
<td>town centre reinforces Angaston as a destination for locals and visitors</td>
<td></td>
</tr>
<tr>
<td>• Provide sporting facilities and lifestyle opportunities to attract and</td>
<td></td>
</tr>
<tr>
<td>retain skilled professionals</td>
<td></td>
</tr>
</tbody>
</table>

Source: Big Project - Angas Recreation Park - Feasibility Report - 2018  Version 3 August 2019
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop the ‘Angas Recreation Park Redevelopment Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the Angas Recreation Park Redevelopment Project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth contraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

- less competitive than other regions resulting in a decline in tourist numbers
- less access to sports and recreational activities
- unable to meet MOU for state and regional events
- lost opportunities to host other events
- less female participation in sports
- decline in health and wellbeing
- fewer employment opportunities
- less community cohesion
- less regional activation
- no catalyst for attracting additional private investment into the region
- no additional jobs being created within the local community
- less community infrastructure
- less attractive to current and future residents
- lost opportunities to develop the character of the Barossa
- decline in community pride in region
Scenario 2 – with Phase 1 of the Angas Recreation Park Redevelopment Project, it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to compliment its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

4.2.1 General parameter values

The following general parameter values have been used for the Angas Recreation Park Redevelopment Project user cost benefit analysis.

- Base Year - The base year considered for discounting purposes is 2019.
- Discount Rates - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- Evaluation Period - An evaluation period of 30 years has been used for the economic analysis.
- Dollar values - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
- Construction of the Angas Recreation Park Redevelopment Project is proposed to begin in 2020.

4.2.2 Monetised benefits

The benefits of the Angas Recreation Park Redevelopment Project are further detailed below and have been estimated as the sum of:

- increase in visitor numbers and subsequent spend:
- various revenue streams from the increase in hosted events
- increased volunteer activities
- improved health status of the community
In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in Table 4.2.2.

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend</td>
<td>$413,490</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$324,776.01</td>
</tr>
<tr>
<td>Health benefits - overweight savings</td>
<td>$56,824.25</td>
</tr>
<tr>
<td>Health benefits - obese savings</td>
<td>$19,881.26</td>
</tr>
</tbody>
</table>

### 4.2.2.1 Increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new regional and state sporting events will be hosted in the Barossa region. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimates have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th>Location/site</th>
<th>Tanunda</th>
<th>Nuriootpa</th>
<th>Southern Barossa Hub</th>
<th>Angaston</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>720</td>
<td>720</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>660</td>
<td>660</td>
<td>440</td>
<td>440</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>National Country Champs</td>
<td>4750</td>
<td>1425</td>
<td>1425</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td>Other major events - additional per annum</td>
<td>500-1000</td>
<td>1000</td>
<td>1000</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

The TRA’s figure for domestic days trippers of $77/day has been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head. In terms of Angaston Recreation Park, an additional $413,490 in expenditure is estimated to be generated in the region post development.

### 4.2.2.2 Increased volunteer activities

Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.”

*Minister for Citizenship and Communities NSW*
In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator).

According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 15 volunteers will be engaged by various clubs etc, post development (see Section 3.6.5.2 Current and new volunteer opportunities post development).

In addition to this, the hosting of new state and regional events will also have an impact on volunteer numbers. For the purposes of this CBA, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at these new major sporting events have been divided by the four main parks/sites which will support the MoU. These estimates are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td>Total per annum</td>
<td>84</td>
<td>84</td>
<td>56</td>
<td>56</td>
<td>280</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of Angaston Recreation Park, this means that an additional 84 volunteers per annum are likely to also be engaged to support these new major sporting events.

Therefore, a total of 71 (15 + 56) additional volunteers are expected to be engaged at the Southern Barossa hub per annum which equates to a dollar value of $324,776.01/(71 x $4,574.31) per annum in value per annum to the local economy. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.

4.2.2.3 Health benefits through greater participation in sporting and recreational activities

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and nonhealth care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight.

According to The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).
### Health Status

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as over weight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

### Overweight persons in the Angaston-Penrice and District

The Angaston-Penrice and District current population at 2016 is 2,969 and has grown at 8.6% since 1991. The population in Angaston aged 18 years and over, is estimated by the ABS in 2016 as being 1,602 persons. The towns of Flaxman Valley, Moculta, Mount McKenzie and Penrice are considered to be within the direct catchment area of the Angas Recreation Park and are therefore included in these calculations bringing the total number of persons aged 18 years and over to 2,379.

A breakdown of the number of residents aged 18 years and over is provided in the table below.

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angaston</td>
<td>1,602</td>
</tr>
<tr>
<td>Flaxman Valley</td>
<td>195</td>
</tr>
<tr>
<td>Moculta</td>
<td>158</td>
</tr>
<tr>
<td>Mount McKenzie</td>
<td>34</td>
</tr>
<tr>
<td>Penrice</td>
<td>328</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,379</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder

Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Angaston-Penrice and District aged 18 years and over equates to 690 persons potentially being overweight.

For the purposes of this CBA, a combined health cost saving figure of ($400 + $789 = $1,189 or $1,623.55 at 2018 figures using the RBA calculator) for those overweight has been used.

Of the 690 persons estimated to be overweight in Angaston-Penrice and District, if 5 per cent (35 persons) became a 'normal' weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $56,824.25 ($1,623.55 x 35) per annum in the first year.

### Obese persons in Angaston-Penrice and District

The total population in Angaston-Penrice and District aged 18 years and over is estimated by the ABS in 2016 as being 2,379 persons. Therefore, if 31% of this section of the population is classified as obese, this equates to 738 persons potentially being obese.

For the purposes of this CBA, a combined health cost saving figure of ($830 + $1250 = $2,080 or $2,840.18 at 2018 figures using the RBA calculator) for those obese has been used.

Of the 738 persons estimated to be obese in Angaston-Penrice and District, if 1 per cent (7 persons) became a 'normal' weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $19,881.26 ($2,840.18 x 7) per annum in the first year.

For the purposes of this CBA the population figure has been increased by 2 persons (becoming a normal weight) from being overweight and 1 person from being obese per annum.
4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking Phase 1 of the Angas Recreation Park Redevelopment project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $8.6 million with a benefit cost ratio of 2.93.

A benefit-cost ratio of 2.93 means that policymakers can expect $2.93 in benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $4,484,161.74
- Present value of benefits = $13,127,051.31
- Net present value = $8,642,889.57
- Benefit cost ratio = 2.93
- Internal rate of return = 19.9%

4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $16,989,423.27
- Benefit cost ratio = 4.30
- NPV with 10% discount rate = $5,378,582.74
- Benefit cost ratio = 2.28
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

Human capital uplift: improved educational and employment outcomes

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).
This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:

- Participation in sport provides intellectual and academic benefits, improving brain function
- It also is connected to positive educational aspirations, significantly, the desire to attend university
- Participation also encourages young people to stay in school for longer
- Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants' education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

Increased levels of trust

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

Valuing diversity

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

Feeling part of society/social inclusion

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

The value of civic pride

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

The value of local groups

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

Reduced crime and anti-social behaviour

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space

There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure

Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of Phase 1 of this project is a $3.35 million investment. Based on this approach this would lead to potentially 30.15 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $10.3 million in construction costs, a total of 123.92 full time FTE jobs could be generated in the economy including the 30.15 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th></th>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
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<td>Construction-total job years generated</td>
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<td>13.57 (30.15 x 0.45)</td>
<td>23.52</td>
<td>70.25 (30.15 x 2.33)</td>
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Direct allocation of imports method, ABS ANA Input-Output Tables
### LOCAL GOVERNMENT AREA PROFILES, 2018*

**BAROSSA (DC), SOUTH AUSTRALIA**

**AREA POPULATION**: 24,808

#### TOURISM BUSINESSES

<table>
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<th>TOTAL</th>
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<tr>
<td>Non-employing</td>
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<tr>
<td>1 to 4 employees</td>
<td>76</td>
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<tr>
<td>5 to 19 employees</td>
<td>52</td>
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<tr>
<td>20 or more employees</td>
<td>15</td>
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<td><strong>Total</strong></td>
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#### TOP INTERNATIONAL MARKETS

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<th>NIGHTS ('000)</th>
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<td>United States of America</td>
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</tr>
<tr>
<td>New Zealand</td>
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#### LOCAL GOVERNMENT AREA PROFILES, 2018*

**TOTAL**: 106

- United Kingdom: 2 visitors ('000) and 19 nights ('000)
- United States of America: np visitors ('000) and np nights ('000)
- New Zealand: np visitors ('000) and np nights ('000)

### KEY TOURISM METRICS FOR BAROSSA (DC)

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<th>INTERNATIONAL</th>
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<td>Average stay (nights)</td>
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<td>Spend ($m)</td>
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<td>Average spend per night ($)</td>
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<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
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---

* *Appended information*
THE BAROSSA COUNCIL
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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2 ANALYSIS OF THE PROPOSAL .......................... 6  
3 CONTEXT AND NEED ........................................ 27  
4 COST BENEFIT ANALYSIS .................................. 69  
5 APPENDIX ..................................................... 79
1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

The Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies and soccer for the hosting of regional, state and national competitions.

Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and build community resilience.

1.1.3 Scope of works

A number of works are proposed under the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project. The key elements are detailed below.

The scope of works includes:

- Centennial Park sporting facilities – upgrades to landscaping, internal roads, tree removal, carparking, electrical power requirements and stormwater drainage.
- Centennial Park cricket practice infrastructure - New turf and hard wicket cricket practice nets and associated infrastructure.
- Centennial Park upgrades to grandstand and spectator area - refreshing grandstand including asbestos removal and lining.
- Centennial Park lighting to main oval - lighting upgrade to main oval and tennis and netball courts.
- Centennial Park fencing upgrade to main oval - demolish metal tubular fence and install new picket fence and gates.
• Centennial Park turf wicket and lighting to Hoffman Oval (second oval) - install turf wicket area and lighting to Hoffman Oval (the second oval at the complex).
• Centennial Park general recreational facilities upgrade - additional toilet block, signage, memorial garden upgrade, playground renewal
• Centennial Park upgrades to shared use areas, movement of vehicles and pedestrians and boundaries
• Centennial Park demolition and site works
• Centennial Park soccer club rooms and associated infrastructure - construction of new clubs rooms, parking and supporting club infrastructure including change rooms for males and females.
• Centennial Park (revised masterplan) multiuse AFL/Netball/Cricket change rooms - construction of new multi-use change rooms for players and umpires
• Centennial Park (revised masterplan) Scouts relocation - construction of new club rooms and amenities in Coulthard Reserve.
• Centennial Park (revised masterplan) new soccer pitches - construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.
• Coulthard Reserve - recreation facilities including relocation/construction of Scouts Hall in the Reserve and access point across the ditch.

1.1.4 Project specific objectives

The project objectives of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment are summarised as follows:

1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa Centennial Park and Coulthard Reserve’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.

3. Increase the productivity of the Nuriootpa Centennial Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the park and reserve or a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.1.5 Cost Benefit Analysis summary for Phase 1 of the project

The total cost for the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project is $14,700,744. The cost of the next phase investment (Phase 1), however, totals $6,520,372 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $9.5 million with a benefit cost ratio of 2.07. A benefit-cost ratio of 2.07 means that policymakers can expect $2.07 in benefits for every $1 in costs.
2 ANALYSIS OF THE PROPOSAL

2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Nuriootpa Centennial Park and Coulthard Reserve Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

Nuriootpa Park was opened in 1936 and facilities were progressively developed through volunteer and community-based and funded support. The most recent Park developments have been the second Hoffmann Oval, the sports centre club and function rooms in 1999 and the pavilion viewing and bar facility in 2011.

The Reserve was originally under the care and control of the Nuriootpa War Memorial Community Association Inc. prior to being dedicated as a recreation reserve under the care and control of the former District Council of Angaston.

In 2000 and following local government amalgamation, The Barossa Council established the Nuriootpa Centennial Park Authority (NCPA) as a wholly owned subsidiary under Section 42 of the Local Government Act with a Charter to manage the tourist, sporting and recreational facilities within the Park and Reserve.
Facilities and infrastructure at Nuriootpa Centennial Park are used by a broad range of sport, recreation and community-based organisations encompassing football, cricket, tennis, soccer, netball and Scouts SA across an 11.5 hectare site. It is the only regional facility with two existing ovals for multi-discipline use.

Coulthard Reserve supports broad community use and passive recreation through the provision of a bush chapel, Coulthard Lake, play space and informal trail networks, in a natural bushland setting. Coulthard Reserve has a strong physical connection to the Barossa Bushgardens, seven hectares of native plant nursery, display gardens, community labyrinth and trail network. The Reserve also has strong linkages to the regional trail network. Collectively the Park and Reserve span approximately 30 hectares.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.

2.1.1 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world-renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high-quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA

Source: The Barossa Council
2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

The Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies and soccer for the hosting of regional, state and national competitions.

The scope of works includes:

- Centennial Park sporting facilities – upgrades to landscaping, internal roads, tree removal, carparking, electrical power requirements and stormwater drainage.
- Centennial Park cricket practice infrastructure - New turf and hard wicket cricket practice nets and associated infrastructure.
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• Centennial Park (revised masterplan) Scouts relocation - construction of new club rooms and amenities in Coulthard Reserve.
• Centennial Park (revised masterplan) new soccer pitches - construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.
• Coulthard Reserve - recreation facilities including relocation/construction of Scouts Hall in the Reserve and access point across the ditch.

The upgrade of the Nuriootpa Centennial Park and Coulthard Reserve along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Nuriootpa’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.

**Landmark agreement for Barossa sport**

Grassroots clubs and local tourism jobs will be the big winners from a new landmark partnership between the Barossa Council, South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL).

The agreement will support the development and financing of new grassroots facilities for local Barossa clubs and attract national and statewide competitions. Thousands of new visitors will come to the Barossa in the immediate and long term, building the region’s reputation as a regional sports event and tourism destination.

The SANFL and SACA will bring high quality cricket and football matches to the region, and Cricket Australia will also support the local delivery of facilities and national cricket championships to the region. To announce the agreement, Mayor Bob Sloane was joined by Australian Men’s Cricket Player and Adelaide Striker Travis Head. Mayor Sloane said Council is extremely proud to be partnering with SACA and SANFL on this project.

“Our goal is to deliver facilities across the Barossa region that will actively drive, and increase, participation from a grassroots level to higher competitive grades across cricket and AFL codes, within the next three to 10 years,” he said.

“Attracting such events would not only see an increase in participation levels in the Barossa, but also an
increase in visitation, delivering significant benefits to the local economy including businesses, sporting clubs and tourism operators. This outcome is also a major objective of Council’s ‘The Big Project’.

SACA CEO Keith Bradshaw also looked forward to the partnership.

“By collaborating over the long term with our trusted partners in the Barossa Council and SANFL, we are building a strong legacy for the cricket in South Australia,” Mr Bradshaw said.

“We are excited by the opportunity to deliver high quality facilities and experiences for cricketers of all levels in the country.” SANFL CEO Jake Parkinson said the Barossa community and sports tourism would be big winners.

“SANFL is excited to partner with the Barossa Council and SACA to deliver facilities that foster healthy community outcomes, grow community cohesion and enable economic benefit through sports tourism,” Mr Parkinson said.

Source: The Barossa Council,

Below, is a map showing the location of the keys sporting venues (Tanunda Recreation Park, Nuriootpa Centennial Park, Lyndoch Recreation Park and Angas Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. The Nuriootpa Centennial Park and Coulthard Reserve is highlighted with an orange pin.

Source: The Barossa Council, A.P SHEERE CONSULTING
2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure at Nuriootpa Centennial Park and Coulthard Reserve. These were summarised as follows in the ‘Nuriootpa Centennial Park and Coulthard Reserve - Feasibility Report’:

Option 1: Hub and Satellite Model

The Big Project is premised on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. This aligns with Council’s commitment to fullest possible access to Council owned sporting recreational facilities by the wider community. This approach leverages existing recreational land and infrastructure in townships and creates opportunities to deliver, social, health and economic benefits to individual communities already strongly connected to their site, leading to wide-ranging collective benefits on a regional scale. Investment in a single regional hub for the whole Council area is considered not feasible due to lack of land availability, prohibitive costs of building ground-up infrastructure, geographic make-up of the region, and environmental and social factors such as disintegration of community fabric and capacity building where recreational facilities are lost to a township. The Barossa is characterised by its competitive, local sporting traditions and they form a compelling narrative and sense of community identity that makes the region special and fosters social pride and community health and wellbeing.

Option 2: Shared-use clubroom facilities

It is widely accepted that the upgrade of change room facilities across the codes is a top priority. AFL identified the need for contemporary and increased changing facilities compliant with AFL codes and guidelines, premised on the growth in junior and female competition; Soccer and netball have no changing room facilities with girls and women at particular disadvantage. Participation is increasing and can be accommodated by scheduling across 2 existing AFL/Cricket ovals and netball courts but is limited by inadequate support infrastructure such as change rooms, toilets and strapping/physio facilities.

Nuriootpa provides the Barossa’s only soccer facility and the existing level of service provided by current facilities will not meet continued growth of the code or expected user standards; current changing and clubroom facilities are inadequate with no showers, toilets or female change facilities. Likewise, the more established AFL football code.

While stakeholders understood the potential and general recreational sector move towards shared, flexible facilities as a driver for securing funding, some also saw the operational consequences of moving in this direction challenging.

As a result of extensive stakeholder discussions, the detailed design phase made provision for:

- A further mixed use, two-storey facility to provide clubroom, change room, storage and spectator facilities that meet contemporary standards across multiple codes
- New and upgraded AFL, cricket and netball change room infrastructure at the existing location, continuing the tradition of mixed use that currently occurs

Option 3: Soccer location and growth

A variety of options was extensively explored to make provision for soccer facilities to meet growth of the code at a regional level; including:

- Relocate the existing pitch to support the more centralised location of a mixed use facility incorporating soccer changerooms (cricket in summer) and clubrooms
- Second playing surface and potential shared-use arrangement with adjacent Nuriootpa High School to maximise use of education and community infrastructure side-by-side
- Review orientation of mixed use facility to maximise spectator viewing across soccer pitches
- Purchase of land to the north to provide additional playing space

The preparation of this Report coincided with the purchase of the afore-mentioned northern land which is 2.23 hectares.
hectares and is zoned recreational, consistent with Nuriootpa Centennial Park and Barossa Bushgardens. The land was purchased for $675,000 (consistent with independent market pricing advice) and funded through positive budget results from the 2017-18 year, avoiding the need for any borrowings or reductions in the 2018-19 budget.

The intended use is sport and recreation, most likely the expansion of soccer infrastructure. The land will be incorporated into future design and development, with the incoming Council (elected November 2018) determining the final use, funding and timing of any approved development, subject to planning approval processes.

**Option 4: Scouts location**
The review of provision of soccer in turn presented opportunities for the relocation of Nuriootpa Scouts to a location more aligned with its activities and supporting the greater use of natural space in Coulthard Reserve.

Concerns were raised by a small number of residents in the adjacent Hickinbotham Estate regarding increased traffic, safety and congestion issues in a residential area, however these are mitigated by the fact Scouts meet twice weekly only and there will only be Scout access to a dedicated parking area and no connection to the main reserve. Further work is ongoing to work through these matters.

**Option 5: Reinstatement of Coulthard Lake/connectivity**
The opportunity to reinstate Coulthard Lake as a focal point for family-oriented outdoor recreation opportunities was tempered by financial and environmental factors including impact of increased activity on the native habitat. To mitigate these potentially detrimental impacts, the masterplan proposes only partial (reduced scale) reinstatement and use of clay lining in preference to synthetic.

The reinstatement of the lake will be a driver for increased and sustained use of the reserve, particularly as residential growth generates increased foot and cycle traffic in the locality. It is also considered a natural extension of the linear green space linking residential development in the north of the town to the new shopping mall, Tolley Reserve and Provenance precinct in the south.

In response to this anticipated increased usage, additional two-way linkages are proposed to the north and south of the parklands to enhance connectivity. The existing central connecting pathway is strengthened with capacity to manage and/or temporarily close it during large events in the sporting precinct or Caravan Park.

**Option 6: Shared-use entrance/traffic management**
A proposal to develop a new shared use entrance with Barossa Valley Tourist Park to improve traffic management and flow and create an entrance statement was not considered feasible.

However a range of other traffic management options were reviewed, primarily:
- Traffic calming treatments to control traffic movement and speed through the precinct
- Concentrating traffic in the western area of the Park to maximise pedestrian use of the facility in other areas and strengthen general connectivity through the whole facility
- Designed shared use areas that identify intended use (pedestrian, cycling and/or vehicular access)
- Reinforced pedestrian and cycle-only access points

**Option 7: Cricket net location**
Extensive discussions were held at both an open forum session and via the Working Group to find a suitable alternative location for the cricket nets, particularly to provide a safe hit out zone. The agreed and adopted position was to relocate the nets to the centre of the mixed use area.

**2.2.3 Project location**
Nuriootpa Centennial Park and Coulard Reserve is located at 11-15 Penrice Road, Nuriootpa as illustrated below:
2.2.4 Introduction to Nuriootpa

Nuriootpa and surrounding district is home to over 6500 people (2016 Census) and has experienced a significant 8.5% overall growth in the five years since 2011 and has averaged an annual growth rate of 2.37% since 1991 making it the 3rd fastest growing regional town in the State. Nuriootpa Centennial Park (the Park) was established on land donated by William Coulthard in the 1930s and serves as the primary dedicated sporting precinct in Nuriootpa. Coulthard Reserve (the Reserve) was also gifted by William Coulthard and historically has been used as a recreation reserve for community use.
2.2.5 Current facilities and amenities

Nuriootpa Park was opened in 1936 and facilities were progressively developed through volunteer and community-based and funded support. The most recent Park developments have been the second Hoffmann Oval, the sports centre club and function rooms in 1999 and the pavilion viewing and bar facility in 2011.

The Reserve was originally under the care and control of the Nuriootpa War Memorial Community Association Inc. prior to being dedicated as a recreation reserve under the care and control of the former District Council of Angaston.

In 2000 and following local government amalgamation, The Barossa Council established the Nuriootpa Centennial Park Authority (NCPA) as a wholly owned subsidiary under Section 42 of the Local Government Act with a Charter to manage the tourist, sporting and recreational facilities within the Park and Reserve. The adjacent Barossa Valley Tourist Park is also part of the Council facility and an established venue for regional tourism activity with on-site accommodation and tourism facilities. The Tourist Park is subject to an existing masterplan and Business Plan adopted by Council, which is relevant but directly outside of the scope of this Business Case and CBA.

Facilities and infrastructure at Nuriootpa Centennial Park are used by a broad range of sport, recreation and community-based organisations encompassing football, cricket, tennis, soccer, netball and Scouts SA across an 11.5 hectare site. It is the only regional facility with two existing ovals for multi-discipline use.

Coulthard Reserve supports broad community use and passive recreation through the provision of a bush chapel, Coulthard Lake, play space and informal trail networks, in a natural bushland setting. Coulthard Reserve has a strong physical connection to the Barossa Bushgardens, seven hectares of native plant nursery, display gardens, community labyrinth and trail network. The Reserve also has strong linkages to the regional trail network.

Collectively the Park and Reserve span approximately 30 hectares.

Figure 1.0 Nuriootpa Centennial Park and Coulthard Reserve

Source: The Barossa Council, Nuriootpa Centennial Park and Coulthard Reserve Feasibility Study 2019
Images showing some of the current facilities at Nuriootpa and Centennial Park and Coulthard Reserve

Source: The Barossa Council

Source: The Barossa Council
Cricket nets

Source: The Barossa Council

Scouts Hall

Source: The Barossa Council

An information sheet regarding Nuriootpa Centennial Park has been developed by Council and is provided here:
NURIOOTPA CENTENNIAL PARK
INCLUDES BAROSSA TOURIST PARK AND COULTHARD RESERVE

11-15 Pennicke Road, Nuriootpa

Bookings/enquiries/ Key Collection:
Barossa Tourist Park: 11-15 Pennicke Road, Nuriootpa SA 5355
Tel: 8562 1404 or 1800 251 634
Email: info@barossatouristpark.com.au
Website: Barossa Tourist Park
Open: Daily 8am -4pm.

Facilities:
Below is a brief overview of what is available, for further information please visit the Barossa Tourist Park website:

Centennial Park:
- Oval
- Clubrooms – Function room, meeting room, and kitchen
  - The function room is approximately 16m x 11m, suitable for up to 200 people
  - The meeting room is approximately 10m x 4m, suitable for 20-30 people
  - Rooms have air-conditioning and heating
- Tennis courts
- Playground
- BBQ facilities

Availability is subject to regular sports (Tennis in summer months and football and netball in winter months).

Source: The Barossa Council

Nuriootpa Centennial Park and Coulthard Reserve User Groups
Current user groups and member numbers are listed in the table below:

<table>
<thead>
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<th>Club</th>
<th>Current membership</th>
<th>Numbers</th>
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<td>55</td>
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<tr>
<td></td>
<td>Junior Players</td>
<td>210</td>
</tr>
<tr>
<td></td>
<td>Women Players</td>
<td>20</td>
</tr>
<tr>
<td>Nuriootpa Cricket Club</td>
<td>Senior Players</td>
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</tr>
<tr>
<td></td>
<td>Junior Players</td>
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<td></td>
<td>Junior</td>
<td>205</td>
</tr>
<tr>
<td></td>
<td>Development Squad</td>
<td>38</td>
</tr>
<tr>
<td>Nuriootpa Scout Group</td>
<td></td>
<td>30</td>
</tr>
</tbody>
</table>
### Nuriootpa Netball Club
<table>
<thead>
<tr>
<th></th>
<th>Seniors</th>
<th>69</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                |         |    |
| Nuriootpa Tennis Club | Men | 30 |
| Women           | 30     |    |
| Juniors         | 45     |    |

Source: The Barossa Council - Big Project - Nuriootpa and Centennial Park and Coulthard Reserve - Feasibility Report - 2018
Version 3 August 2019

### Events and other users of Nuriootpa and Centennial Park and Coulthard Reserve

A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community events</td>
<td>Vintage festival community fayre – once every 4 years – up to 2,000 people</td>
</tr>
<tr>
<td></td>
<td>Park Run – weekly in Coulthard Reserve – around 50 people per week</td>
</tr>
<tr>
<td></td>
<td>Potential to host large sporting events – e.g. Women’s Big Bash League fixture – around 2,000 people</td>
</tr>
<tr>
<td>Scouts</td>
<td>30 members – seniors and juniors</td>
</tr>
<tr>
<td></td>
<td>Weekly use and Scouts Jamborees in the park</td>
</tr>
<tr>
<td>Private and Community Bookings</td>
<td>The park is used as an emergency command centre in fire events.</td>
</tr>
<tr>
<td></td>
<td>Coulthard reserve has an outdoor chapel that hosts weddings, memorial services, etc.</td>
</tr>
<tr>
<td>Recreational Usage</td>
<td>Daily usage for:</td>
</tr>
<tr>
<td></td>
<td>• Dog Walkers</td>
</tr>
<tr>
<td></td>
<td>• Individual Exercisers</td>
</tr>
<tr>
<td></td>
<td>• Family Picnics</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

### 2.2.6 Scope of proposed works

A number of works are proposed under the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project. The key elements are detailed below.

The scope of works includes:

- Centennial Park sporting facilities – upgrades to landscaping, internal roads, tree removal, carparking, electrical power requirements and stormwater drainage.
- Centennial Park cricket practice infrastructure - New turf and hard wicket cricket practice nets and associated infrastructure.
- Centennial Park upgrades to grandstand and spectator area - refreshing grandstand including asbestos removal and lining.
- Centennial Park lighting to main oval - lighting upgrade to main oval and tennis and netball courts.
- Centennial Park fencing upgrade to main oval - demolish metal tubular fence and install new picket fence and gates.
- Centennial Park turf wicket and lighting to Hoffman Oval (second oval) - install turf wicket area and lighting to Hoffman Oval (the second oval at the complex).
- Centennial Park general recreational facilities upgrade - additional toilet block, signage, memorial garden upgrade, playground renewal
- Centennial Park upgrades to shared use areas, movement of vehicles and pedestrians and boundaries
- Centennial Park demolition and site works
- Centennial Park soccer club rooms and associated infrastructure - construction of new clubs rooms, parking and supporting club infrastructure including change rooms for males and females.
- Centennial Park (revised masterplan) multiuse AFL/Netball/Cricket change rooms - construction of new multi-use change rooms for players and umpires
- Centennial Park (revised masterplan) Scouts relocation - construction of new club rooms and amenities in Coulthard Reserve.
• Centennial Park (revised masterplan) new soccer pitches - construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.

• Coulthard Reserve - recreation facilities including relocation/construction of Scouts Hall in the Reserve and access point across the ditch.

The upgrade of the Nuriootpa Centennial Park and Coulthard Reserve along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Nuriootpa's positioning as a sports hub for the local community and event venue whilst supporting the Barossa's role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.

2.2.7 Project plans

The following plans demonstrate the proposed works to be undertaken which form the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project.

Source: The Barossa Council
Couthard Reserve
Concept Plan / Perferred Concept

Boundary
26. Align vegetation along the existing reserve line between the Centennial Park and Couthard Reserve to create a natural and sense edge (clear lower plantar strip agreement). This enhances views from the Reserve and improves the natural setting of Couthard Reserve.

Car Parking and Movement
27. Align car parking bays throughout reserve to allow improved accessibility to facilities.
28. Provide pedestrian path links that enable/links between reserve trails and trail.
29. Upgrade existing trail networks, retain link to South O'Connell and wider regional trail network.

Source: The Barossa Council

Centennial Park and Couthard Reserve
Concept Plan

Source: The Barossa Council
Centennial Park and Coulthard Reserve
Concept Plan / Movement and Sports Facility

Movement Concept

- Vehicle Movement
  - Vehicle access to residential roads and car parks.
  - Entrance through gate at front elevation.
  - Shared vehicles and pedestrians access stormwater and spectator areas.
  - Pedestrian access to stormwater and spectator areas.
  - Shared access to gates and spectator areas.
  - Turn around for vehicles.

- Pedestrian and Cyclist Movement
  - Pedestrian and cyclist access to stormwater and spectator areas.
  - Turn around for pedestrians and cyclists.

Legend

- Pedestrians
- Cyclists
- Spectators
- Car parks
- Stormwater
- Spectator areas
- Pedestrian pathways
- Cyclist pathways
- Car parks

Source: The Barossa Council
2.2.8 Project status

The Nuriootpa Centennial Park and Coulthard Reserve upgrade masterplan has been developed over many years including significant community engagement. The staged projects have been scoped, costed and will progress to full design based on the priorities of The Big Project.

2.2.9 Project objectives

The objectives of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project are summarised as follows:

| Objective 1 | Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa Centennial Park and Coulthard Reserve’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination. |
| Objective 2 | Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience. |
| Objective 3 | Increase the productivity of the Nuriootpa Centennial Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy. |
| Objective 4 | Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the park and reserve or a wide cross section of the community improving social interaction and overall quality of life. |
| Objective 5 | Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents. |
2.2.10 Project outcomes

The outcomes of Nuriootpa Centennial Park and Coulthard Reserve Redevelopment will be to meet the identified needs. A summary table is provided:

<table>
<thead>
<tr>
<th>Table 2.4.1 Quantifying outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEED - Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
</tbody>
</table>

**Outcome**

- Deliver a premier local, district and regional-level sports hub facility that meets contemporary code requirements
- Improved standard of existing regional sports facilities to meet requirements for regional, state or national competitions
- Provide access to a range of sporting and recreational activities for a greater number of people both within the community, regionally and throughout SA
- Improved player and spectator satisfaction
- Increased level of regional community participation in sport
- Better health outcomes for children and adults through greater participation in sport
- Deliver a facility which underpins Nuriootpa’s positioning as a genuine sports hub for the local community and an event destination
- The Barossa’s role as a regional sports event and tourist destination supported and further promoted to all sporting codes
- Directly supporting tourism and business growth in region as more events are hosted
- Directly facilitating growth in the SA and National economy

**NEED - Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.**

**Outcome**

- Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities
- Capacity at the ovals is increased and Nuriootpa is able to host more large events both sporting and community
- More athletes are attracted to the area for both training and development
- Increased number of regional SA residents participating in state, national and international level competitions or in professional teams
- Retention of talented regional athletes, coaches and support staff in regional SA
- Deliver a facility which underpins Nuriootpa’s positioning as a genuine sports hub for the local community and an event destination
- Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability

**NEED - Increase the productivity of Nuriootpa Centennial Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.**

**Outcome**

- Increase in events held in Barossa for state, national and/or international sports
- Nuriootpa Centennial Park and Coulthard Reserve are identified as part of the regional network of hubs
- Tourism numbers increase in the region as a direct result of the number of events increasing
- Meeting the MOU through the hosting of regional, state and national competitions
- Increased level of regional community participation in sport
- Growth in soccer continues

**NEED - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park and reserve for a wide cross section of the community improving social interaction and overall quality of life.**

**Outcome**

- Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities
Capacity at the ovals and pitches is increased and Nuriootpa is able to host more large events both sporting and community

Existing residents are encouraged to remain in the remain in the region

Increased number of regional SA residents participating in state, national and international level competitions or in professional teams

Retention of talented regional athletes, coaches and support staff in regional SA

Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability

Population growth is supported in the region by providing suitable sporting and recreational facilities

Safety, maintenance and practical usage issues are addressed

**NEED - Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.**

**Outcome**

Increased direct regional employment through facility management and delivery of sports programs and administration

Directly supporting industry diversification

Provide job opportunities to address disadvantage

Providing opportunities for businesses to service the needs of new sporting industries in the region and further afield

The region exudes confidence and generates a positive impression

Potential new residents consider the region as a place for them to live and invest

Residents are encouraged to remain in the region

Making the region more attractive to businesses and residents

### 2.2.11 Total Project Capital costs

Cost estimates prepared independently by Rider Levett Bucknall for adopted Master Plan and have been escalated to reflect current costs are as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centennial Park – Sporting Facilities – Landscaping, Civil, Road, Electrical and Drainage</td>
<td>$1,686,055</td>
<td>Upgrades to landscaping, internal roads, tree removal, carparking, electrical power requirements and stormwater drainage.</td>
</tr>
<tr>
<td>Centennial Park – Cricket Practice Infrastructure</td>
<td>$87,380</td>
<td>New turf and hard wicket cricket practice nets and associated infrastructure.</td>
</tr>
<tr>
<td>Centennial Park – Upgrade Grandstand and Spectator Area</td>
<td>$511,472</td>
<td>Refreshing grandstand including asbestos removal and lining.</td>
</tr>
<tr>
<td>Centennial Park – Lighting to Main Oval</td>
<td>$290,732</td>
<td>Lighting upgrade to main oval and tennis and netball courts.</td>
</tr>
<tr>
<td>Centennial Park – Fencing Upgrade to Main Oval</td>
<td>$231,181</td>
<td>Demolish metal tubular fence and install new picket fence and gates.</td>
</tr>
<tr>
<td>Centennial Park – Turf Wicket and Lighting to Hoffman Oval (second oval)</td>
<td>$283,464</td>
<td>Install turf wicket area and lighting to Hoffman Oval (the second oval at the complex).</td>
</tr>
<tr>
<td>Centennial Park – General Recreational Facilities Upgrade</td>
<td>$734,099</td>
<td>Additional toilet block, signage, memorial garden upgrade, playground renewal,</td>
</tr>
<tr>
<td>Centennial Park – Demolition and Site Works</td>
<td>$765,345</td>
<td>Preparation for necessary works for site requirements.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Soccer Clubs Rooms and Associated Infrastructure</td>
<td>$1,500,000</td>
<td>Construction of new clubs rooms, parking and supporting club infrastructure including change rooms for males and females.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Multiuse AFL/Netball/Cricket Change Rooms</td>
<td>$950,000</td>
<td>Construction of new multiuse change rooms for players and umpires and make and female use to meet existing demand.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Scouts Relocation</td>
<td>$600,000</td>
<td>Construction of new club rooms and amenities in Coulthard Reserve.</td>
</tr>
</tbody>
</table>
### Centennial Park (revised masterplan) – New Soccer Pitches
$1,796,127
Construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.

### Coulthard Reserve
$3,376,995

### Adjustment for Contingencies and capital escalation costs overtime
$293,469
Adjustments for timing of target investment for contingencies and capital

### Total
$14,700,744
Source: The Barossa Council

#### 2.2.12 Current Target Plan – Next Phase Investments

The following tables provide an estimate of ongoing maintenance, depreciation, revenue and other costs associated with the target next phase implementation (Phase 1) being $6.520M investment in this phase of the investment cycle.

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centennial Park – Sporting Facilities – Landscaping, Civil, Road, Electrical and Drainage (this phase)</td>
<td>$1,356,960</td>
<td>Immediately required upgrades to landscaping, internal roads, tree removal, car parking, electrical power requirements and stormwater drainage.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Soccer Clubs Rooms and Associated Infrastructure</td>
<td>$1,500,000</td>
<td>Construction of new clubs rooms, parking and supporting club infrastructure including change rooms for males and females.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Multifunction AFL/Netball/Cricket Change Rooms</td>
<td>$1,000,000</td>
<td>Construction of new multiuse change rooms for players and umpires and make and female use to meet existing demand.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – Scouts Relocation</td>
<td>$600,000</td>
<td>Construction of new club rooms and amenities in Coulthard Reserve.</td>
</tr>
<tr>
<td>Centennial Park (revised masterplan) – New Soccer Pitches</td>
<td>$1,796,127</td>
<td>Construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements.</td>
</tr>
<tr>
<td>Centennial Park – Cricket Practice Infrastructure</td>
<td>$110,000</td>
<td>New turf and hard wicket cricket practice nets and associated infrastructure.</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$157,285</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,520,372</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
**Estimated phase 1 annual costs**

Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>Depreciation</td>
<td>107,146</td>
</tr>
<tr>
<td></td>
<td>Employee Costs</td>
<td>18,765</td>
</tr>
<tr>
<td></td>
<td>Other Costs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ESL Levy</td>
<td>276</td>
</tr>
<tr>
<td></td>
<td>Electricity Consumption</td>
<td>8,279</td>
</tr>
<tr>
<td></td>
<td>Insurance (Asset &amp; liability)</td>
<td>6,429</td>
</tr>
<tr>
<td></td>
<td><strong>Operating sub-total</strong></td>
<td>140,895</td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td>Employee costs</td>
<td>13,276</td>
</tr>
<tr>
<td></td>
<td>Mowing/Landscaping</td>
<td>16,309</td>
</tr>
<tr>
<td></td>
<td>Electrical repairs</td>
<td>2,760</td>
</tr>
<tr>
<td></td>
<td>Cleaning</td>
<td>2,760</td>
</tr>
<tr>
<td></td>
<td>Building Maintenance</td>
<td>2,760</td>
</tr>
<tr>
<td></td>
<td>Materials Water</td>
<td>18,329</td>
</tr>
<tr>
<td></td>
<td><strong>Maintenance Sub-total</strong></td>
<td>56,196</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>197,091</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the Nuriootpa Centennial Park and Couthard Reserve Redevelopment Project will be seen across National, State, Regional and Local stakeholders and are summarised below:

| NATIONAL | • Creates the opportunity for new jobs to be created  
| | • Supports and promotes economic growth  
| | • Promoting growth in regional towns i.e. redirecting population growth  
| | • Enhanced sporting and recreational opportunities for the community  |
| STATE | • Promoting growth in regional towns i.e. redirecting population growth  
| | • Maintains and develops a high level of facilities and amenities for businesses, residents and visitors  
| | • Supports and promotes economic growth creating a regional sports hub  
| | • Enables greater participation in all sporting codes  |
| REGIONAL | • Creates the opportunity for new jobs to be created  
| | • Induced development and encourages private investment  
| | • Develops regional infrastructure for now and into the future  
| | • Promotes a regional identity  
| | • Encourages population growth which in turn supports business activity and growth  
| | • Support the creation of a Regional Sports Hub  |
| LOCAL | • Increases productivity of the region by encouraging population growth as the region becomes more attractive  
| | • Supports Nuriootpa’s role as part of a Regional Sports Hub  
| | • Appropriate facilities will encourage more spectators and females to participate in sport in the region  
| | • Makes the region more attractive to current and future residents  
| | • Enable regional and state sporting events to be hosted in the region  
| | • Develops local jobs resulting from increased patronage e.g. retail, services, community  
| | • Increased local competitiveness with neighbouring LGAs  
| | • Helps to address social disadvantage by supporting the opportunity for new jobs and volunteer activities in the region  
| | • Addresses various health issues through greater sport participation  
| | • Increased sport tourism resulting in increased expenditure  
| | • Increased revenue streams can be re-invested in the LGA  |
3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Southern Barossa Hub Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

The existing Nuriootpa Centennial Park and Coulthard Reserve provides facilities for local sports with limited opportunity to support regional, state or national events. There are limited facilities for sporting teams with old and inappropriate design.

This project will address a number of problems and deliver a benefits well beyond the construction phase. The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa Centennial Park and Coulthard Reserve’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td>2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.</td>
</tr>
<tr>
<td>3</td>
<td>Increase the productivity of the Nuriootpa Centennial Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy</td>
</tr>
<tr>
<td>4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the park and reserve for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
Objective 1

3.2 Deliver a premier local, district and regional-level facility that meets contemporary code requirements

Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Nuriootpa’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

3.2.1 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location

Source: The Barossa Council
3.2.2 Nuriootpa as a sporting hub

Nuriootpa and surrounding district is home to over 6,500 people (2016 Census) and has experienced a significant 8.5% overall growth in the five years since 2011 and has averaged an annual growth rate of 2.37% since 1991 making it the 3rd fastest growing regional town in the State.

The Park was opened in 1936 and facilities were progressively developed through volunteer and community-based and funded support. The most recent Park developments have been the second Hoffmann Oval, the sports centre club and function rooms in 1999 and the pavilion viewing and bar facility in 2011.

The Reserve was originally under the care and control of the Nuriootpa War Memorial Community Association Inc. prior to being dedicated as a recreation reserve under the care and control of the former District Council of Angaston.

In 2000 and following local government amalgamation, The Barossa Council established the Nuriootpa Centennial Park Authority (NCPA) as a wholly owned subsidiary under Section 42 of the Local Government Act with a Charter to manage the tourist, sporting and recreational facilities within the Park and Reserve. The adjacent Barossa Valley Tourist Park is also part of the Council facility and an established venue for regional tourism activity with on-site accommodation and tourism facilities. The Tourist Park is subject to an existing masterplan and Business Plan adopted by Council, which is relevant but directly outside of the scope of this Business Case.

Facilities and infrastructure at Nuriootpa Centennial Park are used by a broad range of sport, recreation and community-based organisations encompassing football, cricket, tennis, soccer, netball and Scouts SA across an 11.5 hectare site. It is the only regional facility with two existing ovals for multi-discipline use.

Coulthard Reserve supports broad community use and passive recreation through the provision of a bush chapel, Coulthard Lake, play space and informal trail networks, in a natural bushland setting. Coulthard Reserve has a strong physical connection to the Barossa Bushgardens, seven hectares of native plant nursery, display gardens, community labyrinth and trail network. The Reserve also has strong linkages to the regional trail network. Collectively the Park and Reserve span approximately 30 hectares.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future. Balancing the historic recreation and community significance of the Park with opportunities for contemporary uses and activation is critical to fulfil its dual role as neighbourhood setting and regional destination.

The project aims to increase local participation in sports and recreational activities with the resulting health and wellbeing outcomes. District and regional sporting events and associated tourism and economic development opportunities at the Park will be increased which will support the aspiration to build the Barossa as a regional sports event and tourism destination.
Objective 2

3.3 Encourage increased participation in sports and recreation by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Nuriootpa’s capacity to host events delivering economic, social and health benefits, and build community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Nuriootpa and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Two pop-ups were held at Nuriootpa Co-op Mall in addition to a community forum at Nuriootpa Centennial Park sports centre. People were invited to provide feedback at these sessions or via online platforms.

A total of 19 formal submissions and 39 informal submissions were received during a formal three-week consultation period, totalling 58 responses.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. This project seeks to meet these needs through the proposed scope of works. Further details relating to the stakeholder consultation can be found in Section 3.5 Stakeholder consultation and community support.
3.3.2 Current issues which need to be addressed

Work proposed at Nuriootpa Centennial Park and Coulthard Reserve will enhance these regionally significant sporting facilities so that they meet the specific needs of teams, coaches' players, media and spectators as a regional and state sporting destination. The facilities at the site are not currently appropriate for any higher level events or even some local user groups. This project recognises these deficiencies and proposes to address them. Following are a series of images provide by Council demonstrating some of the key issues.

Grandstand and spectator area
The Grandstand is in need of upgrades including the removal of asbetos. The Grandstand is not DDA compliant and requires building renewal works, upgraded spectator area and improved accessibility.

Grandstand issues

![Grandstand issues](image)

Cricket nets
Existing cricket nets do not meet current SACA standards.

Cricket net issues

![Cricket net issues](image)

Clubrooms/changerooms
The changeroom/clubroom facilities are ageing and in a poor state which is a deterrent to participation in sports. There are no current soccer clubrooms and players are changing in a basic shed and portacabin. In addition to this, there is no capacity for women to access current change rooms on Saturdays as current facilities are at full capacity. Current assets do not meet the increasing player capacity requirements and are not compliant with current code.
Current clubrooms

Current changing areas
Drainage issues
There have been historic issues with the site managing stormwater with the natural contours of the site and the profile of the oval and internal road network channelling water through the middle of the recreation park (laterally in an east to west direction). There is a low spot in the area between the current sports centre car park and the scouts / soccer pitches which has formed in effect a detention basin over the wetter months and further water tends to flow from the northern end of the main oval to a channel between the 2 ovals heading into this low spot.

Scout Hall/facilities
It is proposed to relocate the Scouts hall/facilities to Coulthard Reserve. This would address the issue of aging facilities and also encourage increased membership and participation. Current facilities are in need of significant repair/replacement. The review of provision of soccer also presents an opportunity for the relocation of Nuriootpa Scouts to a location more aligned with its activities and supporting the greater use of natural space in Coulthard Reserve.

Scout Hall issues

3.3.2.1 Summary of issues and solutions
The needs identified will be meet though construction of the new facilities, changerooms and related infrastructure that will transform Nuriootpa Centennial Park and Coulthard Reserve into a first class regional sporting venue. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of infrastructure to support volume of use across multiple codes</td>
<td>Develop change room infrastructure for all sports hosted at the site. Provide improved viewing, enhanced/organised parking and catering facilities. Improved club room and increase the electrical capacity to support the additional associated demand.</td>
</tr>
<tr>
<td>Inadequate infrastructure generally in particular club rooms and women's change room facilities. Limited events/ function space in clubrooms.</td>
<td>Development of new change rooms will meet contemporary AFL, Cricket Australia and soccer community infrastructure guidelines. Improved standard and scope of club related events and functions.</td>
</tr>
<tr>
<td>Unstructured parking creates inefficient parking and impact of soil compaction on tree stock</td>
<td>Parking to be increased and formalised for soccer and on the school side of the facility for AFL cricket to continue the concentration of vehicles to that side of the precinct and incrementally remove cars from areas where the priority is for pedestrian movement and use of the facilities.</td>
</tr>
<tr>
<td>Electrical infrastructure is currently at maximum capacity</td>
<td>Electrical capacity upgrades will meet the demand requirements of the expanded infrastructure into the future.</td>
</tr>
<tr>
<td>Non-compliant cricket nets</td>
<td>New practice facilities will be incorporated to Cricket Australia Community Cricket Infrastructure Guidelines.</td>
</tr>
<tr>
<td><strong>No current soccer clubrooms</strong></td>
<td>Council has purchased additional land to the north of the site that will accommodate 2 new pitches (one full size, one modified – that may both be artificial or modi pitch may be natural grass) to deal with the increasing player capacity requirements and provide compliant and contemporary facilities as well as a social base for the club and revenue generating options such as canteen. Change rooms will be compliant with current code ie not male or female but each one able to be used for male and female teams.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Insufficient car parking</strong></td>
<td>Parking to be increased and formalised for soccer and on the school side of the facility for AFL cricket to continue the concentration of vehicles to that side of the precinct and incrementally remove cars from areas where the priority is for pedestrian movement and use of the facilities</td>
</tr>
<tr>
<td><strong>Lack of soccer pitches to meet growing demand</strong></td>
<td>Construction of 3 new pitches one full size and two junior pitches in newly purchased land including irrigation, water infrastructure and associated sport requirements</td>
</tr>
<tr>
<td><strong>Poor condition of Scout Hall and need to relocate to make room for soccer pitches</strong></td>
<td>The review of provision of soccer in turn presented opportunities for the relocation of Nuriootpa Scouts to a location more aligned with its activities; providing better/more appropriate facilities and supporting the greater use of natural space in Coulthard Reserve.</td>
</tr>
<tr>
<td><strong>Issues of compaction around the trees</strong></td>
<td>Tree removal planned and there is a tree assessment report that identifies the need to remove trees due to deterioration of root stock because of surface water drainage issues.</td>
</tr>
<tr>
<td><strong>Age of lighting infrastructure limits the hours of night time practice and games and can create safety issues</strong></td>
<td>The second AFL / cricket oval does not currently have lighting. The soccer pitches will need a review of lighting to ensure we can maximise available play/practice window.</td>
</tr>
<tr>
<td><strong>Drainage issues across the site</strong></td>
<td>With the advent of the masterplan the longer term solution is to create more formal detention along the existing channel and in doing so reduce the flow of the water to the lowest points on the site. The removal of the trees in that area and inclusion of storm water management in the upgrade of the internal road network over time will also support this approach.</td>
</tr>
<tr>
<td><strong>Lack of all-access public toilets</strong></td>
<td>Improvement to existing main public toilet underway as part of current phase of works. Clubroom upgrades will incorporate additional, new public all access toilets.</td>
</tr>
<tr>
<td><strong>Lack of all-access viewing areas</strong></td>
<td>The Grandstand is currently inaccessible to those with mobility impairment – alternative accessible viewing / spectator areas to be included.</td>
</tr>
<tr>
<td><strong>Playground in need of renewal</strong></td>
<td>Playground is small and limited and this is an area of public open space in the park that is underutilised and could be activated better with the proposed upgrades.</td>
</tr>
</tbody>
</table>

By creating a vibrant and valued sport and active recreation facility, Council will be increasing the opportunity for participation by all of the community. When Nuriootpa Centennial Park and Coulthard Reserve is redeveloped the spectator, client and player experience will be outstanding. It is anticipated that the first class facilities will attract top class events to the region.

### 3.3.3 Barriers to participation

#### 3.3.3.1 Barriers to participation - a regional context

The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles
- are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
• are developing new tastes as our population becomes more culturally diverse
• adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a stagnation of participation numbers in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation system will need to adjust to new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation

Investing in sporting infrastructure provides sporting communities with the support and facilities they need to drive active participation. This project will therefore have a direct effect on the level of sporting participation in the region. The improvements identified will enable more sporting activities to be hosted and provide additional opportunities for all members of the community to participate in sporting activities.

Shabby facilities holding SA soccer back
VAL MIGLIACCIO, The Advertiser
August 30, 2013 11:25pm

SOUTH Australia’s community soccer clubs are at crisis point, with outdated facilities hindering the growth of our fastest growing code.

The sport is best by sub standard pitches, inadequate clubrooms, changerooms and poor flood lighting - a club’s basic equipment is seemingly third world standard across some Football Federation SA-registered clubs.

The Advertiser contacted all 30 FIFA-affiliated premier and state league clubs in South Australia, with most of the 16 respondents saying the quality of facilities is holding them back. West Adelaide chairman Alex Alexandrou described his club’s current facilities as shocking. The club currently works with two facilities - Park B 27 at North Adelaide and Kingston Gardens in the city.

“We have been lobbying the Adelaide City Council for over 10 years for improved facilities,” he said.

“As part of the Bowden redevelopment across the road we can finally see some light at the tunnel. Due to the lack of grounds we’re one of the few clubs the has to split the juniors over four nights. This causes a lot of stress on our volunteers.”

COMMENT: SOCCER IS FOOTBALL’S POOR COUSIN IN SA

Campbelltown City has the state’s most junior participants with 345 players up to the under 17 age bracket.

Participation for children at FFSA clubs costs about $2 a session for beginners to about $7 a session for older children in a nine month training and playing scenario. Most clubs are run by good hearted volunteers pouring endless hours of thankless work into their community clubs. Blue Eagles secretary Paul Giordano said operating the club these days was a 12 month cycle. The club owns the best stadium facility in the state but it’s in need of an upgrade.

MORE: POOR PITCHES A DANGER TO CHILDREN

“The greatest pressure on clubs is felt as people expect more and more from junior sport,” Giordano said.
"The pressure on volunteers is greatly increased with most clubs now operating 12 months per year. "With no financial assistance from the FFA, FFSA, state or federal governments parents and players must bear a lot of the cost."

It’s our suburban clubs that have been tasked to produce young athletes capable of stepping up to represent Adelaide United, Lady Reds, Socceroos and Matildas. But without adequate club facilities, the federal and state government and councils funding for the "elite pathway" may be rendered worthless. Although funding has helped SA football by providing venues such as the purpose-built new soccer facilities - Burton Park and Adelaide Shores both run by FFSA - many clubs have lobbied the authorities but have been ignored. Soccer started bulging at the seams in terms of participation in SA when the Socceroos qualified in late 2005 for its first FIFA World Cup appearance in 32 years.

Australian Bureau of Statistics figures from 2009-2012 show soccer is winning the sports battle for kids aged five to 14. Soccer participation among children among that age group grew by 10.3 per cent nationally and 22 per cent in SA, from 17,800 participants to 21,800. But most clubs’ cannot allow any more games on pitches that are taking a battering throughout the winter months....

3.3.3.3 Barriers to participation identified by the community
The consultation process for the Nuriootpa Centennial Park and Coulthard Reserve Masterplan found that it is important to the community for Nuriootpa to host regional, state and national level sporting championships and continue the region’s competitive advantage as a regional sporting hub for South Australia.

The barrier to participation was identified as the lack of the suitable facilities to hold the events. The venue’s functionality and capacity for hosting events is constrained by non-compliant and/or inadequate infrastructure and amenities.

3.3.3.4 Barriers to female participation
There are currently no soccer clubrooms and players are having to change in a basic shed and portacabin. Council has purchased additional land to the north of the site that will accommodate 2 new pitches to deal with the increasing player capacity requirements and provide compliant and contemporary facilities as well as a social base for the club and revenue generating options such as canteen.

The new change rooms will be compliant with current code. There is in fact, currently no capacity for women to access the existing change rooms on Saturdays. This project will directly address this urgent issue which is a significant barrier to participation to females not only locally but regionally.

An article published in Football today, sets out participation and barriers for female participation.

Women the key to sports participation growth says Roy Morgan.

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from 2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is 'virtually unchanged' from four years ago (at 402,000), but an increase of 10% from twelve months ago.
Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source:http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

3.3.3 Health impacts

Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.

3.3.3.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015).

Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:
The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages.

Box 2.2: How active should Australians be?

Australia’s Physical Activity and Sedentary Behaviour Guidelines recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health’s Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.


The ABS further states:

Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.

Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.

Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.

Source: ABS

A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”

Source: Australian Government, Australian Institute of Health and Welfare

Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the The Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA
(over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

3.3.4 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called ‘The mental health benefits of playing a team sport’ which stated the following:

The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support network that you wouldn’t otherwise have.

Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them.

Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
**Objective 3**

3.4 Increase the productivity of the Nuriootpa Centennial Recreation Park and Coulthard Reserve through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy

### 3.4.1 Current users and events

Current sporting users of the project site are as follows:

- AFL
- Soccer
- Netball
- Cricket
- Netball
- Local scouts

Demand to play state level games in AFL, soccer and cricket in particular, cannot be met due to the existing old, poor and inappropriate facilities of the park. The table below details the current club membership of those teams/clubs hosted at the Nuriootpa Centennial Park and Coulthard Reserve plus usage.

<table>
<thead>
<tr>
<th>Event name</th>
<th>Number of players</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
</table>
| Football   | 285 - AFL 312 - soccer | 650 per day for home games (across grades) | Preseason – December annually  
Playing season – April – September  
• Fortnightly home games – Friday nights and Saturdays  
• Junior training Wednesday nights  
• Senior training Tuesday and Thursday nights  
• Women’s training – Monday nights  
• Women’s Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow) |
| Cricket    | 120               | 100 per day per home games (across grades) | Preseason – August annually – mainly for nets work  
Playing season – October – March  
• Fortnightly home games – Friday nights and Saturdays  
• Junior training generally Wednesday nights  
• Senior training generally Tuesday and Thursday nights |
<table>
<thead>
<tr>
<th>Activity</th>
<th>Number</th>
<th>Activity Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netball</td>
<td>189</td>
<td>350 per day for home games (across grades)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preseason – Jan / Feb annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Playing season – April – September</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fortnightly home games – Saturdays</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
</tr>
<tr>
<td>Tennis</td>
<td>105</td>
<td>100 per day for home games (across grades)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preseason – From September annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Playing season – October – March</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fortnightly home games – Friday nights and Saturdays</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Junior training generally Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior training generally Tuesday and Thursday nights</td>
</tr>
<tr>
<td>Scouts Group</td>
<td>30</td>
<td>30 Coulthard Reserve - weekly</td>
</tr>
<tr>
<td>Events</td>
<td></td>
<td>Each major event on average is estimated at 2,000 persons</td>
</tr>
<tr>
<td>Recreation park</td>
<td></td>
<td>5 major events per annum</td>
</tr>
<tr>
<td>area</td>
<td></td>
<td>• Vintage festival community fayre – once every 4 years – up to 2,000 people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Park Run – weekly in Coulthard Reserve – around 50 people per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Potential to host large sporting events – e.g Women’s Big Bash League fixture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>– around 2,000 people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Scouts Jamborees in the park</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Use as an emergency command centre in fire events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Coulthard reserve has an outdoor chapel that hosts weddings, memorial services</td>
</tr>
</tbody>
</table>

Source: Barossa Council, Nuriootpa Centennial Park and Coulthard Reserve Feasibility Study

It is anticipated that post-development, current club membership with increase as will the opportunities to host new events and regional, State and National competitions.

The activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, will contribute to the local, state and national economy. The proposed development addresses the infrastructure needs of the MOU and significantly increases the productivity of the sites in question.

### 3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was though the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:

- Barossa Council officers
- Local sporting clubs
- South Australian Cricket Association (SACA)
- South Australian National Football League (SANFL)

**Feasibility Study 2019**

The Nuriootpa Centennial Park and Coulthard Reserve Feasibility Report prepared by The Barossa Council (Council) seeks to facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long term sustainable use, and participation in line with community needs, transformational economic outcomes and improved community capacity building and resilience.

Well-documented growth of Nuriootpa’s sporting codes has placed increasing pressure on the Park’s built...
form and facilities, corresponding with growing community demand for open and passive recreation spaces, requiring careful consideration of options that sensitively balance these multiple uses.

The Report also considers options to further grow local participation and the resulting health and wellbeing outcomes, district and regional sporting events and associated tourism and economic development opportunities at the Park, which underpins a collaborative aspiration to build the Barossa as a regional sports event and tourism destination.

Nuriootpa is a key element of delivering on the partnership approach between Council, the South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL) as set out in the joint Memorandum of Understanding (MOU) to support local participation and drive sporting events and associated tourism in the region.

To ensure the environmental, social and economic sustainability implications of the masterplan options are fully considered, this Report draws on wide-ranging qualitative and quantitative data. While analysis of this data has informed recommendations for sporting infrastructure investment at Nuriootpa Centennial Park and recreational upgrades at Coulthard Reserve, this Report cannot be viewed in isolation but should be considered in parallel with region-wide investment in cultural, recreation, social and tourism infrastructure as part of Council’s Generational Community Infrastructure Project – The Big Project. Collectively this long-term phased, costed and prioritised investment will achieve transformational community based outcomes as well as generating economic benefits not only for the Barossa but at a state and national level.

SACA and SANFL have also committed to working with Council on a events calendar to over a 5 year period with guaranteed events to activate the economic outcomes.

### 3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage of the ovals will increase. This is based upon feedback and consultation provided by the various sporting codes.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator, equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league. Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than 50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable Nuriootpa Centennial Park and Coulthard Reserve to host more major events and as such increased visitors are anticipated. This coupled with the various other attributes of the region, makes the Barossa well placed to become a regional sporting hub.

**Potential usage and future events**

Post development it is anticipated that a number of additional events will be hosted at the Nuriootpa Centennial Park and Coulthard Reserve. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - *namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub* - the potential new attendee numbers have been divided for each site as shown in the table below. Estimated have been derived from the various sporting codes.
<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
<th>30%</th>
<th>30%</th>
<th>20%</th>
<th>20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td>Tanunda</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td>Nuriootpa</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td>Southern Hub</td>
<td>720</td>
<td>720</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td>Angaston</td>
<td>660</td>
<td>660</td>
<td>440</td>
<td>440</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td></td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td></td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>National Country champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td></td>
<td>1425</td>
<td>1425</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td>Other major events -</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td></td>
<td>1000</td>
<td>1000</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>additional per annum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8,305</td>
<td></td>
<td></td>
<td>8,305</td>
<td>8,305</td>
<td>5,370</td>
<td>5,370</td>
</tr>
</tbody>
</table>

It is also anticipated that additional non-sporting major events will also be hosted at the site post development.

In total an estimated 8,305 additional spectators/visitors are expected to attend events held at Nuriootpa Centennial Park and Coulthard Reserve post development, having a significant impact on economic activity in the region.
Objective 4

3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts

The Barossa Council has presented population movements and forecasts for the region using data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys.

Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Nuriootpa-Stockwell and district all within the catchment area for the Nuriootpa Centennial Park (NCP) facility directly. The growth of the statistical area is the highest in all of the six statistical areas in The Barossa Council.

Importantly there are two other statistical areas that reside within 15 minutes of the NCP that impact each other’s growth which are Angaston – Penrice and District and Tanunda-Bethany and District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Nuriootpa-Stockwell and District population at 2016 is 6,563 and has grown at 59.2% since 1991. It is forecast to grow to 13,489 people, being a growth rate over the next 35 years of 105.5% or an annual average of 3.02% this is significant in our regional context. The two other districts (outlined above) have a current population at the 2016 census of 7,866 and this is forecast to grow to 9,341, a growth rate of 18.8%. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Nuriootpa and surrounding locations.
The following graphs highlight current and forecast changes.

**Historical and Current Population**

![Population By Relevant Influencing Statistical Districts](image)

Source: Nuriootpa Centennial Park and Coulthard Reserve Feasibility Study

**Forecast Population Growth**

![Forecast Population Distribution By Relevant Influencing Statistical Districts 2021-2051](image)

Source: Nuriootpa Centennial Park and Coulthard Reserve Feasibility Study
3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- **Urban Development**: An increasing population and housing density within town centres demands that a higher value and more investment is directed to the public realm as a place for people to spend time, connect with nature, interact and recreate.
- **Asset Management**: The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources.
- **Youth**: The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities.
- **Ageing population**: An ageing society requires consideration of physical access in addition to programming.
- **Work patterns**: Extended working hours demand more flexible opportunities for sport and recreation including access to open space.
- **Volunteering**: A decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport.
- **Community sport**: The administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community.
- **Infrastructure**: Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community.
- **Participation in Sport**: Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level.

### 3.5.2 Growth in club membership

The primary recreation facility in Nuriootpa is the Nuriootpa Centennial Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups whose membership is detailed below including growth rates. The growth rates are based upon information directly received from the clubs as listed:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
<th>Numbers</th>
<th>Anticipated 5 year growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuriootpa Football Club</td>
<td>Senior Players</td>
<td>55</td>
<td>Growth Rate = 15% - current limited change room infrastructure impacts capacity to accommodate growth and schedule practice and fixtures across the 2 existing, available ovals for both juniors and female players</td>
</tr>
<tr>
<td></td>
<td>Junior Players</td>
<td>210</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Women Players</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Nuriootpa Cricket Club</td>
<td>Senior Players</td>
<td>60</td>
<td>Growth Rate = 5% - part of the Barossa and Light District Cricket Association which has experienced 33.3% growth over the period 2016-18 (source SACA)</td>
</tr>
<tr>
<td></td>
<td>Junior Players</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Women and Girls</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Barossa United Soccer Club</td>
<td>Men</td>
<td>35</td>
<td>Growth Rate = 15%+ no change room facilities and only access to one pitch has resulted in significant pressure on growth potential. Council has purchased additional land to rear of site (Dec 18) and this will be incorporated into the Master plan during 2019 to expand playing field capacity.</td>
</tr>
<tr>
<td></td>
<td>Women and girls</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>205</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development Squad</td>
<td>38</td>
<td></td>
</tr>
</tbody>
</table>
**Nuriootpa Scout Group**

- 30

Current facilities and co-location with sporting codes limit profile and growth – plan to relocate to adjacent natural park reserve (Coulthard Reserve) as part of master plan implementation. Also adjacent to new home development attracting young family demographic and encourage participation.

**Nuriootpa Netball Club**

| Seniors - female | 69 |

Growth Rate = 10% + access to contemporary, change room facilities is a significant limiting factor on continued expansion (currently only access to 2 showers on match day for around 400 female participants across the day)

Netball players are also increasingly participating in Football and Cricket and again are limited by suitable facilities.

| Junior - female | 120 |

**Nuriootpa Tennis Club**

| Men | 30 |

| Women | 30 |

| Juniors - male | 25 |

| Juniors - female | 20 |

### Growth in Netball

In June 2019, AusPlay data released by Sport Australia identified Netball as the leading team sport for women and girls in South Australia. The report showed strong participation in netball with more than 1 million people actively participating in the sport nationwide and naming netball as the sport they most strongly identify with.

The AusPlay survey, which has been running since October 2015, is Australia’s largest and most comprehensive sport and physical activity survey conducted by Sport Australia.

South Australia’s engagement rates are very strong compared with other states, with the highest participation rate at 3.9% and the highest percentage of people who identify netball as their most strongly associated sport at 8.3%. The survey showed that the top three motivations for people in Australia to participate in netball were social reasons (52%), fun and enjoyment (50%) and physical health or fitness (45%) and the majority of participants who play do so with their local netball club (just under 70%).

The AusPlay data also demonstrated that netball retains players (in Australia) for longer than other sports, with strong female participation into adulthood (18-24 years of age), in fact netball is the activity with the second largest adult female participation rates (89%), behind pilates (90%).

### Growth in Football

**Women the key to sports participation growth says Roy Morgan.**

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from 2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from
four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source: http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

Growth in Cricket
The popularity of cricket among women and girls is continuing to grow according to figures released by the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field. This growth has been seen in the Barossa LGA too with participation rates by females in particular increasing. It is anticipated that the popularity of the sport will continue post development as a direct result of the proposed project by increasing the opportunities to participate in the sport.

AUSTRALIAN CENSUS REVEALS CRICKET TO BE AN INCREASING SPORTING CHOICE FOR WOMEN AND GIRLS
AUSTRALIAN LEISURE MANAGEMENT
JUNE 30, 2019

The popularity of cricket among women and girls is continuing to grow according to figures released today as part of the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field.

With females now making up 30% of cricket participants in Australia, Kieran McMillan, acting Executive General Manager of Community Cricket at Cricket Australia, noted “in season 2018/19 we have seen participation in cricket grow in many areas of the game with an unprecedented 1.65 million Australians picking up a bat or ball this past season.
“Of particular significance, female participation has continued to grow in line with cricket’s long-term goal to be Australia’s leading sport for women and girls.

“With a world champion national team, and an action-packed and standalone Rebel Women’s Big Bash League and ICC Women’s T20 World Cup Australia 2020 coming up this summer, the opportunity to inspire the next generation of girls is huge.

“Another catalyst for the growth of the female game is Cricket Australia’s Growing Cricket for Girls Fund that has been supported over the past four years by the Commonwealth Bank.

“The Fund is a trailblazing initiative that has supported 99 community associations, 10 school sporting associations, 531 clubs and 111 schools develop girls’ teams or develop an all-girls competition since 2016.”

In addition to the growth in female participation, cricket continues to diversify its appeal with increased involvement of Aboriginal and Torres Strait Islander people (up 6.4%), people from a multicultural background (up 9.2%) and people living with a disability (up 5.1%).

McMillan added “it is extremely encouraging to see Aboriginal and Torres Strait Islanders embrace the game in greater numbers, with cricket growing exponentially in Indigenous communities since 2013.

“293,290 multicultural players and 27,183 people living with a disability have made cricket as a sport of choice as the game broadens its focus on engagement, participation and positive social outcomes.”

Cricket now has a presence in 66% of primary schools across the country and over 965,000 children were involved in curriculum-aligned cricket programs of four or more weeks, an increase of 111,000 children from 2017/18.

McMillan considers “the introduction of new junior formats and a refreshed entry level program - Woolworths Cricket Blast - is in response to changing expectations of kids and parents and within an increasingly competitive landscape of recreation options.

“The environments for kids to learn and develop confidence need to be fun, inclusive and action-packed. We feel we’ve now got an offering that is based on sound research and will enable Australian cricket to strengthen its junior playing base and inspire more kids to join and stay in our game.

“The connection with the BBL and WBBL is also important so that there is a direct link between the colour and excitement of our popular domestic T20 leagues and the experiences at the local club.

“With over 2,800 Woolworths Cricket Blast centres and 80% of the 227 junior associations around the country offering modified formats, we have a strong platform for future growth.

“Almost one million kids participated in cricket in schools this year, assisting in the development of physical and social skills, as well as making friends along the way.

“A strong culture of cricket in schools is a great foundation for the future generation of players and that’s why we also help teachers by having a program that aligns to the school curriculum, making it easier for them to do their jobs.”
Popularity of tennis

TENNIS RANKS IN TOP 10 MOST PARTICIPATED SPORTS IN AUSTRALIA
Tennis ranks as the seventh most-participated sport/physical activity in Australia, according to the latest annual data from AusPlay.

Tennis Australia
Melbourne, VIC, 3 May 2019 | tennis.com.au

Ash Barty and ANZ Tennis Hot Shots kids
Tennis has been named as Australia’s seventh most participated sport/physical activity in the country. Walking, fitness/gym, swimming, running/athletics, cycling and football (soccer) sit at the top of the latest annual data from AusPlay, the country’s largest and most comprehensive sport and physical activity survey, which was launched in 2015.

The first three years of the AusPlay survey has shown an increase in the overall number of Australians participating in sport and physical activity with Australians still making an effort to move, with recognition more needs to be done to improve the nation’s inactivity crisis.

With the success of players such as Fed Cup heroine, Miami Open winner and top-10 star Ash Barty, and rising star Alex de Minaur, ranked 27th, awareness of tennis in Australia is on the rise and these players, along with a strong coterie of Aussie men and women in the top 100, will continue to inspire both kids and adults to play at all levels.

“We know tennis in Australia holds a strong and consistent position when it comes to participation and we are delighted to see this reflected in the AusPlay findings,” Tennis Australia CEO Craig Tiley said.

“Growing the game at all levels is a priority for all of us in tennis, as is sustaining growth and innovating to create more opportunities and less barriers to participation.”

Added Tennis Australia Chief Tennis Officer Matt Dwyer: “Tennis provides many pathways to participate in the sport, whether it be through our ANZ Tennis Hot Shots program, socially with friends or through club-based competitions, so it’s gratifying to see this in the figures released.

“As one of the very few sports you can play for a lifetime, we know tennis can provide health and lifestyle benefits to Australians of all ages.

“Although the AusPlay figures show we are less exposed to age-related decline, we certainly aren’t resting on our laurels and recognise there’s still a lot of work to be done.
"We would like to thank our volunteers, clubs, coaches and member associations for their hard work in making the sport fun and accessible and we look forward to our ongoing partnership with them to continue to grow tennis in the community."

It’s important to note the AusPlay report does not include any data on sports participation within schools, where tennis has a major presence. In 2017-18 tennis programs in schools reached more than 460,000 students across Australia, the majority in primary schools.

The Tennis State of Play report details include:

- Tennis is ranked in the top five sports for 5-8 year olds
- The peak participation rate was among 15-17 year olds both male and female
- Tennis has a greater percentage of adult participation in remote or very remote regions when compared to the overall Australian adult population
- Adult tennis participation is slightly skewed towards males, however, participation was high among females
- Two thirds of adult participation in tennis was organised, with the majority taking place in sports clubs
- Tennis is less exposed to the age related decline in participation common to many other sports
- Adults 15 years or older who participated in tennis had a median frequency of 26 sessions per year (about once every two weeks) and a median session duration of 90 minutes
- The dominant motivation to participate in tennis was fun/enjoyment. Social reasons and physical health or fitness were also strong motivators.

### 3.5.3 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

#### 3.5.3.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by the Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALL DAs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial and industrial</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
</tbody>
</table>
### 3.5.3.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO).

Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:
- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.

### 3.4.3.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tee Tree Gully. See Table 3.4.3.3.

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Waikerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>

3.4.3.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+rooms.
5. Concordia land development of 9,500 allotments for a population of 22,000 persons

Major projects currently under development or recently completed include:
1. $5.5 million Chocolatrie and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding

Case study 1

Barossa’s new $5.5m chocolaterie and cellar door
THE FORAGER, April 2019

The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.

The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolaterie, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.”

The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located
within the Barossa Valley Chocolate Company will showcase FABAL’s Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards.

Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...

Case study 2
Job Creation
Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.

It was part of the government’s $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program. “I’m really pleased with the government’s investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas.

“The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs.

“Manufacturing grants are rare, but in Brauer’s case it is desirable.” The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase, installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda.

“We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals. The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.”
Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers’ needs.

The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.

3.6 Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector (due to wine production being classified as manufacturing by the ABS). This was also sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accomodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

Source: ABS 2016 Census of Population and Housing, Place of Residence, Industry of employment, A.P SHEERE CONSULTING
3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa is an excellent position to take advantage of this growth in particular should Imore events be hosted in the region which is anticipated post development.
3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.
Figure 3.6.3.2a Visitors Numbers to the Barossa LGA 2014-18

![Visitor Numbers to Barossa LGA 2014 - 2018](image)

Source: TRA Tourism Profiles 2014-2018, A.P. SHEERE CONSULTING

Figure 3.6.3.3b Tourism metrics for Barossa LGA - 2018

### KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>DOMESTIC OVERNIGHT</th>
<th>DOMESTIC DAY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia

This development is expected to have a positive impact upon visitors and help to address the issue of seasonality in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

Barossa tourism continues to boom
Bunyippress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.6.3.3 Benefits of events

Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winder and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Festivals and events attract visitors who may otherwise have limited awareness of the area. Recreational, sporting and arts events and venues such as adventure locations, bike tracks, water activities, sporting and recreational grounds, galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places.

Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.
(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Nuriootpa’s Township and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in communities like Nuriootpa. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Nuriootpa residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the Nuriootpa community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

3.6.5 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia's identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the Nuriootpa Centennial Park are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of Nuriootpa and the region and the Nuriootpa Centennial Park and Coulthard Reserve provides opportunities for people to benefit from this network and directly connect with the community.

3.6.5.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in the Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.
3.6.5.2 Current and new volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created. Estimates of current volunteer numbers connected to Nuriootpa Centennial Park and Coulthard Reserve have been provided by a number of groups or estimated according to event type and are listed in the table below. Figures for estimated additional volunteers post development per annum, as membership and activities increase, have also been provided.

<table>
<thead>
<tr>
<th>Club/event and location</th>
<th>Estimated existing number of volunteers p/a</th>
<th>Potential additional volunteers +10% p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuriootpa Football Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Nuriootpa Cricket Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Barossa United Soccer Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Nuriootpa Netball Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Nuriootpa Scout Group</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Nuriootpa Tennis Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>5 major events per annum</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Community Bookings - 25 events per annum</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>170</strong></td>
<td><strong>17</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In addition to these volunteer numbers, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at the new major sporting events been hosted in the region have been provided. These figures were divided by the four main parks/sites which support the MoU and are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
In terms of Nuriootpa Centennial Park and Coulthard Reserve, this means that an additional 84 volunteers per annum are likely to also be engaged to support these new major sporting events.

### 3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australian Government: Regions 2030</strong></td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia.</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014                    | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals |
| Tourism Barossa Strategic Plan 2017-18                | • Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Amplify unique Barossa stories and experiences through media, trade and partners                                                                 |
| RDA Regional Roadmap 2014-17                          | • Economic diversity  
• Tourism growth  
• Health and wellbeing  
• Infrastructure for sustainable population growth |
| Regional Events Strategy 2014-16                       | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| Barossa Community Plan 2016-2036                       | • Invest in, and advocate for, community facilities that support cultural and community participation  
• Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| SACA/SANFL Memorandum of Understanding                 | • Build the Barossa as a regional sports event and tourism destination  
• Attract national and state football and cricket competitions  
• Grow grassroots facilities to increase participation |
| Open Space, Recreation and Public Realm Strategy       | To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community.                                                                   |
| South Australia Recreational Trails 10 Year Plan       | • Economic return through increased visitation  
• Public health benefits  
• Sensitive environmental design/care |
| Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan | A healthy, happy and connected community |
| Regional Heritage Strategy 2014-2020                    | To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible                                                                                           |
Council’s Strategic Management Plans 2016
Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community Long Term Financial Plan.
- Development Plan and Strategic Directions Report
- Infrastructure & Asset Management Plans
- Public Health Plan
- Risk Management Plan
- Disability Access and Inclusion Plan

3.5 Stakeholder consultation and community support
To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Nuriootpa and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Two pop-ups were held at Nuriootpa Co-op Mall in addition to a community forum at Nuriootpa Centennial Park sports centre. People were invited to provide feedback at these sessions or via online platforms. Refer Attachment B– Community Consultation Plan. Targeted consultation including needs analysis was also undertaken with individual user groups. The Community Consultation Plan is provided below:

**Consultation period: 22 November – 13 December, 2017**

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs</th>
<th>Target</th>
<th>Who</th>
<th>Outlet</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Via media distribution list</td>
<td>22 November, then as required</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal resources</td>
<td>Recreation/ volunteer organisation/ community stakeholders</td>
<td>DCP</td>
<td>Key milestones throughout consultation period</td>
<td></td>
</tr>
<tr>
<td>Public notice</td>
<td>$450 + gst for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>29 November</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>29 November</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.barossa.sa.gov.au">www.barossa.sa.gov.au</a></td>
<td>22 November</td>
</tr>
<tr>
<td>Facebook</td>
<td>Free resource OR Boosted posts (approx. $15/post)</td>
<td>Community/ Nuriootpa residents</td>
<td>CMOs</td>
<td>Council facebook page Cross promotion through pages of stakeholders</td>
<td>Weekly during consultation</td>
</tr>
<tr>
<td>Our Better Barossa</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td></td>
<td>22 November</td>
</tr>
<tr>
<td>Nuriootpa Futures Association</td>
<td>Internal resources</td>
<td>Community/ stakeholders</td>
<td>DCP</td>
<td>Distribute information via networks, volunteer meetings etc</td>
<td>Key milestones throughout consultation</td>
</tr>
<tr>
<td>NCPA &amp; Coulthard Reserve stakeholder group &amp; working group</td>
<td>Internal resources</td>
<td>Community/ stakeholders</td>
<td>DCP</td>
<td>Distribution information via networks, volunteer meetings etc</td>
<td>Periodically throughout consultation</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Posters/flyers</td>
<td>Internal resources</td>
<td>Community</td>
<td>DCP with EA support</td>
<td>Letterbox drop to properties surrounding precinct; NCP precinct; Branch libraries, medical centres, Co-Op mall, Barossa Home Living, Barossa Bushgardens, Angaston Farmers Market, other high traffic areas</td>
<td>November/ December</td>
</tr>
<tr>
<td>Radio promo</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Triple Bfm, ABC North West</td>
<td>November/ December</td>
</tr>
<tr>
<td>Community forum</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Centennial Park clubrooms</td>
<td>5 December</td>
</tr>
<tr>
<td>2 x Co-op listening booth</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Co op mall</td>
<td>2 December 6 December</td>
</tr>
<tr>
<td>Feedback forms</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Distribution at community forums/ listening booth</td>
<td>Consultation period</td>
</tr>
<tr>
<td>Foyer display</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Nuriootpa customer service outlet</td>
<td>Consultation period</td>
</tr>
<tr>
<td>E-news banner</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>Internal and external staff emails</td>
<td>Consultation period</td>
</tr>
<tr>
<td>Schools</td>
<td>Internal Resources</td>
<td>Community</td>
<td>DCP</td>
<td>One-on-one sessions at Nuriootpa High School, Nuriootpa Primary School, Redeemer Lutheran School</td>
<td>Consultation period</td>
</tr>
</tbody>
</table>

Source: Barossa Council, Nuriootpa Centennial Park consultation plan

A total of 19 formal submissions and 39 informal submissions were received during a formal three-week consultation period, totalling 58 responses.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

**Position of Cricket Nets**
Initially positioned to the north of the soccer pitch
- Too far away from the other park facilities including the cricket pavilion and storage.
- No need to provide additional duplicate, infrastructure to serve the repositioned nets if these are closer to existing toilets, proposed storage
- Makes it more challenging for players to warm up before going into bat
- Consider placing in between soccer and Hoffman Oval

**Traffic Management**
- Concern re extent of the extended road to the western boundary of the site. Safety issues of pedestrians, children using and crossing that area, cost of implementation
- Potential to push traffic between soccer pitch and Hoffman Oval
Soccer Pitch Location and cross code facilities

- Moving soccer pitch towards AFL facilities not supported by Nuriootpa Rovers Football Club due to operational issues of managing liquor licence; noise; impact on potential expansion of changing rooms; reduction in parking
- Soccer Club supportive of any improvements to its current level of service and its capacity to attract players. Preferred option has been to relocate the existing pitch to support the more centralised location of a mixed use facility incorporating soccer change rooms (and clubrooms. Looking for second playing surface and keen to continue work with the school to achieve this. Purchase of land to the north would provide that extra playing space but the cost of purchase and development would exceed cost of utilising current and adjacent school facilities
- Soccer needs more space, moving soccer pitch is costly and take up car parking space – purchase vacant land to north. Do more work with the school to encourage reciprocal use of certain facilities
- Review orientation of mixed use facility to maximise viewing across soccer pitches
- Is the expense of a 2 storey facility necessary/justified?

Storage

- Plan looks good provided there is sufficient medical and storage areas
- No mention of replacement of current green shed at end of existing cricket net area (used by NCPA for chemicals and wash bay)

Public Toilets (Eastern side of Oval)

- Eastern side toilets should be closer to the centre of the main oval adjacent grandstand not closer to Hoffman Oval

Reinstatement of reduced scale lake

- Reinstate the lake as a focal point for the community, visitors and tourists. Encourage family orientated outdoor activities and enjoyment
- All informal feedback received was supportive of reinstatement of the lake. The reduction in size was supported as a means of making this the most feasible cost approach
- 1 formal submission against reduction of the lake and increased traffic movement through the site. Existing natural environment and habitat should be undisturbed
- Opportunity for wetland development as an alternative to the lake
- Opportunity to restock with fish and encourage recreational fishing

Relocation of Scouts from NCP

- Concerns expressed by 3 sets of residents in Hickinbotham estate to north of proposed relocation site
- Issues with:
  - Gated access from Hickinbotham side
  - Associated perceived increase in traffic and safety issues through residential, family area
  - Area already becoming congested with residential traffic movements and only one way in and out of estate
  - Associated perceived increase in noise from reserve into residential area
  - Plans not known / taken into account when residents chose to move to the estate
  - Should be no vehicles in the northern end of the reserve and it should be pedestrian / cycle area only

General connectivity through reserve

- Support for maximising the opportunities from pedestrian and cycling access and linkages through and into the reserve. Strengthening access to help people to best use the open space

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities which were influenced by factors including but not contained to population growth, ageing or inefficient recreation and sport infrastructure,
insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations.

A summary is as follows:

**Strengths**
- SACA/SANFL venue as per MOU
- Co-located and wide-ranging user groups – sporting and non sporting
- Location – strong use by local community
- Location – proximity to other community uses eg: Bushgardens, linear parks, secondary school, Coulthard Reserve, Bush Chapel
- Location – for regional sporting events
- Functional management structure and lease arrangements with user groups in place
- Community engaged and responsive to new approach
- Community land with associated management plan in place
- Masterplan is compatible with CLMPs
- Currently Council's only region-level facility as per Council's Open Space Strategy / SANFL facilities review
- Only regional soccer facility
- Existing established natural environment of Coulthard Reserve
- On-site accommodation to support event and tourism development and visitation
- Only facility with two ovals for multi-discipline use
- Current shared use clubrooms operates effectively
- Size of site
- Established venue for regional tourism events ie Vintage Festival
- Easy access to Sturt Highway and town centre
- Caravan park masterplan approved with recent significant infrastructure investments – provides accommodation on site for associated events
- Population growth and levels of participation and interest

**Weaknesses**
- Inadequate and dated infrastructure generally ie no capacity for women to access current change rooms on Saturdays, current facilities at capacity
- Impact on participation – clubs cannot cater for more players – lack of change rooms particularly (footy, soccer, netball and cricket)
- Women and juniors have to practice and play at times where it is harder for them to full integrate into the cultural and social activities of their groups (weekdays and Sundays)
- Pressure on families taking children to multiple venues on the same day or across whole weekend
- Unstructured parking
- Lack of infrastructure to support the region’s only soccer facility
- Some continued encouragement required to support shared use arrangements
- Drainage issues across the site
- Lack of all-access public toilets
- Ill-defined pedestrian flow across the site
- Degradation of Coulthard Lake; no longer an attraction
- Lack of parking in Coulthard Reserve
- Lack of facilities to attract and retain new skilled professionals and their families
- Seasonal crossovers create scheduling and management issues
### Opportunities

- Potential growth in women’s sport and corresponding health, wellbeing and economic benefits
- Leverage a growing local population to increase participation in sport
- Encourage social integration and inclusion by having more people able to play on same day at same venue
- Development of regional-level soccer facility
- Strengthen relationships with school and wider community
- Trail and open space network and connectivity
- Multiple groups can benefit from a shared use approach
- Leveraging location to maximize local/regional sporting events
- Develop structured parking arrangements for greater usability, safety and functionality
- Multi-purpose facility can create community capacity building and economic opportunities through community hub model
- Infrastructure investment can leverage unstructured recreation/open space opportunities
- Multiple entities to support site activities/user relationships/advocacy
- Improved potential to attract State-level sporting events
- Proximity to neighbouring attractions reinforces Nuriootpa as a destination for locals and visitors
- Provide sporting facilities and lifestyle opportunities to attract and retain skilled professionals
- New Scouts location aligned to club activities with further opportunity for expansion and linkages to nearby residential development, leading to greater activation of this space
- Provide sporting facilities and lifestyle opportunities to attract and retain skilled professionals

### Threats

- Keeping girls and women engaged when facilities are inadequate and they do not have same access to facilities as male counterparts
- Inadequate infrastructure to support viability and growth of soccer in the region
- Some continued encouragement required to support shared use arrangements
- Little mapping of site services/lack of site survey to inform design and maintenance
- Inequity of fees payable by user groups
- Poor disability access
- Continued deterioration of Coulthard Lake
- Lack of infrastructure and playing surfaces to support growth and participation in women’s sporting codes; impact on providing increased levels of surface

Source: Big Project - Nuriootpa Centennial Park and Coulthard Reserve - Feasibility Report - 2018 Version 3 August 2019
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop the ‘Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth constraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

- less competitive than other regions resulting in a decline in tourist numbers
- less access to sports and recreational activities
- unable to meet MOU for state and regional events
- lost opportunities to host other events
- less female participation in sports
- decline in health and wellbeing
- fewer employment opportunities
- less community cohesion
- less regional activation
- no catalyst for attracting additional private investment into the region
- no additional jobs being created within the local community
- less community infrastructure
- less attractive to current and future residents
- lost opportunities to develop the character of the Barossa
- decline in community pride in region
Scenario 2 – with Phase 1 of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to complement its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines. Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

4.2.1 General parameter values

The following general parameter values have been used for the ‘Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project’ user cost benefit analysis.

- Base Year - The base year considered for discounting purposes is 2019.
- Discount Rates - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- Evaluation Period - An evaluation period of 30 years has been used for the economic analysis.
- Dollar values - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
- Construction of the ‘Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project’ is proposed to begin in 2020.

4.2.2 Monetised benefits

The benefits of the ‘Nuriootpa Centennial Park and Coulthard Reserve Redevelopment Project’ are further detailed below and have been estimated as the sum of:

- increase in visitor numbers and subsequent spend:
- various revenue streams from the increase in hosted events, etc
- increased volunteer activities
- improved health status of the community
In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in table 4.2.2.

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend:</td>
<td>$639,485.00</td>
</tr>
<tr>
<td>Lease and hire fees</td>
<td>$8,200.00</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$462,005.31</td>
</tr>
<tr>
<td>Health benefits</td>
<td>$82,801.05</td>
</tr>
</tbody>
</table>

### 4.2.2.1 Increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new regional and state sporting events will be hosted in the Barossa region. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nuriootpa, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimates have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
<th>Tanunda</th>
<th>Nuriootpa</th>
<th>Southern Barossa Hub</th>
<th>Angaston</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td></td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td></td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td></td>
<td>720</td>
<td>720</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td></td>
<td>660</td>
<td>660</td>
<td>440</td>
<td>440</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td></td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td></td>
<td>450</td>
<td>450</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>National Country Champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td></td>
<td>1425</td>
<td>1425</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td>Other major events -</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>Total additional</td>
<td>8,305</td>
<td>8,305</td>
<td>5,370</td>
<td>5,370</td>
</tr>
<tr>
<td>additional per annum</td>
<td></td>
<td></td>
<td>spectators</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total additional</td>
<td>$639,485</td>
<td>$639,485</td>
<td>$413,490</td>
<td>$413,490</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>expenditure at $77 per head</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The TRA’s figure for domestic days trippers of $77/day has been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head. In terms of Nuriootpa Centennial Park and Coulthard Reserve, an additional $639,485 in expenditure is estimated to be generated in the region post development.

### 4.2.2.2 Revenue streams from the upgraded facility

A number of revenue streams will provide income on an annual basis post development such as venue hire fees. The table below provides a summary of these income streams. Note that for following years (after year 1 post development) the figures have been increased by 1.025% per annum. In the first year, estimated revenue is $8,200.
### Additional revenue generated post development

<table>
<thead>
<tr>
<th>Revenue stream - Nuriootpa Centennial Park and Coulthard Reserve</th>
<th>Year 1 $ revenue</th>
<th>Year 2 $ revenue</th>
<th>Year 3 $ revenue</th>
<th>Year 4 $ revenue</th>
<th>Year 5 $ revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>User charges</td>
<td>5,125</td>
<td>5,253</td>
<td>5,384</td>
<td>5,519</td>
<td>5,657</td>
</tr>
<tr>
<td>Hire revenue</td>
<td>3,075</td>
<td>3,152</td>
<td>3,231</td>
<td>3,311</td>
<td>3,394</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,200</strong></td>
<td><strong>8,405</strong></td>
<td><strong>8,615</strong></td>
<td><strong>8,831</strong></td>
<td><strong>9,051</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

### 4.2.2.3 Increased volunteer activities

“Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.”

*Minister for Citizenship and Communities NSW*

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator).

According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 17 volunteers will be engaged by various clubs etc, post development (see Section 3.6.5.2 Current and new volunteer opportunities post development).

In addition to this, the hosting of new state and regional events will also have an impact on volunteer numbers. For the purposes of this CBA, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at these new major sporting events have been divided by the four main parks/sites which will support the MoU. These estimates are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriootpa (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of Nuriootpa Centennial Park and Coulthard Reserve, this means that an additional 84 volunteers per annum are likely to also be engaged to support these new major sporting events.

Therefore, a total of 101 (17 + 84) additional volunteers are expected to be engaged at the Southern Barossa hub per annum which equates to a dollar value of $462,005.31 (101 x $4,574.31) per annum in value per annum to the local economy. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.
4.2.2.4 Health benefits through greater participation in sporting and recreational activities

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and non-health care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789 pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight.

According to the The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as over weight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

Overweight persons in the Nuriootpa-Stockwell and District

The Nuriootpa-Stockwell and District current population at 2016 is 6,563 and has grown at 8.6% since 1991. Current demographic Census data (2016) shows the population of Nuriootpa and the immediate surrounding population is 6563, with 8.5% overall growth in the five years since 2011.

This area includes the locality of Light Pass, and the Barossa Council area parts of the localities of Nuriootpa, Stockwell and Truro. The total number of persons aged 18 years and over to 5,828.

A breakdown of the number of residents aged 18 years and over is provided in the table below.

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass</td>
<td>156</td>
</tr>
<tr>
<td>Nuriootpa</td>
<td>4,888</td>
</tr>
<tr>
<td>Stockwell</td>
<td>298</td>
</tr>
<tr>
<td>Truro</td>
<td>404</td>
</tr>
<tr>
<td>Total</td>
<td>5,828</td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder

Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Nuriootpa-Stockwell and District aged 18 years and over equates to 1,690 persons potentially being overweight.

For the purposes of this CBA, a combined health cost saving figure of ($400 +$789 = $1,189 or $1623.55 at 2018 figures using the RBA calculator) for those overweight has been used.

Of the 1,690 persons estimated to be overweight in Nuriootpa-Stockwell and District, if 3 per cent (51 persons) became a ‘normal’ weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $82, 801.05 ($1,623.55 x 51) per annum in the first year.

For the purposes of this CBA the population figure has been increased by 2 persons (becoming a normal weight) from being overweight.
Obese persons in Nuriootpa-Stockwell and District

The total population in Nuriootpa-Stockwell and District aged 18 years and over is estimated by the ABS in 2016 as being 5,828 persons. Therefore, if 31% of this section of the population is classified as obese this equates to 1,807 persons potentially being obese.

For the purposes of this CBA, figures for savings in obesity rates have not been included. Only the figures for ‘overweight’ savings have been applied.

4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking Phase 1 of the Nuriootpa Centennial Park and Coulthard Reserve Redevelopment project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $9.5 million with a benefit cost ratio of 2.07.

A benefit-cost ratio of 2.07 means that policymakers can expect $2.07 in benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $8,966,082.34
- Present value of benefits = $18,531,223.70
- Net present value = $9,565,141.37
- Benefit cost ratio = 2.07
- Internal rate of return = 10.9%

4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $20,190,960.39
  - Benefit cost ratio = 2.86
- NPV with 10% discount rate = $4,775,196.69
  - Benefit cost ratio = 1.54
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

**Human capital uplift: improved educational and employment outcomes**

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

**Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).**

This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:
- Participation in sport provides intellectual and academic benefits, improving brain function
- It also is connected to positive educational aspirations, significantly, the desire to attend university
- Participation also encourages young people to stay in school for longer
- Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants’ education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Increased levels of trust**

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Valuing diversity**

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

**Feeling part of society/social inclusion**

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

**The value of civic pride**

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

**The value of local groups**

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

**Reduced crime and anti-social behaviour**

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

**Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)**

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space
There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure
Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of Phase 1 of this project is a $6.5 million investment. Based on this approach this would lead to potentially over 58.5 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $6.5 million in construction costs, a total of 240 full time FTE jobs could be generated in the economy including the 58.5 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th><em>Construction-total job years generated</em></th>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>58.5</td>
<td>19.305 (58.5 x 0.33)</td>
<td>26.325 (58.5 x 0.45)</td>
<td>45.63</td>
<td>136.305 (58.5 x 2.33)</td>
<td></td>
<td>240</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
APPENDIX A

LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION*: 24,808

TOURISM BUSINESSES*

<table>
<thead>
<tr>
<th>Type of Employment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-employing</td>
<td>106</td>
</tr>
<tr>
<td>1 to 4 employees</td>
<td>76</td>
</tr>
<tr>
<td>5 to 19 employees</td>
<td>52</td>
</tr>
<tr>
<td>20 or more employees</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

TOP INTERNATIONAL MARKETS

<table>
<thead>
<tr>
<th>Country of Residence</th>
<th>Visitors ('000)</th>
<th>Nights ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>United States of America</td>
<td>np</td>
<td>np</td>
</tr>
<tr>
<td>New Zealand</td>
<td>np</td>
<td>np</td>
</tr>
</tbody>
</table>

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th>Metric</th>
<th>International</th>
<th>Domestic Overnight</th>
<th>Domestic Day</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

SOUTHERN BAROSSA HUB DEVELOPMENT PROJECT

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

The Southern Barossa Hub (SBH) incorporates the principal areas of Lyndoch, Sandy Creek, Williamstown, Cockatoo Valley, Kalbeeba, Pewsey Vale, Barossa Goldfields, Altona and Rowland Flat. The sites that form the Southern Barossa Hub are: Lyndoch Recreation Park; Tanunda Rex (Rugby relocation site); Queen Victoria Park, Williamstown and Cardnatta Park, Sandy Creek.

The Southern Barossa Hub Development Project will see a number of significant upgrades completed at these various sites to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

1.1.3 Scope of works

A number of works are proposed under the Southern Barossa Hub Development project. The key elements are detailed below for each site within the hub.

Lyndoch Recreation Park, Lyndoch

Existing site: Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and signage; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location;
designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting.

**Expanded site** if land can be acquired: site clearance, new second AFL/Cricket Oval, irrigations and associated infrastructure; earthworks; pavements; soft landscaping; fencing, furniture and signage; multiuse changerooms; basic storage and canteen services; utilities services; drainage; carpark; oval lighting; security lighting.

**Relocation of Rugby**
Current rugby is located at Lyndoch but the decision has been to relocate football and netball to Lyndoch and relocate rugby to a new location. Council has agreed at this time to fund the playing infrastructure only which will be the pitch, parking, civil and not at this time any change rooms or club rooms preferring in the first instance to use The Rex which will be next to it for the change room facilities.

**Tanunda Rex (Rugby relocation site), Tanunda**
Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; structures (basic clubhouse, outdoor covered area, spectator seating).

**Queen Victoria Park, Williamstown**
Demolition and site clearance; earthworks for BMX track; pavements; soft landscaping including revegetation; fencing, furniture and signage; playground; upgrade tennis courts to multi-purpose; structures (picnic shelter, spectator seating area, clubroom alterations).

**Cardnatta Park, Sandy Creek**
Demolition and site clearance including demolition of cricket Clubrooms and associated buildings; earthworks; pavements; soft landscaping; fencing, furniture and signage; upgrade courts to multi-purpose with removable netball/basketball/tennis poles; minor upgrade of cricket practice facilities; single storey cricket clubrooms; spectator seating; oval and security lighting.

1.1.4 Project specific objectives and outcomes
The project objectives of the Southern Barossa Hub development are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.</td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Increase the productivity of the all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td><strong>Objective 4</strong></td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the various sites for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td><strong>Objective 5</strong></td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
1.1.5 Cost Benefit Analysis summary for Phase 1 of the project

The total cost for the Southern Barossa Hub Development project is $18,039,878. The cost of the next phase investment (Phase 1), however, totals $6,968,155 and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $5.4 million with a benefit cost ratio of 1.60. A benefit-cost ratio of 1.60 means that policymakers can expect $1.60 in benefits for every $1 in costs.
2 ANALYSIS OF THE PROPOSAL

2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The Southern Barossa Hub is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

The Southern Barossa Hub (SBH) incorporates the principal areas of Williamstown, Lyndoch, Sandy Creek, Cockatoo Valley and Kalbeeba and a number of smaller townships. The sites that form the Southern Barossa Hub are: Lyndoch Recreation Park; Tanunda Rex (Rugby relocation site); Queen Victoria Park, Williamstown and Cardnatta Park, Sandy Creek.

Council land, facilities and infrastructure are used by a broad range of sport, recreation, community and special interest groups for a variety of purposes. Structured sporting and recreation activities are centralised at major sporting grounds in Lyndoch, Williamstown and to a lesser extent Sandy Creek. These facilities also serve as community meeting places for community groups and special interest groups to hold events and community-focused activities under a hire arrangement.
The primary recreation facility in Lyndoch is the Lyndoch Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups.

The primary recreation facility in Williamstown is the Queen Victoria Jubilee Park (QVJP). This District Level facility is owned by The Barossa Council and is multi-purpose.

The primary recreation facility in Sandy Creek is Curdnatta Park, “unclassified” under the definitions within the Regional Open Space Strategy. This facility is owned by Council. Recreation facilities include oval, clubroom/hall, football shed, Scout hall, cricket clubrooms, toilet block, two tennis courts (not in competition condition or use) and shelter and bbq facilities. Facilities provide primary recreational space to the adjoining Sandy Creek public primary school.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.

2.1.1 Introduction to the Barossa
The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA
2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

The Southern Barossa is characterised by a number of small to medium sized townships situated within an agrarian landscape. Current demographic Census data (2016) shows the population of the South Barossa area which is derived from the Lyndoch- Kalbeeba District and Williamstown-Barossa Goldfields District and the immediate surrounding population is 6,814 persons.

The Southern Barossa Hub Development project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing community now and into the future.

This project will essentially result in the delivery of a premier local, district and regional-level facility supporting the MOU with state cricket and football bodies for the hosting of regional, state and national competitions.

The key scope of works for each location within the hub are provided below.

**Lyndoch Recreation Park**

*Existing site:* Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and signage; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location; designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting.

*Expanded site* if land can be acquired: site clearance, new second AFL/Cricket Oval, irrigations and associated infrastructure; earthworks; pavements; soft landscaping; fencing, furniture and signage; multiuse changerooms; basic storage and canteen services; utilities services; drainage; carpark; oval lighting; security lighting.
Tanunda Rex (Rugby relocation site), Tanunda
Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; structures (basic clubhouse, outdoor covered area, spectator seating).

Cardnatta Park, Sandy Creek
Demolition and site clearance including demolition of cricket Clubrooms and associated buildings; earthworks; pavements; soft landscaping; fencing, furniture and signage; upgrade courts to multi-purpose with removable netball/basketball/tennis poles; minor upgrade of cricket practice facilities; single storey cricket clubrooms; spectator seating; oval and security lighting.

Queen Victoria Park, Williamstown
Demolition and site clearance; earthworks for BMX track; pavements; soft landscaping including revegetation; fencing, furniture and signage; playground; upgrade tennis courts to multi-purpose; structures (picnic shelter, spectator seating area, clubroom alterations).

The upgrade of the Southern Barossa Hub along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions. Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

**Landmark agreement for Barossa sport**

Grassroots clubs and local tourism jobs will be the big winners from a new landmark partnership between the Barossa Council, South Australian Cricket Association (SACA) and the South Australian National Football League (SANFL).

The agreement will support the development and financing of new grassroots facilities for local Barossa clubs and attract national and statewide competitions. Thousands of new visitors will come to the Barossa in the immediate and long term, building the region’s reputation as a regional sports event and tourism destination.

The SANFL and SACA will bring high quality cricket and football matches to the region, and Cricket Australia will also support the local delivery of facilities and national cricket championships to the region. To announce the agreement, Mayor Bob Sloane was joined by Australian Men’s Cricket Player and Adelaide Striker Travis Head. Mayor Sloane said Council is extremely proud to be partnering with SACA and SANFL on this project.

“Our goal is to deliver facilities across the Barossa region that will actively drive, and increase, participation from a grassroots level to higher competitive grades across cricket and AFL codes, within the next three to 10 years,” he said.
“Attracting such events would not only see an increase in participation levels in the Barossa, but also an increase in visitation, delivering significant benefits to the local economy including businesses, sporting clubs and tourism operators. This outcome is also a major objective of Council’s ‘The Big Project’.”

SACA CEO Keith Bradshaw also looked forward to the partnership. “By collaborating over the long term with our trusted partners in the Barossa Council and SANFL, we are building a strong legacy for the cricket in South Australia,” Mr Bradshaw said.

“We are excited by the opportunity to deliver high quality facilities and experiences for cricketers of all levels in the country.” SANFL CEO Jake Parkinson said the Barossa community and sports tourism would be big winners.

“SANFL is excited to partner with the Barossa Council and SACA to deliver facilities that foster healthy community outcomes, grow community cohesion and enable economic benefit through sports tourism,” Mr Parkinson said.

Source: The Barossa Council.

Below, is a map showing the location of the keys sporting venues (Tanunda Recreation Park, Nurioopta Centennial Park, Lyndoch Recreation Park (i.e the Southern Barossa Hub) and Angaston Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. The Lyndoch Recreation Park - the principal site in the Southern Barossa Hub - is highlighted as an orange pin.

Source: The Barossa Council, A.P SHEERE CONSULTING
2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure which collectively form the Southern Barossa Hub. These were summarised as follows in the ‘Southern Barossa Hub - Feasibility Report’:

Information collected through the research phase has identified five scenarios to meet demand for recreation, sporting and community infrastructure:

1. Maintain existing facilities at current service levels (status quo or linked to scenario 4) if decision is to wait pending availability of greenfield site
2. Upgrade existing facilities to fit-for-purpose standards (noting this option restricts future sporting club growth where site topography is constrained)
3. Co-locate facilities and services at an existing upgraded location
4. Infrastructure development at a greenfield site

**Option 1 - Maintain existing facilities at current service levels (status quo)**

Recreation and sporting facilities at Williamstown Queen Victoria Jubilee Park are at capacity and in some cases no longer fit-for-purpose. Primary users have identified inability to grow their clubs as a major risk to their ongoing viability and predict fragmentation of clubs and community if the status quo is maintained.

Co-location of recreation and sporting clubs already occurs to a large degree at Lyndoch Recreation Park; however the single oval situation is presenting conflicting use issues. With the majority of clubs predicting moderate to significant growth in the short term, the site has limited capacity for growth within current physical parameters.

Curdnatta Park as a predominantly single use site is largely insulated from these issues but has potential for mixed use development.

Taking into account social, political and service level considerations, maintaining the status quo at the two primary sites is considered challenging unless the community specifically decides its preference is to defer in the hope that a potential greenfield site becomes available in the future. If the decision is to compromise and pursue upgrade/multi facility model, then any secured funds will be used and not available to start again should a future greenfield location become available.

**Option 2 - Upgrade existing facilities to fit-for-purpose standards**

Upgrading existing facilities to fit-for-purpose standards at Queen Victoria Jubilee Park will rectify the physical deterioration of buildings but will not address current and future demand for additional space. The site has many topographical constraints that prohibit expansion of facilities as indicated in Figure 7. These include a 50 metre ascent to the north, watercourse to the south and single carriageway entrance requiring significant engineering solution. In addition, land acquisition of surrounding parcels of land to facilitate expansion is unlikely. This approach also constrains the opportunity for a repurposed eco-tourism approach that could drive currently untapped recreational tourism growth.

Upgrading existing facilities to fit-for-purpose standards at Lyndoch Recreation Park will serve current user needs but fail to accommodate future predicted growth. While several pockets of undeveloped or under-developed land have been identified for expansion, they are either not available or not large enough to accommodate the scale of growth and demand for facilities identified by both clubs and the wider community. With strong demand for additional courts and a second oval, the site is constrained by physical lack of space for expansion.
Option 3 - Multi-use, multi-site model – Community Hub - THE PREFERRED OPTION

Phase 1 Stakeholder Engagement revealed strong community support for co-location of facilities and services at an existing location (Community Hub model). Consolidating sport and recreation infrastructure on district classification land parcels within townships is a key recommendation of the Barossa Region Open Space, Recreation and Public Realm Strategy to ensure a consolidated approach to quality infrastructure and shared resources.

While definitions of a Community Sports Hub differ, it is accepted that such facilities are sustainable, multi-use, accessible, safe, inclusive and relevant to their community, as well as connected to the principles of community building. Office for Recreation and Sport Guidelines suggest in addition to being a centre of sport and active recreation, community sports hubs have the capacity to accommodate a broad mix of community programs and services within the location. They are integrated in terms of the programs, activities and service they provide and also in terms of the physical relationship with surrounding locality (shops, schools, transport corridors). It is essential that such facilities are based on identified needs and align with existing local, regional and state strategic policies, priorities and direction and have management models that enable the broader community purposes to flourish alongside traditional recreational uses.

Given the unsuitability of Williamstown QVJP for expansion of recreation and sporting facilities and lack of availability of as single site for expansion at Lyndoch and Sandy Creek, an option of multi-site multi-use at Lyndoch and Sandy Creek would address these obstacles. Connectivity between these sites would be a key consideration.

Option 4 - Infrastructure investment at green fields site

A green field site has capacity to deliver the same outcomes as option three, noting that this option requires investment from the ground up. Facilities at a green field site would include those already provided at Lyndoch Recreation Park in addition to those identified by clubs and community groups during the Phase 1 Engagement. Replicating this level of infrastructure on a green field site will grow the cost significantly unless this model has capacity to be delivered in proximity to an existing location, should land become available in the future, or existing sites can be used to generate capital or income (i.e sold for development) to fund a greenfield development.

Minimum criteria

Taking into account principles in the Barossa, Light and Lower North Region Open Space, Recreation and Public Realm Strategy as well as community feedback, planning and land use assessments, topography, access and SWOT analysis, a working party has undertaken a preliminary assessment of minimum criteria for a Community Sports hub, as follows:

Multiple playing ovals and surfaces for different codes with lighting
- Large central shared community and clubroom with bar and kitchen facilities (also available for hire) plus offices, visitor and home team changerooms, umpires changerooms, trainer/first aid rooms, toilets with disability access
- Social room with temporary creche
- Commercial kitchen
- Function centre (can be co-located with community clubrooms)
- Coaches and timing boxes, scoreboards, goal netting Internal and street parking (numbers to be determined)
- Emergency access to oval and courts
- Tennis / netball courts with lighting
- Suitable external storage for all users
- Athletics spaces with ability to denote running tracks
- Internal/external storage for clubs and community groups
- Viewing space with room for future expansion
Facilities considered desirable include:
- Indoor/outdoor hard surface courts for basketball and netball
- Dedicated oval perimeter running track for athletics
- Gym/fitness centre
- Heated pool for exercise/therapy

Facilities endorsed but more suited to an alternative location include skate park, enclosed off leash dog park, adventure play space, year round outdoor pool and walking/running paths (extending linkages to Williamstown and beyond).

*NB Opportunities for commercial tenants would be addressed as part of the management model.

The following table provides a breakdown of potential opportunities afforded by each scenario:

<table>
<thead>
<tr>
<th></th>
<th>Growth</th>
<th>Infrastructure expansion</th>
<th>Economic Development</th>
<th>Tourism</th>
<th>Community Development Opportunities</th>
<th>Environmental Opportunities</th>
<th>Health and Wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status quo</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>y</td>
</tr>
<tr>
<td>Upgrade</td>
<td>v</td>
<td>x</td>
<td>x</td>
<td>v</td>
<td>v</td>
<td>x</td>
<td>y</td>
</tr>
<tr>
<td>Co-locate</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>y</td>
</tr>
<tr>
<td>Greenfield</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>y</td>
</tr>
<tr>
<td>Mixture</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>v</td>
<td>y</td>
</tr>
</tbody>
</table>

Source: Southern Barossa Hub feasibility study

**Future use of Williamstown QVJP**

Potential to co-locate facilities outside of Williamstown presents a range of opportunities to repurpose and reactivate the site. Scope for nature-based activity to fill the gap created by the loss of structured, traditional sporting activity other than cricket (but not to district level) emerged strongly during Phase 1 Engagement.

Currently accounting for $1.1 billion expenditure in South Australia, nature-based activity has been identified by the State Government as a key strategic area to grow tourism expenditure and diversify the tourism offering. More than 30 per cent of travellers favour environmentally friendly tourism and are willing to pay between two and 40 per cent more for it (Source: Australia’s International Tourism Industry Productivity Commission Research Paper, 2015).

Williamstown’s natural assets, geography, topography and proximity to Adelaide present a unique opportunity to leverage nature-based, eco and cultural tourism opportunities to grow this sector at a regional level and trigger regional visitation.

Market opportunities have already been identified in the areas of trails development (walking, cycling, mountain biking, horse riding), passive recreational water sports, greater use of and private investment in Forestry SA and SA Water land, new commissionable product and packaging food and wine with nature-based experiences. The State Government has publicly stated its commitment to a long-term approach to nature-based destination planning, development and management as well as greater partnerships between Government, industry and community.

In the event that BDFNC relocates from Williamstown, multiple opportunities exist to repurpose QVJP into a nature-based and events destination for visitor and community use.

Further expansion of tourism accommodation at this site is not a new concept. In 2010 a Bunkhouse style facility to accommodate 35 people was proposed for WQVJP in response to demand for medium scale accommodation in the low price range of the tourist market (suitable for backpackers, families, seasonal workers, schools, special interest groups, Grey Nomads, bus tours, walking and cycling trail users and special events visitors). While the proposal was not implemented by Council at that time with funds being redirected to upgrade the Lyndoch clubrooms, current social, political and economic influences support further exploration of the feasibility of accommodation and facilities expansion and diversification. Preliminary research has
been done into potential trailhead models and Council has been involved in the development work for the “Establishing the Adelaide Mount Lofty Ranges Region” as an international mountain bike destination (DEWNR) and this approach links to and directly leverages that opportunity at Williamstown.

2.2.3 Southern Barossa Hub location

The Southern Barossa Hub (SBH) incorporates the principal areas of Lyndoch, Sandy Creek, Williamstown, Cockatoo Valley, Kalbeeba, Pewsey Vale, Barossa Goldfields, Altona and Rowland Flat.

Lyndoch - Kalbeeba and District is bounded by the Light Regional Council area in the north, the Barossa Valley Highway, Trial Hill Road and the locality of Pewsey Vale in the east, Hoffnungsthal Road, Lindner Road, Lyndoch Valley Road, Miamba Road, Williamstown Road and the localities of Williamstown and Barossa Goldfields in the south, and the City of Playford and the Town of Gawler in the west.

Source: Profile id, The Barossa Council

Williamstown - Barossa Goldfields and District is bounded by the localities of Cockatoo Valley, Lyndoch, Altona, Rowland Flat and Krondorf in the north, the localities of Flaxman Valley, Springton and Mount Pleasant in the east, the Adelaide Hills Council area in the south, and the City of Playford and the locality of Kalbeeba in the west. A map of the region is shown below:

Source: Profile id, The Barossa Council
2.3 Current facilities and amenities

2.3.1 Lyndoch Recreation Park

Location: Lyndoch recreation park is located at 2 Barossa Valley Way, Lyndoch.

The primary recreation facility in Lyndoch is the Lyndoch Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups.

Park facilities include multi-use clubrooms (extended 2010), 1 x oval, six tennis courts and clubrooms, three separate toilet blocks including one disabled, Little Athletics facilities, bowling greens, pigeon clubrooms, two playground areas, barbecue shelter and various implement and storage sheds. Car parking is grouped around the oval and largely undefined.

Figure 1.0 Lyndoch Recreation Park

Source: Barossa Council

2.3.1.1 Images showing some of the current facilities at Lyndoch Recreation Park
An information sheet regarding Lyndoch Recreation Park has been developed by Council and is provided here:

**LYNDOCH RECREATION PARK**

2 Barossa Valley Way, Lyndoch

**Bookings/enquiries/ Key Collection:**
Barossa Council: 43-51 Tanunda Rd, Nuriootpa SA 5355
Tel: 8563 8444.
Email: CustomerService@barossa.sa.gov.au
Open: Monday to Friday 9am -5pm.
Closed on weekends and public holidays.

**Facilities:**
The following facilities are available at Lyndoch Recreation Park:
- Oval
- BBQ facilities
- Playground
- Tennis courts
- Main clubrooms overlooking the oval
  - Main function room which is approximately 11m x 10.5m
  - Air-conditioned
  - Separate kitchen
  - Bar facility – Availability subject to usage by regular sporting groups
- Tennis Clubrooms and courts
  - For enquiries regarding usage and hire, contact the Lyndoch Tennis Club
- Public amenities are located around the oval.

**Availability of this venue is subject to regular sports (Cricket and athletics in summer months, rugby and football in winter months).**

**Rates:**
Refer to council’s fees and charges document

Equipment available with Clubroom hire:
80 x single chairs  
12 x tables
Kitchen:
1 x fridge/freezer  
1 x gas stove  
1 x microwave  
1 x urn  
1 x dishwasher
Sink with hot and cold running water

Cleaning Requirements
Please leave the facility clean, neat and tidy after use.
- Dispose of any rubbish in bins provided outside the facility.
- Floors need to be swept and any floor spills should be spot wiped or mopped.
- There is a broom, mop and bucket set, and vacuum cleaner.
- Kitchen benches & equipment to be wiped clean.
- All tables must be wiped down after use and returned to their original position after events.
- Chairs to be stacked neatly and returned to their original position after events.

If the facility and or equipment is not left clean – charges will apply (refer to event application).

Please note
- Licensed security is required for eighteenth and twenty-first birthday celebrations at this venue
- This facility is located within a dry zone from 10pm to 8am

Floor Plan - Main clubrooms overlooking oval

Source: The Barossa Council

2.3.1.2 Lyndoch Recreation Park User Groups
Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa District Football and Netball Club*</td>
<td>380-500</td>
</tr>
<tr>
<td>Barossa Rams Rugby Club</td>
<td>Approximately 110</td>
</tr>
<tr>
<td>Lyndoch Tennis Club</td>
<td>100</td>
</tr>
<tr>
<td>Lyndoch Little Athletics</td>
<td>120</td>
</tr>
<tr>
<td>Lyndoch and District Bowling Club</td>
<td>160</td>
</tr>
<tr>
<td>Barossa Valley Racing Pigeon Club</td>
<td>Not provided</td>
</tr>
<tr>
<td>Lyndoch Cricket Club</td>
<td>60</td>
</tr>
</tbody>
</table>


*Barossa District Football and Netball Club play two matches at Lyndoch per year.

2.3.1.3 Events and other users of Lyndoch Recreation Park
A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyndoch Christmas party</td>
<td>Annual event with approximately 1,000 attendees</td>
</tr>
<tr>
<td>Large event such as “Show ‘n’ Shine”</td>
<td>Annual large event attraction 500 people on average</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
2.4 Queen Victoria Jubilee Park, Williamstown

Location: Queen Victoria Jubilee park is located at 15 Springton Road, Williamstown

The primary recreation facility in Williamstown is the Queen Victoria Jubilee Park (QVJP). This District Level facility is owned by The Barossa Council and is multi-purpose.

Recreational facilities include oval, clubrooms, adjoining community “pavilion” for event hire and canteen, 33 metre outdoor swimming pool and children’s pool with changeroom, shelter and kiosk, netball clubrooms, three netball/tennis courts and two toilet blocks.

The QVJP Caravan Park offers cabin accommodation (4 x cabins with ensuite facilities), 38 powered sites (including oval) plus unpowered sites, camp kitchen and outdoor swimming pool. Other facilities include a caretakers residence, display shelter and various implement and storage sheds. The 2014-15 financial year realised occupancy levels of 70% (excluding cabins) and revenue generation of $119,300.

Figure 1.0 Queen Victoria Jubilee Park, Williamstown

Source: Barossa Council

2.4.1.1 Images showing some of the current facilities at Queen Victoria Jubilee Park
An information sheet regarding Queen Victoria Jubilee Park has been developed by Council and is provided here:

**WILLIAMSTOWN QUEEN VICTORIA JUBILEE PARK**

15 Springton Road, Williamstown

**Bookings/enquiries/ Key Collection:**
Telephone: 08 8524 6363
Email: williamstowncp@internode.on.net

**Facilities:**
The following facilities are available at Williamstown Queen Victoria Jubilee Park:
- Oval
- Playground
- Tennis courts
- Clubrooms – Verandah area, function room, and kitchen
  - The function room is approximately 6.5m x 16m
  - Suitable for functions with up to 100 people
- The verandah area is approximately 3m x 21m
- Public Swimming Pool
- Public amenities.

Availability is subject to regular sports (Cricket and tennis in the summer months, and football in winter months).
2.4.1.2 Queen Victoria Jubilee Park, Williamstown User Groups

Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa District Football Club</td>
<td>303</td>
</tr>
<tr>
<td>Cricket (2nd Ground for Sandy Creek Cricket Club)</td>
<td>220</td>
</tr>
<tr>
<td>Netball Club</td>
<td>190</td>
</tr>
</tbody>
</table>


2.4.1.3 Events and other users of Queen Victoria Jubilee Park

A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Pavilion Hire</td>
<td>On average 6 events per annum with an average 50 attendees</td>
</tr>
<tr>
<td>Oval hire</td>
<td>On average, 2 events per annum such as:</td>
</tr>
<tr>
<td></td>
<td>Tour Down Under - Amateur Ride</td>
</tr>
<tr>
<td></td>
<td>Vehicle displays / trade shows”</td>
</tr>
<tr>
<td></td>
<td>These attract an estimated 500 attendees per event</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

2.5 Curdnatta Park, Sandy Creek

Location: Curdnatta Park is located at 23 Davies Road, Cockatoo Valley, Sandy Creek

The primary recreation facility in Sandy Creek is Curdnatta Park, “unclassified” under the definitions within the Regional Open Space Strategy. This facility is owned by Council. Recreation facilities include oval, clubroom/hall, football shed, Scout hall, cricket clubrooms, toilet block, two tennis courts (not in competition condition or use) and shelter and bbq facilities.
Facilities provide primary recreational space to the adjoining Sandy Creek public primary school.

Figure 1.0 Curdnatta Park, Sandy Creek

Source: The Barossa Council

2.5.1.1 Images showing some of the current facilities at Curdnatta Park, Sandy Creek
An information sheet regarding Curdnatta Park has been developed by Council and is provided here:

**CURDNATTA PARK**

23 Davies Road, Cockatoo Valley

**Bookings/enquiries/ Key Collection:**

Scott Hill  
Tel: 0415 471 519  
Email: Hilly.hilly69@gmail.com

**Facilities:**

Facility includes main hall, verandah area, and kitchen  
The main hall is approximately 20m x 11.5m, is air-conditioned, and can seat up to 140 people.  
The verandah area is approximately 24m x 3.5m.  
Public amenities – Men’s, ladies, and disabled toilets are situated within the building.

**Rates:**

Refer to council’s fees and charges document  

Source: The Barossa Council
Equipment:
- 178 x chairs
- 14 x trestle tables
- 20 x Round tables (1.6m diameter)
- 1 x single fridge
- 1 x double fridge
- 3 x pie warmers
- 1 x microwave
- 1 x oven with 4 hotplates
- 2 x Urns
- 3 x pie warmers
- Sink with hot and cold running water

Cleaning Requirements
Please leave the facility clean, neat and tidy after use – Cleaning equipment is in the storeroom.

- Stack chairs 3 high around outside wall
- Tables to be cleaned and stacked in the storeroom
- Dispose of any rubbish in bins provided outside the facility.
- Floors need to be swept and mopped.
- Kitchen benches & equipment to be wiped clean.

In the event that the facility and or equipment is not left clean – charges will apply (refer to event application).

Please note
- Licensed security is required for eighteenth and twenty-first birthday celebrations at this venue.

Curdnatta Park, Sandy Creek User Groups
Curdnatta Park is home ground for Sandy Creek Cricket Club which currently has 200 members and anticipates 20-25% annual growth.

Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandy Creek Cricket Club</td>
<td>220</td>
</tr>
<tr>
<td>Southern Barossa Scouts</td>
<td>20</td>
</tr>
<tr>
<td>Sandy Creek Primary School</td>
<td>65</td>
</tr>
<tr>
<td>Southern Barossa Art Group</td>
<td>10</td>
</tr>
</tbody>
</table>

Events and other users of Curdnatta Park, Sandy Creek
A number of community events are also currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various community type events</td>
<td>On average, 25 events held per annum with an estimated 50 persons attending per event</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
2.6 Scope of proposed works

A number of works are proposed under the Southern Barossa Hub Redevelopment project. The key elements are detailed below.

**Lyndoch Recreation Park, Lyndoch**

*Existing site:* Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and signage; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location; designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting.

*Expanded site* if land can be acquired: site clearance, new second AFL/Cricket Oval, irrigations and associated infrastructure; earthworks; pavements; soft landscaping; fencing, furniture and signage; multiuse changerooms; basic storage and canteen services; utilities services; drainage; carpark; oval lighting; security lighting.

**Relocation of Rugby**

Current rugby is located at Lyndoch but the decision has been to relocate football and netball to Lyndoch and relocate rugby to a new location. Council has agreed at this time to fund the playing infrastructure only which will be the pitch, parking, civil and not at this time any change rooms or club rooms preferring in the first instance to use The Rex which will be next to it for the change room facilities.

**Tanunda Rex (Rugby relocation site), Tanunda**

Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; structures (basic clubhouse, outdoor covered area, spectator seating).

**Queen Victoria Park, Williamstown**

Demolition and site clearance; earthworks for BMX track; pavements; soft landscaping including revegetation; fencing, furniture and signage; playground; upgrade tennis courts to multi-purpose; structures (picnic shelter, spectator seating area, clubroom alterations).

The upgrade of the Southern Barossa Hub along with other key sites in the Barossa LGA will enable the region to fully implement its concept of providing key infrastructure capable of supporting regional and state sporting events/competitions.

The project will provide facilities which meet contemporary code requirements and support Nuriootpa’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

**Cardnatta Park, Sandy Creek**

Demolition and site clearance including demolition of cricket Clubrooms and associated buildings; earthworks; pavements; soft landscaping; fencing, furniture and signage; upgrade courts to multi-purpose with removable netball/basketball/tennis poles; minor upgrade of cricket practice facilities; single storey cricket clubrooms; spectator seating; oval and security lighting.
2.7 Project plans

The following plans demonstrate the proposed works to be undertaken which form Southern Barossa Hub Redevelopment project.
Southern Barossa Regional Sports Hub - Concept Masterplan: Curdnatta Park, Sandy Creek

Southern Barossa Regional Sports Hub - Concept Masterplan: Tanunda Rex
2.8 Project status

The Southern Barossa Hub masterplan has been developed over many years including significant community engagement. The staged projects have been scoped, costed and will progress to full design based on the priorities of The Big Project and funded over an affordable period to deliver on sport and recreation, tourism and community outcomes.

2.9 Project objectives

The project objectives of the Southern Barossa Hub development are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of the all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the various sites for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>

2.10 Project outcomes

The outcomes of Southern Barossa Hub development will be to meet the identified needs. A summary table is provided:

<table>
<thead>
<tr>
<th>Table 2.10.1 Quantifying outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NEED</strong> - Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Deliver a premier local, district and regional-level sports hub facility that meets contemporary code requirements</td>
</tr>
<tr>
<td>Improved standard of existing regional sports facilities to meet requirements for regional, state or national competitions</td>
</tr>
<tr>
<td>Provide access to a range of sporting and recreational activities for a greater number of people both within the community, regionally and throughout SA</td>
</tr>
<tr>
<td>Improved player and spectator satisfaction</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Better health outcomes for children and adults through greater participation in sport</td>
</tr>
<tr>
<td>Deliver a facility which underpins the Southern Barossa Hub’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>The Barossa’s role as a regional sports event and tourist destination supported and further promoted to all sporting codes</td>
</tr>
<tr>
<td>Directly supporting tourism and business growth in region as more events are hosted</td>
</tr>
<tr>
<td>Directly facilitating growth in the SA and National economy</td>
</tr>
</tbody>
</table>
### NEED - Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities</td>
</tr>
<tr>
<td>Capacity at the various sites is increased and the precinct is able to host more large events both sporting and community</td>
</tr>
<tr>
<td>More athletes are attracted to the area for both training and development</td>
</tr>
<tr>
<td>Increased number of regional SA residents participating in state, national and international level competitions or in professional teams</td>
</tr>
<tr>
<td>Retention of talented regional athletes, coaches and support staff in regional SA</td>
</tr>
<tr>
<td>Deliver a facility which underpins Southern Barossa Hub’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability</td>
</tr>
</tbody>
</table>

### NEED - Increase the productivity of the all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in events held in Barossa for state, national and/or international sports</td>
</tr>
<tr>
<td>The Southern Barossa Hub is identified as part of the regional network of hubs</td>
</tr>
<tr>
<td>Tourism numbers increase in the region as a direct result of the number of events increasing</td>
</tr>
<tr>
<td>Meeting the MOU through the hosting of regional, state and national competitions</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Growth in football continues</td>
</tr>
</tbody>
</table>

### NEED - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the various sites for a wide cross section of the community improving social interaction and overall quality of life.

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities</td>
</tr>
<tr>
<td>Capacity at the ovals and pitches is increased and the Southern Barossa Hub is able to host more large events both sporting and community</td>
</tr>
<tr>
<td>Existing residents are encourage to remain in the remain in the region</td>
</tr>
<tr>
<td>Increased number of regional SA residents participating in state, national and international level competitions or in professional teams</td>
</tr>
<tr>
<td>Retention of talented regional athletes, coaches and support staff in regional SA</td>
</tr>
<tr>
<td>Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability</td>
</tr>
<tr>
<td>Population growth is supported in the region by providing suitable sporting and recreational facilities</td>
</tr>
<tr>
<td>Safety, maintenance and practical usage issues are addressed</td>
</tr>
</tbody>
</table>

### NEED - Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased direct regional employment through facility management and delivery of sports programs and administration</td>
</tr>
<tr>
<td>Directly supporting industry diversification</td>
</tr>
<tr>
<td>Provide job opportunities to address disadvantage</td>
</tr>
<tr>
<td>Providing opportunities for businesses to service the needs of new sporting industries in the region and further afield</td>
</tr>
<tr>
<td>The region exudes confidence and generates a positive impression</td>
</tr>
<tr>
<td>Potential new residents consider the region as a place for them to live and invest</td>
</tr>
<tr>
<td>Residents are encouraged to remain in the region</td>
</tr>
<tr>
<td>Making the region more attractive to businesses and residents</td>
</tr>
</tbody>
</table>
### 2.11 Total Project Capital costs

Cost estimates have been prepared independently by Rider Levett Bucknall for the adopted Master Plan and have been escalated to reflect current costs as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
<th>Exclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relocation of Rugby</td>
<td>$2,606,973</td>
<td>Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; structures (basic clubhouse, outdoor covered area, spectator seating); utilities services; stormwater; builders on-costs; locality loading</td>
<td>Fencing to enclose playing surface; rugby posts and scoreboard; players race; greenkeepers shed; benches/dugouts to rugby pitch; new fire water tanks; storm-water drainage to carpark, gas reticulation to clubhouse</td>
</tr>
<tr>
<td>Queen Victoria Park Williamstown</td>
<td>$2,097,532</td>
<td>Demolition and site clearance; earthworks for BMX track; pavements; soft landscaping including revegetation; fencing, furniture and signage; playground; upgrade tennis courts to multi-purpose; structures (picnic shelter, spectator seating area, clubroom alterations); utilities services; stormwater; builders on-costs, locality loading</td>
<td>Box out/preparation for new turf wickets; tree planting; new playing surface; directional and interpretive signage; fencing of playing field; reoriented turf wicket; swimming pool upgrade; cricket practice pitches and nets; tennis court lighting/ fencing; oval lighting; gas supply to pool</td>
</tr>
<tr>
<td>Queen Victoria Caravan Park Accommodation</td>
<td>$2,460,240</td>
<td>Highly indicative – trailhead and accommodation opportunities need to be modelled and costed as a separate exercise</td>
<td>Nil</td>
</tr>
<tr>
<td>Curdnatta Park, Sandy Creek</td>
<td>$2,123,312</td>
<td>Demolition and site clearance including demolition of cricket Clubrooms and associated buildings; earth-works; pavements; soft landscaping; fencing, furniture and signage; upgrade courts to multi-purpose with removable netball/basketball/tennis poles; minor upgrade of cricket practice facilities; single storey cricket clubrooms; spectator seating; utilities services; storm-water; oval and security lighting; builders on-costs; locality loading</td>
<td>Demolition/alterations to existing cricket nets or Scouts hall; tree removal; tree planting and revegetation; new irrigation system to oval, new playing surface; directional and interpretive signage; fencing of oval/courts; picnic set-tings; playground; alterations to existing turf cricket wicket, picnic shelter; court lighting; new sewer septic tank; drain-age system to oval</td>
</tr>
<tr>
<td>Lyndoch Recreation Park – Existing Site</td>
<td>$5,069,701</td>
<td>Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and sign-age; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location; designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting; builder on-costs; locality loading</td>
<td>Nil</td>
</tr>
<tr>
<td>Site</td>
<td>Costing</td>
<td>Inclusions</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-----------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Lyndoch Recreation Park – Expanded Site</td>
<td>$3,300,000</td>
<td>Site clearance, new second AFL/Cricket Oval, irrigations and associated infrastructure; earthworks; pavements; soft landscaping; fencing, furniture and signage; multiuse changerooms; basic storage and canteen services; utilities services; drainage; carpark; oval lighting; security lighting; builder on-costs; locality loading</td>
<td></td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$382,120</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
<td></td>
</tr>
</tbody>
</table>

**Total** $18,039,878

Source: The Barossa Council

### 2.12 Current Target Plan – Next Phase Investments

The following tables provide an estimate of capital costs, ongoing maintenance, depreciation, revenue and other costs associated with the target next phase implementation (Phase 1) being a **$6,968,155** investment in this phase of the investment cycle.

#### Estimated Phase 1 capital costs

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relocation of Rugby (basic playing infrastructure component)</td>
<td>$1,516,334</td>
<td>Demolition and site clearance; earthworks; pavements; landscaping, rugby pitch and irrigation system; fencing, furniture and signage; stormwater; builders on-costs; locality loading</td>
</tr>
<tr>
<td>Lyndoch Recreation Park – Existing Site</td>
<td>$5,069,701</td>
<td>Demolition and site clearance including demolition of existing toilet block, water tank and concrete cricket pitch; earthworks; pavements; upgrade irrigation system to oval; soft landscaping; fencing, furniture and signage; Nature Play Experience; four new netball courts with mesh fencing; upgrade tennis courts to multi-purpose with removable netball/basketball/tennis poles; long jump track and sand pit in new location; designated athletics area; structures (new single storey function centre plus clubhouse extension, single storey netball clubhouse, toilet facility, spectator seating, upgraded/converted changerooms in clubhouse, alterations to storage sheds); utilities services; drainage system to upgraded carpark; stormwater drainage; netball court lighting; upgrade oval lighting; security lighting; builder on-costs; locality loading</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$382,120</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
</tr>
</tbody>
</table>

**Total** $6,968,155

Source: The Barossa Council
Estimated phase 1 annual costs

Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>118,459</td>
</tr>
<tr>
<td>Employee Costs</td>
<td></td>
<td>5,685</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESL Levy</td>
<td></td>
<td>566</td>
</tr>
<tr>
<td>Electricity Consumption</td>
<td></td>
<td>5,740</td>
</tr>
<tr>
<td>Insurance (Asset &amp; liability)</td>
<td></td>
<td>8,409</td>
</tr>
<tr>
<td><strong>Operating sub-total</strong></td>
<td></td>
<td>138,859</td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mowing/Landscaping - rugby only</td>
<td></td>
<td>4,243</td>
</tr>
<tr>
<td>Electrical repairs</td>
<td></td>
<td>3,394</td>
</tr>
<tr>
<td>Cleaning</td>
<td></td>
<td>3,394</td>
</tr>
<tr>
<td>Materials and Consumables - Rugby New Site</td>
<td></td>
<td>2,829</td>
</tr>
<tr>
<td>Miscellaneous - Rugby New Site</td>
<td></td>
<td>2,829</td>
</tr>
<tr>
<td>Building Maintenance</td>
<td></td>
<td>5,657</td>
</tr>
<tr>
<td>Infrastructure Maintenance</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Materials Water</td>
<td></td>
<td>6,788</td>
</tr>
<tr>
<td><strong>Maintenance Sub-total</strong></td>
<td></td>
<td>29,134</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>167,993</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the ‘Southern Barossa Hub Development’ will be seen across National, State, Regional and Local stakeholders and are summarised below:

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>STATE</th>
<th>REGIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creates the opportunity for new jobs to be created</td>
<td>• Promoting growth in regional towns i.e. redirecting population growth</td>
<td>• Creates the opportunity for new jobs to be created</td>
<td></td>
</tr>
</tbody>
</table>
3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Southern Barossa Hub Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

This project will address a number of problems and deliver a benefits well beyond the construction phase.

The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the various sites for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
Objective 1

3.2 Deliver a premier local, district and regional-level facility that meets contemporary code requirements

Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin the Southern Barossa Hub’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination and addressing participation and population growth pressures.

3.2.1 The Barossa region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location

Source: The Barossa Council
3.2.2 Southern Barossa as a sporting hub

The Southern Barossa is home to approximately 6,814 people (Source: ABS Censuses of Population and Housing 2016). There is documented evidence of current and projected population growth in this area (notably young family groups) and a corresponding growth of recreation and sporting clubs, some of which have outgrown existing facilities. With this in mind, addressing future demand for recreation and sporting facilities must be considered against the backdrop of accelerated population growth in the Southern Barossa over the next two decades.

Phase 1 Stakeholder Engagement revealed strong community support for co-location of facilities and services at an existing location (Community Hub model). Consolidating sport and recreation infrastructure on district classification land parcels within townships is a key recommendation of the Barossa Region Open Space, Recreation and Public Realm Strategy to ensure a consolidated approach to quality infrastructure and shared resources.

While definitions of a Community Sports Hub differ, it is accepted that such facilities are sustainable, multi-use, accessible, safe, inclusive and relevant to their community, as well as connected to the principles of community building.

Office for Recreation and Sport Guidelines suggest in addition to being a centre of sport and active recreation, community sports hubs have the capacity to accommodate a broad mix of community programs and services within the location. They are integrated in terms of the programs, activities and service they provide and also in terms of the physical relationship with surrounding locality (shops, schools, transport corridors). It is essential that such facilities are based on identified needs and align with existing local, regional and state strategic policies, priorities and direction and have management models that enable the broader community purposes to flourish alongside traditional recreational uses.

Given the unsuitability of Williamstown QVJP for expansion of recreation and sporting facilities and lack of availability of as single site for expansion at Lyndoch and Sandy Creek, an option of multi-site multi-use at Lyndoch and Sandy Creek would address these obstacles. Connectivity between these sites would be a key consideration.

The project aims to increase local participation in sports and recreational activities with the resulting health and wellbeing outcomes. District and regional sporting events and associated tourism and economic development opportunities at the sites will be increased which will support the aspiration to build the Barossa as a regional sports event and tourism destination.

The image below shows the various areas which form the area known as the Southern Barossa Hub.
Objective 2

3.3 Encourage increased participation in sports and recreation by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in the region’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key stakeholders and residents in affected townships as well as the broader Southern Barossa community.

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. People were invited to undertake a Council survey via online platforms as well as traditional methods with the following results.

Forty-seven (47) surveys were returned; two were incomplete. Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. This project seeks to meet these needs through the proposed scope of works. Further details relating to the stakeholder consultation can be found in Section 3.5 Stakeholder consultation and community support.

3.3.2 Current issues which need to be addressed

3.3.2.1 Issues at Lyndoch Recreation Park

There are various issues at the Lyndoch Recreation Park which are proposed to be addressed through this project including:

- Rugby is incompatible with other codes which is placing pressure on the oval there; there is insufficient storage therefore, a move to an alternative site at Tanunda with purpose-built facilities is proposed.
- The Clubroom floor space/kitchen/amenities are too small; ageing toilets – upgrade existing building and build new function centre and stand
- Storage sheds are not fit-for-purpose
- Athletics spread across whole precinct – develop dedicated athletics area
- Pressure on courts – tennis courts should become multi-use
- Tennis/netball clubroom infrastructure is ageing and not fit-for-purpose. The only compliant court is court 1. The other courts are not compliant due to either distance between courts or baseline run off for both tennis and netball. It is proposed to build a new tennis/netball precinct with four courts and a clubhouse.
- Toilet blocks are degraded – should be relocated and rebuilt
Rugby shed issues

Football clubroom issues

Tennis clubroom issues
Toilet block issues

3.3.2.2 Issues at Queen Victoria Jubilee Park, Williamstown

There are various issues at the Queen Victoria Jubilee Park, Williamstown which are proposed to be addressed through this project including:

- Football and netball clubrooms floor space/kitchen/amenities are too small with an ageing infrastructure
  Need to relocate football and netball club to new facility at Lyndoch.

Note that the proposal is to transition the QVJP facility to an eco-tourism and passive recreation precinct with the following developments:
- existing pool and court facilities to be upgraded
- retain oval for cricket, events and passive recreation
- develop bmx track around existing landform, natured based play, walking trails
- opportunities for cabins, caravan expansion and/or other accommodation options, leveraging natural setting

Football clubroom issues
Netball clubroom issues

Toilet block issues

3.3.2.3 Issues at Curdnatta Park, Sandy Creek
There are various issues at Curdnatta Park, Sandy Creek which are proposed to be addressed through this project including:

- Cricket clubrooms and clubroom/hall (separate buildings) are in poor condition
- Courts in poor condition and therefore underutilised
- Cricket nets are in average condition
- Existing shelters are in need of upgrading due to age
Clubroom hall issues

Cricket clubroom issues
3.3.2.1 Summary of issues and solutions

The needs identified will be met though construction of the new facilities, changerooms and related infrastructure will create the Southern Barossa Hub. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lyndock Recreation Park</strong></td>
<td></td>
</tr>
<tr>
<td>Rugby incompatible with other codes which is placing pressure on oval; insufficient storage</td>
<td>move to alternative site at Tanunda with purpose-built facilities</td>
</tr>
<tr>
<td>Clubroom floor space/kitchen/amenities too small, ageing toilets</td>
<td>upgrade existing building and build new function centre and stand</td>
</tr>
<tr>
<td>Storage sheds not fit-for-purpose</td>
<td>upgrade storage facilities</td>
</tr>
<tr>
<td>Athletics spread across whole precinct</td>
<td>develop dedicated athletics area</td>
</tr>
<tr>
<td>Pressure on courts –</td>
<td>tennis courts become multi-use</td>
</tr>
<tr>
<td>Tennis/netball clubroom infrastructure ageing and not fit-for-purpose</td>
<td>build new netball precinct with four courts and clubhouse</td>
</tr>
<tr>
<td>Toilet blocks degraded</td>
<td>relocate and build new</td>
</tr>
<tr>
<td><strong>Queen Victoria Jubilee Park, Williamstown</strong></td>
<td></td>
</tr>
<tr>
<td>Football &amp; netball clubrooms floor space/kitchen/amenities too small, ageing infrastructure</td>
<td>relocate football and netball club to new facility at Lyndoch</td>
</tr>
<tr>
<td><strong>Curdnatta Park, Sandy Creek</strong></td>
<td></td>
</tr>
<tr>
<td>Cricket clubrooms &amp; clubroom/hall (separate buildings) in poor condition</td>
<td>develop new function centre/clubhouse precinct and stand with direct access to playing fields, low stands in front of the building</td>
</tr>
<tr>
<td>Tennis courts in poor condition and underutilised</td>
<td>upgrade to multi-use courts</td>
</tr>
<tr>
<td>Cricket nets average condition</td>
<td>provide increased practice facilities</td>
</tr>
<tr>
<td>Existing shelters are in poor condition</td>
<td>enhance tennis, barbecue facilities and tree planting adjacent play space</td>
</tr>
</tbody>
</table>
3.3.3 Barriers to participation

3.3.3.1 Barriers to participation - a regional context
The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles
- are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
- are developing new tastes as our population becomes more culturally diverse
- adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a stagnation of participation numbers in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation system will need to adjust to new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation
Investing in sporting infrastructure provides sporting communities with the support and facilities they need to drive active participation. This project will therefore have a direct effect on the level of sporting participation in the region. The improvements identified will enable more sporting activities to be hosted and provide additional opportunities for all members of the community to participate in sporting activities.

3.3.3.3 Barriers to participation identified by the community
The consultation process for the Barossa Hub Masterplan found that it is important to the community to host regional, state and national level sporting championships and continue the region’s competitive advantage as a regional sporting hub for South Australia.

The barrier to participation was identified as the lack of the suitable facilities to hold the events. The various venues’ functionality and capacity for hosting events is constrained by non-compliant and/ or inadequate infrastructure and amenities.

3.3.3.4 Barriers to female participation
Existing change rooms are in a poor condition and are a deterrent to female participation. The new change rooms and facilities (for example netball/tennis courts) will be compliant with current codes. This project will directly address this issue which is a significant barrier to participation to females not only locally but regionally.

3.3.3 Health impacts
Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were
overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.

### 3.3.3.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015).

Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:

---

**Box 2.2: How active should Australians be?**

**Australia’s Physical Activity and Sedentary Behaviour Guidelines** recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health’s Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.

The ABS further states:

Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.

Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.

Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.  
Source: ABS

A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”
Source: Australian Government, Australian Institute of Health and Welfare

Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the The Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

3.3.4 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called ‘The mental health benefits of playing a team sport’ which stated the following:

The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support
network that you wouldn’t otherwise have.

Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them.

Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
Objective 3
3.4 Increase the productivity of the all the Southern Barossa Hub’s parks through greater usage in both number and size of events including the activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, all of which will contribute to the local, state and national economy

3.4.1 Current users and events - all sites

Current sporting users of each site are summarised below:

<table>
<thead>
<tr>
<th>Event/club name</th>
<th>Number of players</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyndoch Recreation Park</td>
<td>110</td>
<td>200 per day for home games (across grades)</td>
<td>Preseason – December annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Playing season – April – September</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Fortnightly home games – Friday nights and Saturdays</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Junior training Wednesday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Senior training Tuesday and Thursday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Women’s training – Monday nights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Women’s Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow)</td>
</tr>
</tbody>
</table>

Note that demand to play state level games in AFL and cricket in particular, cannot be met due to the existing old, poor and inappropriate facilities of the parks.

The table below details the current club membership of those teams hosted at the three sites and current usage.
| Sport                  | Total members | 30 per day per home games (across grades) | Preseason – August annually – mainly for nets work  
Playing season – October – March  
• Fortnightly home games – Friday nights and Saturdays  
• Junior training generally Wednesday nights  
• Senior training generally Tuesday and Thursday nights |
|-----------------------|---------------|------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Cricket               | Total members = 60 Seniors: 40-45 Juniors: 15 | 30 per day per home games (across grades) | Preseason – August annually – mainly for nets work  
Playing season – October – March  
• Fortnightly home games – Friday nights and Saturdays  
• Junior training generally Wednesday nights  
• Senior training generally Tuesday and Thursday nights |
| Tennis                | Total Members = 100 Seniors - 40 Juniors - 60 | 200 per day for home games (across grades) | Playing season – Summer - although winter local competition also Weekly Saturday Home Games  
• Junior training Thursday nights  
• Senior training Tuesday/Wednesday nights |
| Little Athletics      | 120           | 150 persons weekly                        | Friday night meets, Monday night training |
| Events entire recreation park | Lyndoch Christmas party - 1000 attendees Large event such as “Show 'n' Shine” - 500 attendees | Annual events |

**Queen Victoria Jubilee Park, Williamstown**

| Sport                  | Total members | 30 per day per home games (across grades) | Preseason – December annually  
Playing season – April – September  
- Fortnightly home games – Friday nights and Saturdays  
- Junior training Wednesday nights  
- Senior training Tuesday and Thursday nights  
- Women’s training – Monday nights  
- Women's Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow) |
|-----------------------|---------------|------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Football              | Total members = 303 Seniors - 55 Women - 103 Juniors - 145 | 200 per day for home games (across grades) | Preseason – December annually  
Playing season – April – September  
- Fortnightly home games – Friday nights and Saturdays  
- Junior training Wednesday nights  
- Senior training Tuesday and Thursday nights  
- Women’s training – Monday nights  
- Women's Games – Sundays (generally 2 or 3 a season, shared with other clubs – although this will grow) |
| Cricket (2nd Ground for Sandy Creek Cricket Club) | Total members = 220 Seniors - 66 Women - 27 Juniors - 127 | 80 people across C / D Grade Seniors and Junior match  
30 people for women’s matches Moday evenings | Preseason – from January  
Playing season – Winter  
- Fortnightly home games – Saturdays  
- Junior training - Wednesdays  
- Senior training - Tuesdays and Thursdays |
| Netball               | Total members = 190 Seniors - 80 Juniors - 110 | 300 per day for home games (across grades) | Preseason – from January  
Playing season – Winter  
- Fortnightly home games – Saturdays  
- Junior training - Wednesdays  
- Senior training - Tuesdays and Thursdays |
| Community Pavillion Hire | On average 6 events per annum with an average 50 attendees | | |
| Oval hire             | An average, 2 events per annum such as: Tour Down Under - Amatuer Ride Vehicle displays / trade shows” These attract an estimated 500 attendees per event | | |
### Curdnatta Park, Sandy Creek

<table>
<thead>
<tr>
<th>Club/Membership</th>
<th>Total Members</th>
<th>Details</th>
<th>Use/Booking Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sandy Creek Cricket Club</strong></td>
<td>Total members = 220</td>
<td>80 people across C / D Grade Seniors and Junior match</td>
<td>Preseason – August annually – mainly for nets work</td>
</tr>
<tr>
<td></td>
<td>Seniors - 66</td>
<td>30 people for women’s matches Moday evenings</td>
<td>Playing season – October – March</td>
</tr>
<tr>
<td></td>
<td>Women - 27</td>
<td></td>
<td>- Junior matches Saturday mornings</td>
</tr>
<tr>
<td></td>
<td>Juniors - 127</td>
<td></td>
<td>- Senior matches Saturday afternoons</td>
</tr>
<tr>
<td><strong>Southern Barossa Scouts</strong></td>
<td>Total members = 20</td>
<td>30 including volunteers</td>
<td>Weekly use of shed and hall</td>
</tr>
<tr>
<td><strong>Sandy Creek Primary School</strong></td>
<td>Total members = 65 students</td>
<td>80 total including staff</td>
<td>School utilises the Hall on a weekly basis during school terms</td>
</tr>
<tr>
<td><strong>Southern Barossa Art Group</strong></td>
<td>Total members = 10</td>
<td></td>
<td>Weekly hires</td>
</tr>
<tr>
<td><strong>Community Bookings</strong></td>
<td></td>
<td>Approximately 50 persons per events</td>
<td>25 events per annum</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, Southern Barossa Hub Feasibility Study, August 2019

It is anticipated that post-development, current club membership will increase as will the opportunities to host new events and regional, State and National competitions. The activation of the MOU with state cricket and football bodies for the hosting of regional, state and national competitions, will contribute to the local, state and national economy. The proposed development addresses the infrastructure needs of the MOU and significantly increases the productivity of the sites in question.

### 3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was through the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:

- The Barossa Council officers
- Local sporting clubs
- South Australian Cricket Association (SACA)
- South Australian National Football League (SANFL)

**Feasibility Study 2019**

The purpose of the Southern Barossa Hub (SBH) Feasibility Study prepared by The Barossa Council (Council) is to investigate viable options to address demand for recreational, sporting and community facilities and associated economic opportunities surrounding recreation and leisure tourism development opportunities in southern Barossa, incorporating the principal areas of Williamstown, Lyndoch, Sandy Creek, Cockatoo Valley and Kalbeeba and a number of smaller townships.

The Southern Barossa is home to approximately 6,814 people (Source: Censuses of Population and Housing 2016). There is documented evidence of current and projected population growth in this area (notably young family groups) and a corresponding growth of recreation and sporting clubs, some of which have outgrown existing facilities. Addressing future demand for recreation and sporting facilities must be considered against the backdrop of accelerated population growth in the Southern Barossa over the next two decades.

Potential options to meet this demand include continued investment in existing sites, potential co-location of services and facilities at an existing site (taking into account the suitability of co-locating certain sporting codes from a ground maintenance and season scheduling point of view) or new infrastructure development at a green field site.
The Study also considers options to re-purpose sites that have traditionally been used for only particular sporting activities. In addressing current and future demand in the Southern Barossa, a holistic approach is needed that balances the needs of all stakeholders and investigates the environmental, social and economic sustainability implications of each option.

During the implementation of the Southern Barossa Hub Master plan process and development of this Feasibility Study, Council has committed to “The Big Project” Barossa Community Infrastructure Plan. The Southern Barossa Hub is a sub project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the sporting reputation of the Barossa region and existing recreational infrastructure to grow participation, regional sporting events and associated tourism and mutually beneficial economic development opportunities. This model is dependent on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. Phased, prioritised implementation is envisaged over a three to 10 year timeframe dependent on funding.

The Study draws on a range of sources of information including feedback from stakeholder surveys, strategic documents, demographic data, site assessments and planning and land use requirements. Analysis of this data has informed recommendations for infrastructure investment to deliver long-term sustainable use of community recreation and sporting assets.

SACA and SANFL have also committed to working with Council on a events calendar to over a 5 year period with guaranteed events to activate the economic outcomes.

3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage at the sites will increase. This is based upon feedback and consultation provided by the various sporting codes.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator, equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league. Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than 50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable the Southern Barossa Hub to host more major events and as such increased visitors are anticipated. This coupled with the various other attributes of the region, makes the Barossa well placed to become a regional sporting hub.
Potential usage and future events

Post development it is anticipated that a number of new regional and state sporting events will be hosted in the Barossa region. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nurioopta, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimated have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tanunda</td>
<td>Nurioopta</td>
<td>Southern Barossa Hub</td>
</tr>
<tr>
<td><strong>NEW SPECTATORS PER ANNUM</strong> (%) SHARE OF TOTAL SPECTATORS</td>
<td></td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
<td>1800</td>
<td>1200</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td>720</td>
<td>720</td>
<td>480</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td>660</td>
<td>660</td>
<td>440</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
<td>300</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
<td>450</td>
<td>300</td>
</tr>
<tr>
<td>National Country champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td>1425</td>
<td>1425</td>
<td>950</td>
</tr>
<tr>
<td>Other major events - additional per annum</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>1000</td>
<td>1000</td>
<td>500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,305</strong></td>
<td></td>
<td><strong>8,305</strong></td>
<td><strong>5,370</strong></td>
<td><strong>5,370</strong></td>
</tr>
</tbody>
</table>

It is also anticipated that additional non-sporting major events will also be hosted at the site post development. In total an estimated 5,370 additional spectators/visitors are expected to attend events held in the Southern Barossa Hub post development, having a significant impact on economic activity in the region.
Objective 4

3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts

The Southern Barossa is characterised by a number of small to medium sized townships situated within an agrarian landscape. The southern eastern ranges predominate as private land for grazing, dairy and viticulture. The Ranges include the Mount Crawford pine plantation and dam catchment areas protected by conservation park. The subject area falls within the scope of a UNESCO World Heritage listing of the working agricultural landscape of the Adelaide Hills, the Barossa Valley, Mount Barker and McLaren Vale which, if successful, would protect the Mount Lofty Ranges’ unique qualities as a working agricultural region.

The region has extensive recreation, sporting and open space assets and opportunities as well as significant environmental and ecological attributes including large tracts of forest area, biodiversity corridors and reservoirs.

The 30 Year Plan for Greater Adelaide designates areas within the Southern Barossa as “Growth Areas”. This is consistent with population trends that indicate 40 per cent of the Barossa’s population will reside in Williamstown-Lyndoch-Mount Pleasant by 2036. The southern Barossa also has a higher-than-average proportion of young families, which has demand and use implications for open space, recreation and sporting facilities and service provision in the future. The area is also influenced through demand of the Town of Gawler population of 26,472 at the 2016 Census. The area is embraces land identified for expansion at Concordia a development of 9,500 allotments and estimated population of approximately 22,000 people over the next two decades, which is in addition to population growth estimates presented herein.

Current demographic ABS Census data (2016) shows the population of the Southern Barossa area which is derived from the Lyndoch-Kalbeeba District and Williamstown-Barossa Goldfields District and the immediate surrounding population is 6,814, with 7.3% overall growth in the five years since 2011.

Historic and Current Population

Source: Nurioopta Centennial Park and Coulthard Reserve Feasibility Study
Projected Growth (Excluding the Concordia Development and Town of Gawler Influence)

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016 and indeed the relevant Nuriootpa statistical local area is growing at a faster rate than all other townships since 1991 averaging 2.37% annual growth. Importantly there are two other statistical areas that reside within 20 minutes of the Southern Barossa Recreational Hub that impact each other’s growth which are Mount Pleasant – Springton District and Tanunda - Bethany District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Mount Pleasant – Springton District and Tanunda - Bethany District population at 2016 is 6747 and has grown at 28.0% or 14711 people since 1991. These influencing districts are forecast to grow to 8878 people by 2051 being a further growth rate of 31.6%.

The Southern Barossa Recreational Hub population as contained in the districts of the Lyndoch - Kalbeeba District and Williamstown - Barossa Goldfields District is forecast to grow to 13,827 people, being a growth rate over the next 35 years of 102.9% or an annual average of 2.94% this is significant in our regional context. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Nuriootpa and surrounding locations.

Forecast Population Growth

![Forecast Population Distribution By Relevant Influencing Statistical Districts 2021-2051](image)

Source: Southern Barossa Hub Feasibility Study
3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- **Urban Development**: An increasing population and housing density within town centres demands that a higher value and more investment is directed to the public realm as a place for people to spend time, connect with nature, interact and recreate.

- **Asset Management**: The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources.

- **Youth**: The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities.

- **Ageing population**: An ageing society requires consideration of physical access in addition to programming.

- **Work patterns**: extended working hours demand more flexible opportunities for sport and recreation including access to open space.

- **Volunteering**: a decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport.

- **Community sport**: the administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community.

- **Infrastructure**: Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community.

- **Participation in Sport**: Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level.

3.5.2 Growth in club membership

Club membership through the Southern Barossa Hub continues to grow and it is anticipated that this growth will continue. The growth rates are based upon information directly received from the clubs as listed:

<table>
<thead>
<tr>
<th>Club</th>
<th>Numbers</th>
<th>Anticipated 5 year growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyndoch Recreation Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barossa District Football and Netball Club</td>
<td>380-500</td>
<td>Ranges from 10-30%</td>
</tr>
<tr>
<td>Barossa Rams Rugby Club</td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>Lyndoch Tennis Club</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Lyndoch Little Athletics</td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>Lyndoch and District Bowling Club</td>
<td></td>
<td>160</td>
</tr>
<tr>
<td>Barossa Valley Racing Pigeon Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lyndoch Cricket club</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seniors - 3-5 persons annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Juniors - aiming for 200% over next 5 years</td>
</tr>
<tr>
<td>Queen Victoria Jubilee Park, Williamstown</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Football</td>
<td>303</td>
<td>10% growth</td>
</tr>
<tr>
<td>Cricket (2nd Ground for Sandy Creek Cricket Club)</td>
<td>220</td>
<td>20-25% growth</td>
</tr>
<tr>
<td>Netball</td>
<td>190</td>
<td>5% growth</td>
</tr>
<tr>
<td>Curdnatta Park, Sandy Creek</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandy Creek Cricket Club</td>
<td>220</td>
<td>20-25% growth</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, local clubs 2019
Growth in Netball
In June 2019, AusPlay data released by Sport Australia identified Netball as the leading team sport for women and girls in South Australia. The report showed strong participation in netball with more than 1 million people actively participating in the sport nationwide and naming netball as the sport they most strongly identify with. The AusPlay survey, which has been running since October 2015, is Australia’s largest and most comprehensive sport and physical activity survey conducted by Sport Australia.

South Australia’s engagement rates are very strong compared with other states, with the highest participation rate at 3.9% and the highest percentage of people who identify netball as their most strongly associated sport at 8.3%. The survey showed that the top three motivations for people in Australia to participate in netball were social reasons (52%), fun and enjoyment (50%) and physical health or fitness (45%) and the majority of participants who play do so with their local netball club (just under 70%).

The AusPlay data also demonstrated that netball retains players (in Australia) for longer than other sports, with strong female participation into adulthood (18-24 years of age), in fact netball is the activity with the second largest adult female participation rates (89%), behind pilates (90%).

Growth in Football

Women the key to sports participation growth says Roy Morgan.

As has been the trend for some time in football, to the extent that there is growth (or stability) in participation, it is off the back of increasing women’s participation.

According to latest research from Roy Morgan, more than 1.9 million Australians, men and women, play one form of football (Australian Rules, football, rugby league or rugby union), a decline of 12.1% from 2.2 million participants in 2013. We dropped below the 2 million participants in 2016 and have stayed that way since.

However, against the trend of overall decline is the rising number of women’s participation. Roy Morgan data shows that there are now 548,000 women playing regularly or occasionally in one of the football codes, an increase of 4.4% since 2013, and an 8.1% increase across all four codes in the past twelve months. Football is again the clear winner but, according to Roy Morgan, is ‘virtually unchanged’ from four years ago (at 402,000), but an increase of 10% from twelve months ago.

Australian Rules is the number two football code for women, with 155,000 women now playing regularly or occasionally, an increase of 30.3% from four years ago, and 23% from twelve months ago when AFLW was launched. In rugby league, the increase has been by 8.3% to 91,000, but in rugby union is down by 25% to 24,000, consistent with an overall decline in rugby over four years.

“All four codes have traditionally been heavily slanted towards male participation, however there has been a clear recent push to increase female participation in football,” said CEO of Roy Morgan, Michelle Levine... On that basis, and judged by the Government’s own metric, we can and should expect women’s participation across all sport to continue to increase.

Source: http://footballtoday.news/features/women-the-key-to-sports-participation-growth-says-roy-morgan

Growth in Cricket
The popularity of cricket among women and girls is continuing to grow according to figures released by the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls’ teams taking the field. This growth has been seen in the Barossa LGA too with participation rates by females in particular increasing. It is anticipated that the popularity of the sport will continue post development as a direct result of the proposed project by increasing the opportunities to participate in the sport.
The popularity of cricket among women and girls is continuing to grow according to figures released today as part of the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls' teams taking the field.

With females now making up 30% of cricket participants in Australia, Kieran McMillan, acting Executive General Manager of Community Cricket at Cricket Australia, noted “in season 2018/19 we have seen participation in cricket grow in many areas of the game with an unprecedented 1.65 million Australians picking up a bat or ball this past season.

“Of particular significance, female participation has continued to grow in line with cricket's long-term goal to be Australia's leading sport for women and girls.

“With a world champion national team, and an action-packed and standalone Rebel Women's Big Bash League and ICC Women’s T20 World Cup Australia 2020 coming up this summer, the opportunity to inspire the next generation of girls is huge.

“Another catalyst for the growth of the female game is Cricket Australia's Growing Cricket for Girls Fund that has been supported over the past four years by the Commonwealth Bank.

“The Fund is a trailblazing initiative that has supported 99 community associations, 10 school sporting associations, 531 clubs and 111 schools develop girls' teams or develop an all-girls competition since 2016.”

In addition to the growth in female participation, cricket continues to diversify its appeal with increased involvement of Aboriginal and Torres Strait Islander people (up 6.4%), people from a multicultural background (up 9.2%) and people living with a disability (up 5.1%).

McMillan added “it is extremely encouraging to see Aboriginal and Torres Strait Islanders embrace the game in greater numbers, with cricket growing exponentially in Indigenous communities since 2013.
“293,290 multicultural players and 27,183 people living with a disability have made cricket as a sport of choice as the game broadens its focus on engagement, participation and positive social outcomes.”

Cricket now has a presence in 66% of primary schools across the country and over 965,000 children were involved in curriculum-aligned cricket programs of four or more weeks, an increase of 111,000 children from 2017/18.

McMillan considers “the introduction of new junior formats and a refreshed entry level program - Woolworths Cricket Blast - is in response to changing expectations of kids and parents and within an increasingly competitive landscape of recreation options.

“The environments for kids to learn and develop confidence need to be fun, inclusive and action-packed. We feel we’ve now got an offering that is based on sound research and will enable Australian cricket to strengthen its junior playing base and inspire more kids to join and stay in our game.

“The connection with the BBL and WBBL is also important so that there is a direct link between the colour and excitement of our popular domestic T20 leagues and the experiences at the local club.

“With over 2,800 Woolworths Cricket Blast centres and 80% of the 227 junior associations around the country offering modified formats, we have a strong platform for future growth.

“Almost one million kids participated in cricket in schools this year, assisting in the development of physical and social skills, as well as making friends along the way.

“A strong culture of cricket in schools is a great foundation for the future generation of players and that’s why we also help teachers by having a program that aligns to the school curriculum, making it easier for them to do their jobs.”

Popularity of tennis

TENNIS RANKS IN TOP 10 MOST PARTICIPATED SPORTS IN AUSTRALIA

Tennis ranks as the seventh most-participated sport/physical activity in Australia, according to the latest annual data from AusPlay.

Tennis Australia
Melbourne, VIC, 3 May 2019 | tennis.com.au

Ash Barty and ANZ Tennis Hot Shots kids
Tennis has been named as Australia’s seventh most participated sport/physical activity in the country. Walking, fitness/gym, swimming, running/athletics, cycling and football (soccer) sit at the top of the latest annual data from AusPlay, the country’s largest and most comprehensive sport and physical activity survey, which was launched in 2015.

The first three years of the AusPlay survey has shown an increase in the overall number of Australians participating in sport and physical activity with Australians still making an effort to move, with recognition more needs to be done to improve the nation’s inactivity crisis.

With the success of players such as Fed Cup heroine, Miami Open winner and top-10 star Ash Barty, and rising star Alex de Minaur, ranked 27th, awareness of tennis in Australia is on the rise and these players, along with a strong coterie of Aussie men and women in the top 100, will continue to inspire both kids and adults to play at all levels.

“We know tennis in Australia holds a strong and consistent position when it comes to participation and we are delighted to see this reflected in the AusPlay findings,” Tennis Australia CEO Craig Tiley said.

“Growing the game at all levels is a priority for all of us in tennis, as is sustaining growth and innovating to create more opportunities and less barriers to participation.”

Added Tennis Australia Chief Tennis Officer Matt Dwyer: “Tennis provides many pathways to participate in the sport, whether it be through our ANZ Tennis Hot Shots program, socially with friends or through club-based competitions, so it’s gratifying to see this in the figures released.

“As one of the very few sports you can play for a lifetime, we know tennis can provide health and lifestyle benefits to Australians of all ages.

“Although the AusPlay figures show we are less exposed to age-related decline, we certainly aren’t resting on our laurels and recognise there’s still a lot of work to be done.

“We would like to thank our volunteers, clubs, coaches and member associations for their hard work in making the sport fun and accessible and we look forward to our ongoing partnership with them to continue to grow tennis in the community.”

It’s important to note the AusPlay report does not include any data on sports participation within schools, where tennis has a major presence. In 2017-18 tennis programs in schools reached more than 460,000 students across Australia, the majority in primary schools.

The Tennis State of Play report details include:

- Tennis is ranked in the top five sports for 5-8 year olds
- The peak participation rate was among 15-17 year olds both male and female
- Tennis has a greater percentage of adult participation in remote or very remote regions when compared to the overall Australian adult population
- Adult tennis participation is slightly skewed towards males, however participation was high among females
- Two thirds of adult participation in tennis was organised, with the majority taking place in sports clubs
- Tennis is less exposed to the age related decline in participation common to many other sports
- Adults 15 years or older who participated in tennis had a median frequency of 26 sessions per year (about once every two weeks) and a median session duration of 90 minutes
- The dominant motivation to participate in tennis was fun/enjoyment. Social reasons and physical health or fitness were also strong motivators.
3.5.3 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

3.5.3.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by the Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL DAs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
<tr>
<td>Commercial and industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
<tr>
<td>Public and institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>2</td>
<td>2,850,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>3</td>
<td>2,620,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>6</td>
<td>7,693,000</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

3.5.3.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO). Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:

- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.
3.4.3.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tee Tree Gully. See Table 3.4.3.3.

Table 3.4.3.3 Net migration to the Barossa LGA 2011 - 2016

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Waikerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>


3.4.3.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+rooms.
5. Concordia land development of 9,500 allotments for population of 22,000 persons

Major projects currently under development or recently completed include:

1. $5.5 million Chocolatrie and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding

Case study 1

Barossa’s new $5.5m chocolaterie and cellar door

THE FORAGER, April 2019

The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.
The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolaterie, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.” The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located within the Barossa Valley Chocolate Company will showcase FABAL’s Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards. Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...

**Case study 2**

**Job Creation**

Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.

It was part of the government’s $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program.

“I’m really pleased with the government’s investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas.

“The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs. “Manufacturing grants are rare, but in Brauer’s case it is desirable.”
The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase, installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda. “We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals.

“The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.” Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers’ needs. The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.
Objective 5

3.6 Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector (due to wine production being classified as manufacturing by the ABS). This was also sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accommodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

![Chart showing changes in employment sectors](chart)

Source: ABS 2016 Census of Population and Housing, Place of Residence, Industry of employment, A.P SHEERE CONSULTING

3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in
Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa is an excellent position to take advantage of this growth in particular should more events be hosted in the region which is anticipated post development.
### 3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.
Figure 3.6.3.2a Visitors Numbers to the Barossa LGA 2014-18

Source: TRA Tourism Profiles 2014-2018, A.P. SHEERE CONSULTING

Figure 3.6.3.3b Tourism metrics for Barossa LGA - 2018

<table>
<thead>
<tr>
<th>KEY TOURISM METRICS FOR BAROSSA (DC)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>INTERNATIONAL</strong></td>
</tr>
<tr>
<td>Visitors ('000)</td>
</tr>
<tr>
<td>Nights ('000)</td>
</tr>
<tr>
<td>Average stay (nights)</td>
</tr>
<tr>
<td>Spend ($m)</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
</tr>
<tr>
<td><strong>DOMESTIC OVERNIGHT</strong></td>
</tr>
<tr>
<td>Visitors ('000)</td>
</tr>
<tr>
<td>Nights ('000)</td>
</tr>
<tr>
<td>Average stay (nights)</td>
</tr>
<tr>
<td>Spend ($m)</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
</tr>
<tr>
<td><strong>DOMESTIC DAY</strong></td>
</tr>
<tr>
<td>Visitors ('000)</td>
</tr>
<tr>
<td>Nights ('000)</td>
</tr>
<tr>
<td>Average stay (nights)</td>
</tr>
<tr>
<td>Spend ($m)</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
<tr>
<td>Visitors ('000)</td>
</tr>
<tr>
<td>Nights ('000)</td>
</tr>
<tr>
<td>Average stay (nights)</td>
</tr>
<tr>
<td>Spend ($m)</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia

This development is expected to have a positive impact upon visitors and help to address the issue of seasonality in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to to greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

Barossa tourism continues to boom
Bunyippress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.6.3.3 Benefits of events

Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winder and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Festivals and events attract visitors who may otherwise have limited awareness of the area. Recreational, sporting and arts events and venues such as adventure locations, bike tracks, water activities, sporting and recreational grounds, galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places.

Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.

(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Connection and inclusion are critical in communities like Lyndoch, Williamstown and Sandy Creek. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Residents in small districts tend to have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the region. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

3.6.5 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia’s identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the three parks are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of the region and the Southern Barossa Hub provides opportunities for people to benefit from this network and directly connect with the community.

3.6.5.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in the Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.
3.6.5.2 Current and new volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created. Estimates of current volunteer numbers within the Southern Barossa Hub have been provided by a number of groups or estimated according to event type and are listed in the table below. Figures for estimated additional volunteers per annum have also been provided.

<table>
<thead>
<tr>
<th>Club/event and location</th>
<th>Estimated existing number of volunteers p/a</th>
<th>Potential additional volunteers +10% p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyndoch Recreation Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barossa District Football and Netball Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Barossa Rams Rugby Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Lyndoch Tennis Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Lyndoch Little Athletics</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Lyndoch and District Bowling Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Barossa Valley Racing Pigeon Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Lyndoch Christmas party - 1000 attendees</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Large event such as “Show ‘n’ Shine” - 500 attendees</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Lyndoch Cricket club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Queen Victoria Jubilee Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Football</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Cricket (2nd Ground for Sandy Creek Cricket Club)</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Netball</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Community Pavillion Hire - 6 event per annum</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Oval hire - 2 events per annum (e.g Tour Down Under - Amateur Ride; Vehicle displays / trade shows)</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Curdnatta Park, Sandy Creek</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandy Creek Cricket Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Southern Barossa Scouts</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Community Bookings - 25 events per annum</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>340</strong></td>
<td><strong>35</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In total, post development an additional 35 volunteers in the first year post development are expected to be engaged per annum for activities/events connected to the Southern Barossa Hub. This figures are considered to be conservative.
In addition to these volunteer numbers, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at the new major sporting events been hosted in the region have been provided. These figures were divided by the four main parks/sites which support the MoU and are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nuriopta (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td>Total per annum</td>
<td>84</td>
<td>84</td>
<td>56</td>
<td>56</td>
<td>280</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of the Southern Barossa Hub, this means that an additional 56 volunteers per annum are likely to also be engaged to support these new major sporting events.

3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia.</td>
</tr>
<tr>
<td>South Australian Tourism Plan 2014</td>
<td>• Work collaboratively with partners to use experiences to drive conversion • Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism • Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing • Encourage visitors to disperse around South Australia through regional events and festivals</td>
</tr>
<tr>
<td>Tourism Barossa Strategic Plan 2017-18</td>
<td>• Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region • Amplify unique Barossa stories and experiences through media, trade and partners</td>
</tr>
<tr>
<td>RDA Regional Roadmap 2014-17</td>
<td>• To add value to the region and its economy by assisting industry to expand and invest, to innovate and to take up opportunity; to find ways to activate capital – human, environmental and financial – to generate income and quality jobs in quality environments</td>
</tr>
<tr>
<td>Plan</td>
<td>Overview</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Regional Events Strategy 2014-16                                     | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| Barossa Community Plan 2016-2036                                     | • Invest in, and advocate for, community facilities that support cultural and community participation  
• Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| SACA/SANFL Memorandum of Understanding                              | • Build the Barossa as a regional sports event and tourism destination  
• Attract national and state football and cricket competitions  
• Grow grassroots facilities to increase participation |
| Open Space, Recreation and Public Realm Strategy                     | To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community. |
| South Australia Recreational Trails 10 Year Plan                     | • Economic return through increased visitation  
• Public health benefits  
• Sensitive environmental design/care |
| Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan | A healthy, happy and connected community                                                                                               |
| Regional Heritage Strategy 2014-2020                                 | To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible                        |
| Council's Strategic Management Plans 2016                           | Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community Long Term Financial Plan.  
• Development Plan and Strategic Directions Report  
• Infrastructure & Asset Management Plans  
• Public Health Plan  
• Risk Management Plan  
• Disability Access and Inclusion Plan |
| Mountain Bike Strategy                                               | Adelaide Mount Lofty Ranges will be an international mountain bike destination offering world class experiences for a range of cycling markets |
| Barossa Regional Cycle Tourism Strategy                              | For the Barossa to provide outstanding cycling lifestyle experiences for the benefit of visitors and residents |
| Barossa Destination Action Plan                                     | The Barossa must refresh its offering to increase its competitive appeal and enhance the ways visitors can experience what the Barossa is |
| SA Nature-Based Tourism Action Plan                                 | South Australia – A growing destination choice for international and domestic travellers |
| Master plan for the Passive Recreational Use of Warren Reservoir    | A vision for the development of the Warren Reservoir as a hub of recreational activity in the region |
| Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan | A healthy, happy and connected community                                                                                               |
| Regional Heritage Strategy 2014-2020                                 | To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible                        |
| Public Library Service Delivery Plan                                | Enriching people’s lives                                                                                                               |
| Strategic Directions Report                                          | N/A – legislative requirement to ensure alignment between policies and targets in the Planning Strategy and the Development Plan. |
The Barossa Council Development Plan: Rural Areas and Character (underway) • To balance the requirement to recognise, protect and enhance the special character of the area while providing for the economic, physical and social wellbeing of the communities within it

Mount Lofty Ranges World Heritage Bid • Conserve the area’s unique qualities, not just for future generations of Australians but also for the world. Not as a museum, but as a working, growing, changing landscape under local planning control.

30 Year Plan for Greater Adelaide (Currently under review) • Balance population and economic growth with the need to preserve the environment and protect the heritage, history and character of Greater Adelaide

Redefining Community Committees • Improve outcomes for volunteers and implement sustainable models of community governance

Asset Management Strategy • Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community

In addition to Local Strategies listed in the table above, the Barossa, Light and Lower North Region Open Space, Recreation and Public Realm Strategy proposes a number of relevant Regional Strategies. Given their significance in the context of this Study, they are presented here separately:

Recreation and Sport
• Consolidate sport and recreation infrastructure on district classification land parcels within each township to ensure a consolidated approach for quality infrastructure and shared resources
• Ensure a full range of opportunity is provided within sports hubs by designing active and passive, and structured and unstructured elements into all precincts
• Provide consistent and equitable pricing policies for use of all council owned recreation and sport facilities to include clear maintenance and asset replacement responsibilities
• When planning open space, consider the design and development of areas that are capable of hosting local and regional level tourism functions and activities
• Promote opportunities for eco and adventure based tourism
• Continue to develop a safe and interconnected network of trails that provide strong linkages to key destinations including tourism destinations, townships, parks and playing fields
• In towns with a population of over 2000 residents, provide a playspace for every 825 residents
• Identify opportunities to develop disused and existing railway corridors as trails and pathways that link towns and connect to destination points and other trail networks

Open Space
• In townships of 500 people or more, a minimum supply of open space should be a district level facility that includes playing fields, hard courts and passive areas such as BBQs and a playspace
• Continue developing partnerships with Government and private owners of open space including schools, universities, reservoirs and forestry land to optimise community use and access including playgrounds and to ensure provision is not duplicated
• Access to Open space and recreation facilities should be supported through high quality pedestrian links and pathways

Public realm
• Create destinations that appeal to the community (young children through to the elderly) and support socialisation and activity in the public realm. Many attractive active recreation spaces can be better integrated with places for play, exercise/fitness, walking and cycling, informal sporting activities, picnicking, community events and improved landscape amenity.
### 3.5 Stakeholder consultation and community support

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key stakeholders and residents in affected townships as well as the broader Southern Barossa community (Phase 1 consultation).

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. People were invited to undertake a Council survey via online platforms as well as traditional methods with the following results. The Community Consultation Plan is provided below:

**Consultation period: 27 January to 3 March 2017 inclusive.**

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs</th>
<th>Target</th>
<th>Who</th>
<th>Outlet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Via media distribution list</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal Resource</td>
<td>Southern Barossa sport, rec and education stakeholders</td>
<td>CMOs</td>
<td>Southern Barossa Hub key stakeholders database</td>
</tr>
<tr>
<td>Public notice</td>
<td>$300 +GST for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald/Bunyip</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
</tr>
<tr>
<td>Council newsletter</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>D’Vine quarterly newsletter (Summer/Autumn) distributed to 11,500 ratepayers</td>
</tr>
<tr>
<td>Direct mailout to Southern Barossa ratepayers with Summer/Autumn rates notice/d’Vine newsletter</td>
<td>$880 (indicative only, quote pending)</td>
<td>Southern Barossa ratepayers</td>
<td>CMOs</td>
<td>Approximately 3300 mailouts: 5351 (Lyndoch, Williamstown, Cockatoo Valley) 5350 (Sandy Creek) 5118 (Kalbeeba)</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>•Free resource OR •Boosted posts: $100 to boost posts 5 times</td>
<td>Community/</td>
<td>CMOs</td>
<td>•Council facebook page •Cross promotion through SBA, RDA facebook pages</td>
</tr>
<tr>
<td>Online engagement</td>
<td>Internal resources</td>
<td>Southern Barossa residents</td>
<td>CMOs</td>
<td>•Our Better Barossa online engagement platform •Feedback form on website •Use facebook to drive traffic to these platforms</td>
</tr>
<tr>
<td>Visual displays – Nuriootpa and branch offices</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>•Nuriootpa Customer Service front foyer display – January/February display dedicated to consultation •Masterplans and Feasibility Study provided to branch libraries</td>
</tr>
<tr>
<td>Southern Barossa Alliance</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Distribute information via SBA networks, volunteer meetings, facebook etc</td>
</tr>
<tr>
<td>Santos Tour Down Under Wheels on the Green</td>
<td>Internal resources</td>
<td>Southern Barossa residents</td>
<td>CPD</td>
<td>Pop Up Stall at community event on Monday, 16 January on Lyndoch Village Green</td>
</tr>
</tbody>
</table>
Forty-seven (47) surveys were returned; two were incomplete. Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

**Infrastructure requirements (rec and sport)**
- AFL size senior oval/s and ¾ size junior oval with lighting
- Ovals for cricket club to host multiple junior and senior matches at home
- Coaches and timing boxes, scoreboards, goal netting
- Parking for 300 vehicles, local street parking for additional 200 vehicles
- Emergency access to oval and courts
- Multiple playing ovals and surfaces for football and rugby
- Tennis / netball courts with lighting
- Indoor/outdoor hard surface courts for basketball and netball
- Suitable external storage for all users
- Oval with outer running track for athletics
- Athletics spaces with ability to line mark running tracks
- Community clubhouse / pavilion
- Internal storage for clubs and community groups
- Skate park (at alternative location)
- Walking/running paths (extension of existing linkages to Williamstown and beyond)
- Gym and fitness centre; also for injury/rehabilitation
- Oval and outdoor sports area
- Adventure play space
- Integrated toilets/wet areas/changerooms to prevent duplication of infrastructure
- Heated pool for exercise/therapy with extended opening hours (both indoor and outdoor suggested)
- Year round outdoor pool
- Velodrome
- Dedicated space for club memorabilia to create a unique feel (part of clubrooms)
- Resurface Lyndoch tennis courts to bring them up to standard
• Viewing space with room for future expansion
• Large central clubroom with bar and kitchen facilities (also available for hire) plus offices, visitor and home team changerooms, umpires changerooms, trainer/first aid rooms, toilets with disability access
• Facilities suitable for hosting BL&GFA and BL&GNA finals
• Facilities and amenities that meet AFL and Netball Australia National Facilities Policies for State, Regional and Local Facilities
• Social room to seat 200 people with temporary creche
• Clubroom area with bar for 100 people
• Commercial kitchen to cater for 200 people
• Clubrooms (containing bar, viewing platforms, catering facilities, corporate/entertainment partitioning for events/hire, canteen, meeting rooms, sporting club zones, changerooms) could be a community-based centre under formal management that is self-sustainable and will bring economic and community benefit to the region

NB the above is a broad summary of general feedback. Barossa District Football and Netball Club had specific requests for playing surfaces and facilities, clubroom and canteen facilities which are not individually itemized in this list.

**Infrastructure requirements (function centre)**

• Medium sized function centre – currently no capacity to host events above 120 people and clubs hold presentation nights outside the area with financial loss to local business
• Multi-purpose function room with bar and catering facilities
• Licensed club offering meals & function centre for fundraising
• Multi-purpose centre with capacity to accommodate up to 500 people would create economic development opportunities eg hospitality, conventions, exhibitions and concerts. Could attract local and visiting organisations to host medium sized social functions, conferences, conventions, weddings, trade events, workshops and concerts

**No change needed**

• Oppose new purpose-built facility. Invest in existing sites for football, netball and tennis. (Angaston and Nuriootpa have good joint facilities as does Stockwell for hockey and cricket)

**Co-location of sporting codes**

• Grounds used for a wide range of sports eg football, cricket, little athletics, rugby, touch football on the grassed areas
• Multi-purpose/co-location makes investment in infrastructure financially feasible

**Community capacity building (sporting)**

• Close a generation gap, bringing together people from bowls to junior sports
• Helps fundraising and sponsorship efforts as people from other clubs would see advertising for social events and fundraisers
• Greater capacity to host local, state and national events
• Flow on benefits to business sponsors through increased profile, bigger catchment of users and spectators
• Co-location builds community identity leading to broader participation across multiple codes/activities
• Greater sense of identity will help retain a local focus and prevent drain to Gawler and northern suburbs for rec and sport activity
• Promotional / recruitment opportunities – greater pool of sports and people to draw from
• Intra-club opportunities within the codes and across other sporting codes
• More community interaction as club times overlap

**Community capacity building (broad community)**

• Multipurpose site offers solution for growing region for both sports across all ages as well as social activities
• Central gathering point for the Southern Barossa community for social events, community meetings, sport
Create a closer community that can work together
A range of shared facilities can be hired and utilized by a variety of community groups
Gathering place after sport that is not a hotel
Facilities can be hired for fundraisers
Meeting place for young people, out-of-school hours, school activities
More opportunities for consultation between and with user groups to achieve efficient coordination and true ownership
Great demand for multi-purpose venue – Lyndoch Hall is currently the only venue within the area supporting activities such as Tae Kwon Do, Judo, Zen Do Kai, Ballet, Zumba, Tap dancing, Ballroom Dancing, Yoga, Choir rehearsals, Weekend markets, and one-off uses such as wedding receptions, birthday parties, anniversary events (eg Red Cross), Church services etc. Community classes already at capacity and prospective hirers are unable to be accommodated as the time-slot they require is already taken
Should look to other multi-use venues to study compatible and optimal uses by various users

Open space/unstructured recreation
Create safe and secure walking paths
Secure spaces that support unstructured recreation: bird watching, picnic grounds, BBQ facilities
Link walking/cycling paths from Williamstown to Lyndoch via pony club; extend to Sandy Creek
Connection of off-road cycle facilities/infrastructure
Formalise bike and walking paths on all old stock routes around Williamstown
Park/play space for non-organised sports use eg kids/family ball games etc
Enclosed off leash dog park
Street appeal with visible picnic and playground areas

Current infrastructure constraints (rec and sport)
No ovals/sporting grounds large enough to facilitate implementation of strategic plans. Need to invest in new facilities rather than maintain current facilities, with space for ovals, courts, parking, clubrooms etc
BDF&NC: lack of space prohibiting opportunity to provide newer facilities for both football and netball
Restricted opening hours at Williamstown pool facility; open in heat of the day; inadequate shade; need longer opening hours, morning sessions especially in school holidays
General lack of space and facilities – there is scope for greater access to sports and community groups that currently do not exist

Private enterprise
Opportunities for private operators to set up eg day care, fitness centre, café, other businesses

Events capacity
Grounds utilised on a casual basis by the community for such events as car shows, town days, band festivals, Vintage Festival events etc.
Covered stage for outdoor concerts with up to 5000-person capacity
Dedicated indoor and outdoor events space including plug n play infrastructure

Minority/marginalized groups
Facilities would improve health and wellbeing outcomes across broader demographic eg aged, disabled and youth
Currently limited facilities to support health and wellbeing activities for growing youth and aging populations such as child and parent playgroups, fitness and yoga classes etc. Classes currently oversubscribed or approaching maximum size at the local Institutes

Safety
Separate vehicle and pedestrian activity (at sporting grounds)
• On-road bicycle lanes
• Dedicated bike path to separate bikes from vehicular traffic travelling 110kph
• Ambulance access

Landscaping & design
• Reduce ‘heat island effect’ through landscaping
• Design elements that mitigate exposure to extreme weather (at Lyndoch location)
• Plant more trees
• Reduce ‘built’ environment eg pavement, additional car parks

Improved scheduling/reduced travel times
• Multiple ovals enable different grades to play or train simultaneously
• Co-located facilities ideal for parents of children involved in different disciplines - one central venue
• Reduce travel times to Tanunda, Nuriootpa, Gawler and northern suburbs

Maintenance/service provision
• More sporting groups to contribute to upkeep and maintenance improvements, not just a few
• Shared cost of maintenance
• Ovals should have defined levels of service, scheduled turf maintenance plans
• Cost efficiencies of shared service provision

In the event co-location is supported, the survey sought feedback on what opportunities exist to re-purpose sites that have traditionally been used for sporting activities. Responses are summarised by theme as follows:

Accommodation
• Increased caravan park tenancies
• Budget accommodation that attracts groups eg sports clubs, touring clubs (bikes and cars), family reunions, recreational groups (fishing, kayaking, sail training, rowing, walking, mountain biking, dog sledding); adapt clubrooms and changerooms for multi-use bunkhouse/clubroom facility
• School camp/bunkhouse
• Budget family accommodation with additional family-sized cabins and caravan sites
• Expansion of caravan and camping park
• More cabins, RV sites, base camp facilities
• Multi-purpose accommodation and events venue eg adventure sport events, cycling events
• Varied levels of eco-accommodation ranging from camping through to eco-villas
• Develop as stopover destination on Heysen/Mawson trail

Tourism/Eco-tourism
• Link to tourism and community passive watersport activities on Warren Reservoir
• Develop mountain bike trails, market on-road cycling routes, further develop/market off-road cycling tracks
• Adventure park with high ropes/zip lines etc making use of surrounding hills
• Cycle hub model with showers/toilets for runners/cyclists using bike paths
• Walking and hiking trails encompassing natural assets, heritage assets and food and wine assets
• Undertake strategic review of Southern Barossa’s brand positioning and opportunity for eco-tourism/eco-activities to add to its position as a food and wine destination and appeal to domestic and international visitors. Proximity to Adelaide Hills/Adelaide positions it perfectly for day trips via car out of Adelaide and cyclists riding from Adelaide
• Tap into existing key attractions: Whispering Wall, Birdwood Motor Museum, Chateau Barossa
• Watersplash pools, jumping castles and go-kart facilities (based on Adelaide Shores model)
• Southern Barossa Information Centre – a starting point for cycling, hiking and forest activities and supporting local businesses
Events
• Multi-day adventure sport and cycling events with access to on-road, off-road and recreation space
• Artisan and food markets; farmers market
• Art/craft hub
• Wedding receptions, birthday parties, anniversary events, church services
• Meeting venue/conference facilities
• Community events eg car shows, youth activities
• Markets
• Horticultural shows/flower shows
• Pop up events
• Carnivals
• Concerts

Sport and recreation
• Retain as second-tier oval for sports that don’t require superior playing surface
• Retain for groups that don’t wish to co-share facilities or don’t fit into new Hub
• Training hub; back-up ground for additional events
• Low impact social sports eg one-day touch footy events
• Depending on location, retain as parks with playgrounds
• Personal training site
• Skate park
• Upgrade facilities with community and fitness trainer consultation
• Revitalize the old tennis court area near the school and the park with playground off Yettie Road (David Randall)
• Heat and cover Williamstown pool - open year round rather than seasonal use and extend opening hours
• Utilise football/netball sites by other codes in off season for game day and training
• Outdoor courts and bike tracks to encourage activity

Community use
• Indoor & outdoor community hub to support activities such as tae kwon do, judo, zen do kai, ballet, zumba, tap dancing, ballroom dancing, yoga, choir rehearsals, weekend markets, and one-off uses such as wedding receptions, birthday parties, anniversary events (eg red cross), church services etc.
• Base for small community groups eg playgroups, community gardens, bike clubs
• Re-purpose clubrooms/changerooms as social hub for community meetings, small indoor sports, social functions and recreation gatherings
• Community garden and botanical plantings
• Use as free parking
• Waste collection site

Unstructured recreation
• Open space for community use (eg walk dog, kick footy) with dedicated play areas and picnic spots
• Enclose for off-leash dog park/ designate times for off-lead dog activity with improved fencing
• Bike paths providing connectivity to existing bike networks with drinking fountains en-route

Concept not supported
• Don’t support moving sporting facilities into public parkland; recreation is not always sports club affiliated
• Disappointed if Williamstown no longer had a sporting club presence; existing oval and facilities should still be used for sport and rec and not redeveloped for different purpose

General
• Improve parking and amenities blocks
Further comments were provided and can be found in the Southern Barossa Feasibility Study.

In addition to findings from Phase 1 of Stakeholder Engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups. The audit consisted of primary interviews with officers, documented incidents and hazards and Customer Service Requests (dating from 2012). This research identified a range of strengths, weaknesses, opportunities and threats presented at each of the existing sites. These are influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:

**WILLIAMSTOWN QUEEN VICTORIA JUBILEE PARK**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location in burgeoning eco-tourism area (close to mountain bike trails, conversation parks, Warren Reservoir)</td>
<td>Facilities at capacity</td>
</tr>
<tr>
<td>Co-location of user groups already occurring</td>
<td>Topography largely unsuited for expansion of traditional rec and sport facilities</td>
</tr>
<tr>
<td>High occupancy rates Caravan Park</td>
<td>Land acquisition unlikely</td>
</tr>
<tr>
<td>3 ½ star rating of caravan park following amenities upgrade</td>
<td>Ageing sporting facilities no longer fit-for-purpose - requires major investment if clubs are to stay</td>
</tr>
<tr>
<td>Capacity for expansion of caravan park into bunkhouse-style accommodation</td>
<td>Oval contours create draining issues; inadequate quality of playing surface</td>
</tr>
<tr>
<td>Excellent park managers on-site</td>
<td>Poor courts surface; trip hazards; no room for fourth court</td>
</tr>
<tr>
<td>Building condition audit provides schedule of planned maintenance activities</td>
<td>Parking constraints especially on match days</td>
</tr>
<tr>
<td>Linkages to Adelaide Mount Lofty Ranges Strategy – Establishing the Adelaide Mount Lofty Ranges Region as an international mountain bike destination – Dept of Environment, Water and Natural Resources</td>
<td>Retaining work required behind clubrooms</td>
</tr>
<tr>
<td></td>
<td>Management structure has led to degradation of facilities</td>
</tr>
<tr>
<td></td>
<td>Kitchen/function facilities in disrepair</td>
</tr>
<tr>
<td></td>
<td>Inadequate player injury management facilities</td>
</tr>
<tr>
<td></td>
<td>Toilets inadequate to meet match day/presentation requirements</td>
</tr>
<tr>
<td></td>
<td>Interference between sporting and social/tourism events at QVJP</td>
</tr>
<tr>
<td></td>
<td>Drainage issues (various sites); sink hole hazards in roadway</td>
</tr>
<tr>
<td></td>
<td>Limited BL&amp;G finals opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>Repurposed asset management</td>
<td>Current service levels undefined</td>
</tr>
<tr>
<td>(Economic) Relocation of sport opens up opportunities for tourism opportunities, expanded accommodation offering and associated economic growth</td>
<td>Little mapping of utilities (irrigation, powerlines, meter boxes etc)</td>
</tr>
<tr>
<td>(Community) Relocation of sport opens up opportunities for community hub, events, community-building activities</td>
<td>Inequity in fees payable across user groups</td>
</tr>
<tr>
<td>(Recreation) scope for unstructured rec and sport opportunities</td>
<td>Removing sport and rec leaves social/economic vacuum for community without adequate transition plan in place; flow-on effect to business community</td>
</tr>
<tr>
<td>Potential for kiosk growth resulting from infrastructure/amenities upgrades</td>
<td>Risks identified include compromised emergency access (single lane bridge entrance); flood-prone entrance; engineering solution required</td>
</tr>
<tr>
<td>Topography has potential for active adventure style leisure uses</td>
<td>Deteriorating tree health presents risk to public</td>
</tr>
<tr>
<td>Trailhead infrastructure opportunity – retail employment, tourism signage and information</td>
<td>Cost of caravan park and/or facilities expansion</td>
</tr>
<tr>
<td>Environmental and sustainable economic development and low impact recreation activities</td>
<td>Interface between pedestrians and vehicles on roadway; existing road hump location and shape/style unsafe</td>
</tr>
<tr>
<td>Multi user group trails</td>
<td></td>
</tr>
</tbody>
</table>

Source: Big Project - Southern Barossa Hub- Feasibility Report - 2018 Version 3 August 2019
**LYNDOCH OVAL**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| • Capacity for traditional rec & sport growth;  
• Existing infrastructure sound (oval, courts, clubrooms, kitchen/bar facilities)  
• Co-location already occurring  
• Building condition audit provides schedule of planned maintenance activities  
• Functional management structure and lease arrangements with user groups in place  
• Community engaged and open to fresh approach | • Conflict between user groups primarily around oval usage (one oval for multiple uses)  
• Incompatible codes will make oval maintenance unsustainable – rugby / AFL  
• Floor space in clubrooms insufficient  
• Ageing toilet facilities in clubrooms  
• Undeveloped and underutilised pockets of open space and concrete  
• Insufficient parking  
• Storage sheds not fit-for-purpose  
• Roadway surface poor  
• Inflexibility in linemarking oval to cater for different groups  
• More robust management structure required (currently Section 41)  
• Oval drainage  
• Falling tree limbs  
• Challenge of potential shared rugby/AFL – incompatible, wear & tear to oval  
• Athletics – challenge of being spread across whole precinct |

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| • Land acquisition at adjoining/nearby sites a possibility to facilitate shared-use arrangement  
• (Economic) multi-purpose facility can facilitate economic growth through events/functions/private operators etc  
• (Community) multi-purpose facility can create community building opportunities through “community hub” model  
• (Recreation) infrastructure investment can leverage unstructured recreation/open space opportunities  
• Shared use facilities with sport and community outcomes to build community and economic capital  
• Multiple entities to support site activities/user relationships /advocacy  
• Extension of pedestrian/cycling linkages to Williamstown and Cockatoo Valley  
• Fit-for-purpose storage facilities  
• Turf pitch  
• Improved potential to attract State level sporting events  
• Demographics support consolidation with this as the main hub site | • Differing infrastructure requirements of user groups  
• Current service levels undefined  
• Little mapping of utilities (irrigation, powerlines, meter boxes etc)  
• Inequity in fees payable across user groups  
• Risk to public from proximity of playground to cricket pitch  
• No fencing at rear adjacent railway corridor  
• Inadequate disability access between oval and clubrooms  
• Risk to public caused by split level clubrooms  
• Emergency access constraints  
• Planning implications arising from zoning and policy area provisions if co-location pursued  
• Arterial road with large traffic volumes |
### CURDNATTA PARK, SANDY CREEK

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sandy Creek Cricket Club (SCCC) transitioning to Incorporated model with clearly defined service levels incorporated into management plan</td>
<td>• Cricket clubrooms in poor condition</td>
</tr>
<tr>
<td>• Aesthetically beautiful aspect</td>
<td>• Kitchen in poor condition</td>
</tr>
<tr>
<td>• Pavilion well utilized by community groups</td>
<td>• Courts in poor condition and under utilized</td>
</tr>
<tr>
<td>• New playground and barbecue facilities</td>
<td>• Open space poorly defined</td>
</tr>
<tr>
<td>• Co-location already occurring with cricket, community, school and Scouts</td>
<td>• Informal carparking arrangements</td>
</tr>
<tr>
<td>• Water harvesting infrastructure in place</td>
<td>• Drainage issues</td>
</tr>
<tr>
<td>• SCCC keen to assume responsibility for oval management and maintenance under fee-for-service arrangement with Council</td>
<td>• Water harvesting infrastructure requires upgrade</td>
</tr>
<tr>
<td>• Potential to attract State cricket events</td>
<td>• No light</td>
</tr>
<tr>
<td>• Engagement – funding from school/DES</td>
<td>• Location seen as a barrier to participation for some codes</td>
</tr>
</tbody>
</table>

Based on the information referenced in 2.3, the following assumptions can be made:

- Majority support for co-location of services/facilities (three respondents directly opposed investment in new facilities and/or development of open space)
- Lyndoch is perceived as logical site for co-location
- Williamstown is perceived as logical site for tourism, community and events development
- Sandy Creek offers a satellite opportunity to Lyndoch
- There is evidence (state and interstate research) to indicate that Rugby and AFL codes are not compatible shared use codes for sustainable grounds maintenance
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop the ‘Southern Barossa Hub Development Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the ‘Southern Barossa Hub Development Project’ would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth constraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

- less competitive than other regions resulting in a decline in tourist numbers
- less access to sports and recreational activities
- unable to meet MOU for state and regional events
- lost opportunities to host other events
- less female participation in sports
- decline in health and wellbeing
- fewer employment opportunities
- less community cohesion
- less regional activation
- no catalyst for attracting additional private investment into the region
- no additional jobs being created within the local community
- less community infrastructure
- less attractive to current and future residents
- lost opportunities to develop the character of the Barossa
- decline in community pride in region
Scenario 2 – with Phase 1 of the ‘Southern Barossa Hub Development Project’ it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to complement its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

4.2.1 General parameter values

The following general parameter values have been used for the ‘Southern Barossa Hub Development Project’ user cost benefit analysis.

- Base Year - The base year considered for discounting purposes is 2019.
- Discount Rates - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- Evaluation Period - An evaluation period of 30 years has been used for the economic analysis.
- Dollar values - All dollar values are based on the Australian dollar using estimated 2018/19 figures.

4.2.2 Monetised benefits

The benefits of the ‘Southern Barossa Hub Development Project’ are further detailed below and have been estimated as the sum of:

- increase in visitor numbers and subsequent spend:
- various revenue streams from the increase in hosted events
- increased volunteer activities
- improved health status of the community
In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in table 4.2.2.

Table 4.2.2 CBA Quantitative summary table

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend</td>
<td>$413,490.00</td>
</tr>
<tr>
<td>Lease and hire fees</td>
<td>$8,200.00</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$416,262.21</td>
</tr>
<tr>
<td>Health benefits</td>
<td>$113,648.50</td>
</tr>
</tbody>
</table>

4.2.2.1 increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new regional and state sporting events will be hosted in the Barossa region. Having identified that the project also relies upon the redevelopment of other sites and that participants will be dispersed throughout these other facilities/locations - namely Tanunda, Nurioopta, Angaston and the Southern Barossa Hub - the potential new attendee numbers have been divided for each site as shown in the table below. Estimates have been derived from the various sporting codes.

<table>
<thead>
<tr>
<th>New event type</th>
<th># Spectators</th>
<th>Frequency</th>
<th>Location/site</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tanunda</td>
</tr>
<tr>
<td>AFLW</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
</tr>
<tr>
<td>AFL fixture</td>
<td>6000</td>
<td>x1 /yr</td>
<td>1800</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>2400</td>
<td>x1 /yr</td>
<td>720</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>2200</td>
<td>x1 /yr</td>
<td>660</td>
</tr>
<tr>
<td>SACA Carnival</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
</tr>
<tr>
<td>State Country Champs</td>
<td>1500</td>
<td>x1 /yr</td>
<td>450</td>
</tr>
<tr>
<td>National Country Champs</td>
<td>4750</td>
<td>x1 /yr</td>
<td>1425</td>
</tr>
<tr>
<td>Other major events - additional per annum</td>
<td>500-1000</td>
<td>x1 /yr</td>
<td>1000</td>
</tr>
<tr>
<td>Total additional spectators</td>
<td>8,305</td>
<td></td>
<td>8,305</td>
</tr>
<tr>
<td>Total additional expenditure at $77 per head</td>
<td>$639,485</td>
<td></td>
<td>$639,485</td>
</tr>
</tbody>
</table>

The TRA's figure for domestic days trippers of $77/day has been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head. In terms of the Southern Barossa Hub, an additional $413,490 in expenditure is estimated to be generated in the region post development.

4.2.2.2 Revenue streams from the upgraded facility

A number of revenue streams will provide income on an annual basis post development such as venue hire fees. The table below provides a summary of these income streams. Note that for following years (after year 1 post development) the figures have been increased by 1.025% per annum. In the first year, estimated revenue is $8,200.
### 4.2.2.3 Increased volunteer activities

“Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.”

*Minister for Citizenship and Communities NSW*

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator).

According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 35 volunteers will be engaged by various clubs etc, post development (see Section 3.6.5.2 Current and new volunteer opportunities post development).

In addition to this, the hosting of new state and regional events will also have an impact on volunteer numbers. For the purposes of this CBA, the estimated volunteer numbers (provided by the various sporting codes) who would be engaged to assist at these new major sporting events have been divided by the four main parks/sites which will support the MoU. These estimates are provided in the table below:

<table>
<thead>
<tr>
<th>Event name</th>
<th>Tanunda (30% of all volunteers)</th>
<th>Nurioopta (30% of all volunteers)</th>
<th>Southern Barossa Hub (20% of all volunteers)</th>
<th>Angaston (20% of all volunteers)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL Fixture (JLT Pre-Season Match)</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>AFLW Fixture</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>SANFL Centrals</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Comm Country Champs</td>
<td>45</td>
<td>45</td>
<td>30</td>
<td>30</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total per annum</strong></td>
<td><strong>84</strong></td>
<td><strong>84</strong></td>
<td><strong>56</strong></td>
<td><strong>56</strong></td>
<td><strong>280</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In terms of the Southern Barossa Hub, this means that an additional 56 volunteers per annum are likely to also be engaged to support these new major sporting events.

Therefore, a total of 91 (56 + 35) additional volunteers are expected to be engaged at the Southern Barossa hub per annum which equates to a dollar value of $416,262.21 (91 x $4,574.31 per annum) per annum in value per annum to the local economy. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.
4.2.2.4 Health benefits through greater participation in sporting and recreational activities

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and nonhealth care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789 pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight.

According to The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5,270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as overweight (but not obese), whilst 5,589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as over weight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

4.2.2.5 Overweight persons in the Southern Barossa Hub region

The Southern Barossa Hub is made up of nine suburbs as shown in the table 4.2.2.5 below.

Lyndoch - Kalbeeba and District is bounded by the Light Regional Council area in the north, the Barossa Valley Highway, Trial Hill Road and the locality of Pewsey Vale in the east, Hoffnungsthal Road, Lindner Road, Lyndoch Valley Road, Miamba Road, Williamstown Road and the localities of Williamstown and Barossa Goldfields in the south, and the City of Playford and the Town of Gawler in the west.

Williamstown - Barossa Goldfields and District is bounded by the localities of Cockatoo Valley, Lyndoch, Altona, Rowland Flat and Krondorf in the north, the localities of Flaxman Valley, Springton and Mount Pleasant in the east, the Adelaide Hills Council area in the south, and the City of Playford and the locality of Kalbeeba in the west. A breakdown of the number of residents aged 18 years and over in the region classified as the Southern Barossa Hub, is provided in the table below and totals 4,831 persons (ABS Census 2016).

Table 4.2.2.5 Persons aged 18 years and over, ABS Census 2016

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altona</td>
<td>103</td>
</tr>
<tr>
<td>Barossa Goldfields</td>
<td>32</td>
</tr>
<tr>
<td>Cockatoo Valley</td>
<td>491</td>
</tr>
<tr>
<td>Kalbeeba</td>
<td>275</td>
</tr>
<tr>
<td>Lyndoch</td>
<td>1,519</td>
</tr>
<tr>
<td>Pewsey Vale</td>
<td>53</td>
</tr>
<tr>
<td>Rowland Flat</td>
<td>109</td>
</tr>
<tr>
<td>Sandy Creek</td>
<td>190</td>
</tr>
<tr>
<td>Williamstown</td>
<td>2,059</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,831</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder
Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Southern Barossa Hub aged 18 years and over equates to 1,401 persons potentially being overweight. For the purposes of this CBA, a combined health cost saving figure of ($400 + $789 = $1,189 or $1,623.55 at 2018 figures using the RBA calculator) for those overweight has been used.

Of the 1,401 persons estimated to be overweight in the Southern Barossa Hub region, if 5 per cent (70 persons) became a ‘normal’ weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $113,648.50 ($1,623.55 x 70) per annum in the first year.

Obese persons in the Southern Barossa Hub region
The total population in the Southern Barossa Hub aged 18 years and over is estimated by the ABS in 2016 as being 4,831 persons. Therefore, if 31% of this section of the population is classified as obese, this equates to 1,498 persons potentially being obese.

For the purposes of this CBA, figures for savings in obesity rates have not been included. Only the figures for ‘overweight’ savings have been applied.

4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking the Southern Barossa Hub Development Project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $5.4 million with a benefit cost ratio of 1.60.

A benefit-cost ratio of 1.60 means that policymakers can expect $1.60 in benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $9,052,787.06
- Present value of benefits = $14,509,200.70
- Net present value = $5,456,413.65
- Benefit cost ratio = 1.60
- Internal rate of return = 4.3%

4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $13,922,006.64
- Benefit cost ratio = 2.36
- NPV with 10% discount rate = $2,127,161.64
- Benefit cost ratio = 1.25
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

**Human capital uplift: improved educational and employment outcomes**

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

**Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).**

This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:

- Participation in sport provides intellectual and academic benefits, improving brain function
- It also is connected to positive educational aspirations, significantly, the desire to attend university
- Participation also encourages young people to stay in school for longer
- Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants’ education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Increased levels of trust**

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Valuing diversity**

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

**Feeling part of society/social inclusion**

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

**The value of civic pride**

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

**The value of local groups**

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

**Reduced crime and anti-social behaviour**

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

**Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)**

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space

There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure

Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”

...
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of this project is a $6.97 million investment. Based on this approach this would lead to potentially over 62.7 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $6.97 million in construction costs, a total of 257.7 full time FTE jobs could be generated in the economy including the 62.7 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th>Effect</th>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction-total job years generated</td>
<td>62.7</td>
<td>20.69 (62.7 x 0.33)</td>
<td>28.22 (62.7 x 0.45)</td>
<td>48.91</td>
<td>146.09 (62.7 x 2.33)</td>
<td>257.7</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
APPENDIX A

LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION^: 24,808

TOURISM BUSINESSES^  TOTAL
Non-employed  106
1 to 4 employees  76
5 to 19 employees  52
20 or more employees  15
Total  250

TOP INTERNATIONAL MARKETS

<table>
<thead>
<tr>
<th>COUNTRY OF RESIDENCE</th>
<th>VISITORS ('000)</th>
<th>NIGHTS ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>United States of America</td>
<td>np</td>
<td>np</td>
</tr>
<tr>
<td>New Zealand</td>
<td>np</td>
<td>np</td>
</tr>
</tbody>
</table>

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>DOMESTIC OVERNIGHT</th>
<th>DOMESTIC DAY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
Stockwell Recreation Park Redevelopment Business Case and Cost Benefit Analysis
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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2 ANALYSIS OF THE PROPOSAL 6
3 CONTEXT AND NEED 21
4 COST BENEFIT ANALYSIS 56
5 APPENDICES 66
1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

STOCKWELL RECREATION PARK REDEVELOPMENT PROJECT

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

The Stockwell Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing district into the future. This project will ensure that Stockwell also has the capacity to support the MoU with Cricket Australia, SACA and SANFL.

This project will essentially result in the delivery of a significant local, district and regional-level facility primarily focussed on cricket and hockey regional and state competitions. The area importantly is a regional hockey facility and has draw from the whole region and into northern Adelaide. The site has specific links to the population growth base in the northern areas of the Barossa (Angaston, Nuriootpa and Tanunda districts). This project will ensure that Stockwell also as the capacity to support future opportunities, population growth and an overflow location for the MoU with Cricket Australia, SACA and SANFL.

1.1.3 Scope of works

The scope of works includes:

- Expand vehicle entrance/exit including site and civil works and sealing, minor drainage.
- Construction of second oval (13,823 sq m); fencing, lighting, irrigation and play infrastructure.
- Construct new multiuse changerooms (740 sq m) for hockey and cricket.
- Upgrade parking, drainage, reseal, reline and install lighting.
- Minor upgrades to existing changerooms.
- Improve spectator viewing by constructing two veranda solutions (240 sq m x2) abutting the new changerooms and facilities for all weather viewing.
- Construct a new outdoor fitness trail with outdoor equipment.
- Design and construct a new BMX track at the precinct.

The project will provide facilities which meet contemporary code requirements and support Stockwell’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sporting, recreation and community hub.
1.1.4 Project specific objectives and outcomes

The project objectives of the Stockwell Recreation Park Redevelopment are summarised as follows:

1. Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell Recreation Park’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

2. Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3. Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU if needed, all of which will contribute to the local, state and national economy.

4. Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

5. Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

1.1.5 Cost Benefit Analysis summary for Phase 1 of the project

The total cost for the Stockwell Recreation Park Redevelopment project is $5,653,042. The cost of the next phase investment (Phase 1), however, totals $2,428 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $1.55 million with a benefit cost ratio of 1.50. A benefit-cost ratio of 1.50 means that policymakers can expect $1.50 in benefits for every $1 in costs.
2 ANALYSIS OF THE PROPOSAL

2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Stockwell Recreation Park Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

Stockwell Recreation Park was borne of community demand for a central local recreation facility. In 1974 the then District Council of Angaston purchased approximately 27 hectares (68 acres) of grazing land from a local farmer and gained Ministerial approval to develop the land. In 1977 it was declared a parkland for the use and enjoyment of the public as a recreation area.

Despite its location adjacent a residential development, the Park setting has a rural, open space aspect with sporting field infrastructure infill.

It is the northern home for cricket in the Barossa and the home ground for Light Pass Cricket Club. Under the banner of Barossa Valley Hockey Association the Park serves as the home ground for three Barossa clubs,
Tanunda, Nuriootpa and AM (Angaston Moculta) United. The existing clubrooms constructed in 2013 are multi-use, providing both sporting amenities and a well-used community facility for organised and informal gatherings.

In 2013 Council agreed to develop an artificial turf hockey pitch on the Oval Number 2 site, on the understanding the second oval would subsequently be reinstated in a timeframe to be negotiated with user groups.

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.

### 2.1.1 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA

![Map of the Barossa LGA](source: The Barossa Council)
2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

The Stockwell Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing district into the future. This project will also ensure that Stockwell has the capacity to support the MoU with Cricket Australia, SACA and SANFL if needed.

This project will essentially result in the delivery of a significant local, district and regional-level facility primarily focussed on cricket and hockey regional and state competitions. The area importantly is a regional hockey facility and has draw from the whole region and into northern Adelaide. The site has specific links to the population growth base in the northern areas of the Barossa (Angaston, Nuriootpa and Tanunda districts).

The scope of works includes:

- Expand vehicle entrance/exit including site and civil works and sealing, minor drainage.
- Construction of second oval (13,823 sq m): fencing, lighting, irrigation and play infrastructure.
- Construct new multiuse changerooms (740 sq m) for hockey and cricket.
- Upgrade parking, drainage, reseal, reline and install lighting.
- Minor upgrades to existing changerooms.
- Improve spectator viewing by constructing two veranda solutions (240 sq m x2) abutting the new changerooms and facilities for all weather viewing.
- Construct a new outdoor fitness trail with outdoor equipment.
- Design and construct a new BMX track at the precinct.

The project will provide facilities which meet contemporary code requirements and support Stockwell’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.

Below, is a map showing the location of the keys sporting venues (Tanunda Recreation Park, Nuriootpa...
Centennial Park, Lyndoch Recreation Park and Angus Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. The Stockwell Recreation Park site which will further support the MoU role of these parks is highlighted in orange.

2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure at the Stockwell Recreation Park. These were summarised as follows in the ‘Stockwell Recreation Park - Feasibility Report’:

**Option 1: Hub and Satellite Model**

The Big Project is premised on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. This aligns with Council's commitment to fullest possible access to Council owned sporting recreational facilities by the wider community. This approach leverages existing recreational land and infrastructure in townships and creates opportunities to deliver, social, health and economic benefits to individual communities already strongly connected to their site, leading to wide-ranging collective benefits on a regional scale. Investment in a single regional hub for the whole Council area is considered not feasible due to lack of land availability, prohibitive costs of building ground-up infrastructure, geographic make-up of the region, and environmental and social factors such as disintegration of community fabric and capacity building where recreational facilities are lost to a township. The Barossa is characterised...
by its competitive, local sporting traditions and they form a compelling narrative and sense of community identity that makes the region special and fosters social pride and community health and wellbeing.

**Option 2: Location of BMX track**
Consultation feedback raised concerns that a BMX track will impact amenity for neighbouring properties on Mickan Road. It may also encourage parking along Mickan Road which was a concern to some residents. Equally, feedback was received that co-locating additional activity areas such as a BMX track would benefit families attending park for organised sport. On balance it was considered that an optimal outcome could be achieved by locating the BMX track away from Mickan Road, to be further considered during detailed design phase.

**Option 3: Equestrian infrastructure**
An initial request through RDA from Horse SA was received to investigate options for horse stabling and associated infrastructure in Stockwell to enhance the usage of the Kidman Trail. The development of the Master Plan occurred at the same time and therefore the option was put to the community to consider as part of this process. There was clear and consensus opinion that horse stabling and associated infrastructure was not complementary to the Park activities and was better located external to the facility.

**Option 4: Tennis/basketball court/s infrastructure**
The addition of a court or courts was a recurring theme during consultation. This feedback must be considered against existing provision of court infrastructure. There are 49 courts in The Barossa Council region, 17 of which are within 10 km of Stockwell:
- Moculta – 3 courts
- Nuriootpa – 8 courts
- Angaston – 6 courts

A recent regional tennis / netball court audit report provides a ratio of provision of courts to population for the Nuriootpa / Stockwell District of 1:856. The industry benchmark is 1:3500. A further report to Council is considered appropriate to further investigate demand and provision of court facilities at Stockwell.

**Option 5: Female friendly facilities**
At present hockey matches are held from 8.30am until 9.30pm on match days. The existing toilets and changerooms have a number of shortcomings, noticeably the distance to the hockey pitch; demand when men’s and women’s matches are being played concurrently, and the absence of dedicated female-friendly facilities. A new change room facility with associated amenities adjacent to the turf pitch is considered the optimal solution to address safety and usage issues.

**Option 6: Second oval**
It is accepted that the second oval will be reinstated in a timeframe to be negotiated with user groups, as per a 2013 Council resolution. This would allow for every cricket home game to be played at the Park and cater for sporting overflow on a seasonal basis.

2.2.3 Project location
Stockwell Recreation Park is located at Allotment 2, Duck Ponds Road, Stockwell as illustrated below:
2.2.4 Introduction to Stockwell

The Nuriootpa-Stockwell and District population at 2016 is 6,563 and has grown at 59.2% since 1991. It is forecast to grow to 13,489 people, being a growth rate over the next 35 years of 105.5% or an annual average of 3.02% this is significant in our regional context. The two other influencing districts (outlined above) have a current population at the 2016 census of 7,866 and this is forecast to grow to 9,341, a growth rate of 18.8%. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Stockwell and surrounding locations.
2.2.5 Current facilities and amenities

The Park was borne of community demand for a central local recreation facility. In 1974 the then District Council of Angaston purchased approximately 27 hectares (68 acres) of grazing land from a local farmer and gained Ministerial approval to develop the land. In 1977 it was declared a parkland for the use and enjoyment of the public as a recreation area.

Despite its location adjacent a residential development, the Park setting has a rural, open space aspect with sporting field infrastructure infill. It is the northern home for cricket in the Barossa and the home ground for Light Pass Cricket Club. Under the banner of Barossa Valley Hockey Association the Park serves as the home ground for three Barossa clubs, Tanunda, Nuriootpa and AM (Angaston Moculta) United. The existing clubrooms constructed in 2013 are multi-use, providing both sporting amenities and a well-used community facility for organised and informal gatherings.

In 2013 Council agreed to develop an artificial turf hockey pitch on the Oval Number 2 site, on the understanding the second oval would subsequently be reinstated in a timeframe to be negotiated with user groups.

A summary of the current facilities available at Stockwell Recreation Park are provided below:

- Oval
- Artificial turf hockey pitch
- Playground
- Clubrooms – Verandah area, function room, and kitchen
  - The function room is approximately 17m x 9.5m, and is air-conditioned
  - Sufficient space to hold up to 100 attendees
- Public amenities.

Figure 2.2.5 Stockwell Recreation Park

Source: The Barossa Council, Stockwell Recreation Park Feasibility Study 2019
Images showing some of the current facilities at Stockwell Recreation Park:

**Artificial Turf Hockey pitch**

![Artificial Turf Hockey pitch](image)

**Oval**

![Oval](image)

**Playground**

![Playground](image)
An information sheet regarding Stockwell Recreation Park has been developed by Council and is provided here:

**STOCKWELL RECREATION PARK**

Allotment 2 Duck Ponds Road, Stockwell

Bookings/enquiries/ Key Collection:

Barossa Council: 43-51 Tanunda Rd, Nuriootpa SA 5355
Tel: 8563 8444.
Email: CustomerSupport@barossa.sa.gov.au
Open: Monday to Friday 9am - 5pm.
Closed on weekends and public holidays.

Facilities:

The following facilities are available at Stockwell Recreation Park:
- Oval
- Playground
- Clubrooms – Verandah area, function room, and kitchen
  - The function room is approximately 17m x 9.5m, and is air-conditioned
  - Sufficient space to hold up to 100 attendees
- Public amenities.

Availability is subject to regular sports (Cricket and hockey in summer months and hockey in the winter months).

Please note
- Licensed security is required for eighteenth and twenty-first birthday celebrations at this venue
- This facility is located within a dry zone from 10pm to 8am

Source: The Barossa Council
Stockwell Recreation Park User Groups

Current user groups and member numbers are listed in the table below:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current group</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>Senior men</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Junior boys</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Senior women</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Junior girls</td>
<td>20</td>
</tr>
<tr>
<td>Tanunda Hockey Club</td>
<td>Female - seniors</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Female - juniors</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Male - seniors</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Male – juniors</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors</td>
<td>21</td>
</tr>
<tr>
<td>Nuriootpa Hockey Club</td>
<td>Female - seniors</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Female - juniors</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Male - seniors</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Male – juniors</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors</td>
<td>24</td>
</tr>
<tr>
<td>AM United Hockey Club</td>
<td>Female - seniors</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Female - juniors</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Male - seniors</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Male – juniors</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors</td>
<td>16</td>
</tr>
<tr>
<td>Barossa Valley Hockey Association</td>
<td>The Barossa Valley Hockey Association (BVHA) coordinates the BVH competition in the Barossa, which has six clubs. Three clubs, Nuriootpa, Tanunda and AM United make their home grounds at the Stockwell Turf and utilise the facilities there.</td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

Events and other users of Stockwell Recreation Park

A number of events are currently held at the park. These are summarised in the table below:

<table>
<thead>
<tr>
<th>Event type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private and Community Bookings</td>
<td>The clubroom and associated playground and open spaces are regularly hired for private functions, approximately 48 per annum.</td>
</tr>
</tbody>
</table>
| Recreational Usage          | Daily usage for:  
  - Dog Walkers  
  - Individual Exercisers  
  - Family Picnics                              |

Source: The Barossa Council, Stockwell Recreation Park Feasibility Study 2019
2.2.6 Scope of proposed works
A number of works are proposed under the Stockwell Recreation Park Redevelopment project. The key elements are detailed below.

- Expand vehicle entrance/exit including site and civil works and sealing, minor drainage.
- Construction of second oval (13,823 sq m); fencing, lighting, irrigation and play infrastructure.
- Construct new multiuse changerooms (740 sq m) for hockey and cricket.
- Upgrade parking, drainage, reseal, reline and install lighting.
- Minor upgrades to existing changerooms.
- Improve spectator viewing by constructing two veranda solutions (240 sq m x2) abutting the new changerooms and facilities for all weather viewing.
- Construct a new outdoor fitness trail with outdoor equipment.
- Design and construct a new BMX track at the precinct.

2.2.7 Project plans
The following plans demonstrate the proposed works to be undertaken which form the Stockwell Recreation Park Redevelopment.
2.2.8 Project status

The Stockwell Recreation Park upgrade masterplan has been developed over many years including significant community engagement. The staged projects have been scoped, costed and will progress to full design based on the priorities of The Big Project.

2.2.9 Project objectives

The project objectives of the Stockwell Recreation Park Redevelopment are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell Recreation Park’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU if needed, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
## 2.2.10 Project outcomes

The outcomes of Stockwell Recreation Park Redevelopment will be to meet the identified needs. Outcomes are discussed further in Section 2.4. A summary table is provided:

<table>
<thead>
<tr>
<th>Table 2.4.1 Quantifying outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEED - Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell Recreation Park’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Deliver a premier local, district and regional-level sports hub facility that meets contemporary code requirements</td>
</tr>
<tr>
<td>Improved standard of existing regional sports facilities to meet requirements for regional, state or national competitions</td>
</tr>
<tr>
<td>Provide access to a range of sporting and recreational activities for a greater number of people both within the community, regionally and throughout SA</td>
</tr>
<tr>
<td>Improved player and spectator satisfaction</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Better health outcomes for children and adults through greater participation in sport</td>
</tr>
<tr>
<td>Deliver a facility which underpins Stockwell’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>The Barossa’s role as a regional sports event and tourist destination is supported and further promoted to all sporting codes</td>
</tr>
<tr>
<td>Directly supporting tourism and business growth in region as more events are hosted</td>
</tr>
<tr>
<td>Directly facilitating growth in the SA and National economy</td>
</tr>
<tr>
<td>NEED - Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities</td>
</tr>
<tr>
<td>Capacity at the park is increased and Stockwell is able to host more large events both sporting and community</td>
</tr>
<tr>
<td>More athletes are attracted to the area for both training and development</td>
</tr>
<tr>
<td>Increased number of regional SA residents participating in state, national and international level competitions or in professional teams</td>
</tr>
<tr>
<td>Retention of talented regional athletes, coaches and support staff in regional SA</td>
</tr>
<tr>
<td>Deliver a facility which underpins Stockwell’s positioning as a genuine sports hub for the local community and an event destination</td>
</tr>
<tr>
<td>Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability</td>
</tr>
<tr>
<td>NEED - Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU if needed, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
</tr>
<tr>
<td>Increase in events held in Barossa for state, national and/or international sports</td>
</tr>
<tr>
<td>Stockwell Recreation Park is identified as part of the regional network of hubs</td>
</tr>
<tr>
<td>Tourism numbers increase in the region as a direct result of the number of events increasing</td>
</tr>
<tr>
<td>Supporting the MOU through the hosting of regional, state and national competitions</td>
</tr>
<tr>
<td>Increased level of regional community participation in sport</td>
</tr>
<tr>
<td>Growth in Cricket and Hockey continues</td>
</tr>
</tbody>
</table>
NEED - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

Outcome

Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities

Capacity at the ovals and pitches is increased and Stockwell is able to host more large events both sporting and community

Existing residents are encourage to remain in the remain in the region

Increased number of regional SA residents participating in state, national and international level competitions or in professional teams

Retention of talented regional athletes, coaches and support staff in regional SA

Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability

Population growth is supported in the region by providing suitable sporting and recreational facilities

Safety, maintenance and practical usage issues are addressed

NEED - Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

Outcome

Increased direct regional employment through facility management and delivery of sports programs and administration

Directly supporting industry diversification

Provide job opportunities to address disadvantage

Providing opportunities for businesses to service the needs of new sporting industries in the region and further afield

The region exudes confidence and generates a positive impression

Potential new residents consider the region as a place for them to live and invest

Residents are encouraged to remain in the region

Making the region more attractive to businesses and residents

2.2.11 Total Project Capital costs

Cost estimates prepared independently by Rider Levett Bucknall for adopted Master Plan and have been escalated to reflect current costs are as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle entrance/exit – dual access</td>
<td>$100,000</td>
<td>Expand entrance including site and civil works and sealing, minor drainage.</td>
</tr>
<tr>
<td>Second oval (13,823 sq m)</td>
<td>$2,079,385</td>
<td>Construction of second oval, fencing, lighting, irrigation and play infrastructure.</td>
</tr>
<tr>
<td>New changeroom and facilities (740 sq m)</td>
<td>$1,745,216</td>
<td>Construct new multiuse changerooms for hockey and cricket</td>
</tr>
<tr>
<td>Carparking and lighting</td>
<td>$501,000</td>
<td>Upgrade parking, drainage, reseal, reline and install lighting.</td>
</tr>
<tr>
<td>Existing changeroom upgrade (72 sq m)</td>
<td>$169,510</td>
<td>Minor upgrade to changerooms.</td>
</tr>
<tr>
<td>Spectator viewing (240 sq m x2)</td>
<td>$257,280</td>
<td>Construct two veranda solutions abutting the new changerooms and facilities for all weather viewing includes site works, concrete floor.</td>
</tr>
<tr>
<td>Outdoor fitness stations</td>
<td>$50,000</td>
<td>Minor external fitness track equipment.</td>
</tr>
<tr>
<td>BMX track</td>
<td>$250,000</td>
<td>Design, construct BMX track at the precinct.</td>
</tr>
<tr>
<td>General contingency 10%</td>
<td>$500,651</td>
<td>General contingency as allowance for further costing requirements.</td>
</tr>
<tr>
<td>Total</td>
<td>$5,653,042</td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
2.2.12 Current Target Plan – Next Phase Investments

The following tables provide an estimate of capital, ongoing maintenance, depreciation, revenue and other costs associated with the target phase implementation being $2.428M investment in this phase of the investment cycle.

**Estimated Phase 1 capital costs**

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>New changeroom and facilities (740 sq m)</td>
<td>$1,745,216</td>
<td>Construct new multiuse changerooms for hockey and cricket.</td>
</tr>
<tr>
<td>Spectator viewing (240 sq m x 2)</td>
<td>$257,280</td>
<td>Construct two veranda solutions abutting the new multiuse changerooms and facilities for all weather viewing includes site works, concrete floor.</td>
</tr>
<tr>
<td>BMX track</td>
<td>$250,000</td>
<td>Design, construct BMX track at the precinct.</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$175,912</td>
<td>Adjustments for timing of target investment for contingencies and capital.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,428,408</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

**Estimated Phase 1 annual costs**

Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>Depreciation</td>
<td>41,283</td>
</tr>
<tr>
<td></td>
<td>Employee Costs</td>
<td>3,311</td>
</tr>
<tr>
<td></td>
<td>Other Costs</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>ESL Levy</td>
<td>386</td>
</tr>
<tr>
<td></td>
<td>Electricity Consumption</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Insurance (Asset &amp; liability)</td>
<td>2,508</td>
</tr>
<tr>
<td></td>
<td><strong>Operating sub-total</strong></td>
<td><strong>48,612</strong></td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td>Employee costs</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Mowing/Landscaping</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Electrical repairs</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Cleaning</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Building Maintenance</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Materials Water</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td><strong>Maintenance Sub-total</strong></td>
<td><strong>5,520</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>54,132</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the ‘Stockwell Recreation Park Redevelopment’ will be seen across National, State, regional and local stakeholders and are summarised below:

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>STATE</th>
<th>REGIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creates the opportunity for new jobs to be created</td>
<td>• Promoting growth in regional towns i.e. redirecting population growth</td>
<td>• Creates the opportunity for new jobs to be created</td>
<td>• Increases productivity of the region by encouraging population growth as the region becomes more attractive</td>
</tr>
<tr>
<td>• Supports and promotes economic growth</td>
<td>• Maintains and develops a high level of facilities and amenities for businesses, residents and visitors</td>
<td>• Induced development and encourages private investment</td>
<td>• Supports Stockwell’s role as part of a Regional Sports Hub as required</td>
</tr>
<tr>
<td>• Promoting growth in regional towns i.e. redirecting population growth</td>
<td>• Supports and promotes economic growth creating a regional sports hub</td>
<td>• Develops regional infrastructure for now and into the future</td>
<td>• Appropriate facilities will encourage more spectators and females to participate in sport in the region</td>
</tr>
<tr>
<td>• Enhanced sporting and recreational opportunities for the community</td>
<td>• Enables greater participation in all sporting codes</td>
<td>• Promotes a regional identity</td>
<td>• Makes the region more attractive to current and future residents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Encourages population growth which in turn supports business activity and growth</td>
<td>• Enable regional and state sporting events to be hosted in the region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Develops local jobs resulting from increased patronage e.g. retail, services, community</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased local competitiveness with neighbouring LGAs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Helps to address social disadvantage by supporting the opportunity for new jobs and volunteer activities in the region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Addresses various health issues through greater sport participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased sport tourism resulting in increased expenditure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased revenue streams can be re-invested in the LGA</td>
</tr>
</tbody>
</table>
3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Stockwell Recreation Park Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

The existing Stockwell Recreation Park provides facilities for local sports with limited opportunity to support regional, state or national events. There are limited facilities for sporting teams with old and inappropriate design.

This project will address a number of problems and deliver a benefits well beyond the construction phase. The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell Recreation Park’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.</td>
</tr>
<tr>
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<td>Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU if needed, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
Objective 1

3.2 Deliver a premier local, district and regional-level facility that meets contemporary code requirements

Deliver a premier local, district and regional-level facility that meets contemporary code requirements which underpin Stockwell’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

3.2.1 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location

Source: The Barossa Council
3.2.2 Stockwell as a sporting hub

The Nuriootpa-Stockwell and District population at 2016 is 6,563 and has grown at 59.2% since 1991. It is forecast to grow to 13,489 people, being a growth rate over the next 35 years of 105.5% or an annual average of 3.02% this is significant in our regional context. The two other districts (outlined above) have a current population at the 2016 census of 7,866 and is forecast to grow to 9,341, a growth rate of 18.8%.

Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Stockwell and surrounding locations.

Stockwell Recreation Park was borne of community demand for a central local recreation facility. In 1974 the then District Council of Angaston purchased approximately 27 hectares (68 acres) of grazing land from a local farmer and gained Ministerial approval to develop the land. In 1977 it was declared a parkland for the use and enjoyment of the public as a recreation area.

Despite its location adjacent a residential development, the Park setting has a rural, open space aspect with sporting field infrastructure infill.

It is the northern home for cricket in the Barossa and the home ground for Light Pass Cricket Club. Under the banner of Barossa Valley Hockey Association the Park serves as the home ground for three Barossa clubs, Tanunda, Nuriootpa and AM (Angaston Moculta) United. The existing clubrooms constructed in 2013 are multi-use, providing both sporting amenities and a well-used community facility for organised and informal gatherings.

In 2013 Council agreed to develop an artificial turf hockey pitch on the Oval Number 2 site, on the understanding the second oval would subsequently be reinstated in a timeframe to be negotiated with user groups.

The Stockwell Recreation Park Redevelopment project will see a number of significant upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the growing district into the future. Stockwell has the capacity to support the MoU with Cricket Australia, SACA and SANFL if needed.

This project will essentially result in the delivery of a significant local, district and regional-level facility primarily focused on cricket and hockey regional and state competitions. The area importantly is a regional hockey facility and has draw from the whole region and into northern Adelaide. The site has specific links to the population growth base in the northern areas of the Barossa (Angaston, Nuriootpa and Tanunda districts).

This project will see a number of additional upgrades completed to ensure that future recreation, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future. Balancing the historic recreation and community significance of the Park with opportunities for contemporary uses and activation is critical to fulfill its dual role as neighbourhood setting and regional destination.

The project aims to increase local participation in sports and recreational activities with the resulting health and wellbeing outcomes. District and regional sporting events and associated tourism and economic development opportunities at the Park will be increased which will support the aspiration to build the Barossa as a regional sports event and tourism destination.
Objective 2
3.3 Encourage increased participation in sports and recreation by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located sport and active recreation facilities which encourages increased participation in sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in Stockwell’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Stockwell community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and information sent directly to stakeholder organisations. A public drop-in session was held at Stockwell Hall along with attendance at the Angaston Agricultural Show. People were invited to provide feedback at these sessions or via online platforms.

A total of 18 formal submissions and 22 informal submissions were received.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. This project seeks to meet these needs through the proposed scope of works.

3.3.2 Current issues which need to be addressed

Work proposed at the Stockwell Recreation Park will enhance these regionally significant sporting facilities so that they meet the specific needs of teams, coaches’ players, media and spectators as a regional and state sporting destination. The facilities at the site are not currently appropriate for any higher level events or even some local user groups. This project recognises these deficiencies and proposes to address them.

Following are a series of images demonstrating some of the key issues.

**Single entrance gates**

The single entrance gates are considered to be unsafe for both vehicles and pedestrians. The current single lane access results in congestion particularly during hockey season with 200-300 cars accessing the site over the duration of the playing day. It is appropriate that the width of the entry is increased for dual access and vehicle/pedestrian safety.
Existing clubrooms
The existing changeroom/clubroom facilities are ageing and in a poor state which is a deterrent to participation in sports. They are in need of upgrading and female changerooms are also not currently available which is a significant issue for players in particular of Hockey. Current assets do not meet the increasing player capacity requirements and are not compliant with current codes.

Existing clubroom issues

Demand on oval/scheduling issues
The existence of only one playing surface for cricket creates scheduling issues and places additional demand on its use. A second oval for seasonal sports (i.e winter soccer, summer cricket) would address this problem.
3.3.2.1 Summary of issues and solutions

The needs identified will be met though construction of the new facilities, changerooms and related infrastructure that will transform the Stockwell Recreation Park into a first class regional sporting venue. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response to traffic management issues of current single lane access and egress only to the site resulting in congestion particularly during hockey season with 200-300 cars accessing the site over the duration of the playing day.</td>
<td>Expand vehicle entrance/exit including site and civil works and sealing, minor drainage.</td>
</tr>
<tr>
<td>The construction of the artificial hockey pitch in 2015 was done directly on the site of the previous second oval as the preferred site for the hockey pitch was too close to the adjacent creek and would have resulted in potential soil / site erosion issues. Since that time the cricket club has been lobbying and applying for grant funding for the reinstatement of a second oval which can go on the creek side as the erosion considerations are not as significant for a non artificial surface. Council has not prioritised the second oval above the additional change rooms at this stage but there is an historic resolution that if grant funding is forthcoming Council will provide match funding. The facility is not used for AFL.</td>
<td>Construction of a second oval (13,823 sq m) with fencing, lighting, irrigation and play infrastructure.</td>
</tr>
<tr>
<td>The existing 2 change rooms were constructed in 2014 and are multiuse and currently the best in the region. Hockey have lobbied since the construction of the new pitch to have their own change rooms closer to the pitch.</td>
<td>Construct new multiuse changerooms (740 sq m) for hockey and cricket in response to the numbers playing hockey.</td>
</tr>
<tr>
<td>Safety issues with narrow, single entry gate and insufficient lighting</td>
<td>Upgrade parking, drainage, reseal, rel ine and install lighting.</td>
</tr>
<tr>
<td>Poor standard of existing changerooms is deterring sporting participation</td>
<td>Minor upgrades to existing changerooms plus construction of new changerooms.</td>
</tr>
<tr>
<td>Currently covered veranda viewing is only available for sports played on the main oval. Only small scale shelters currently exist near to the hockey pitch.</td>
<td>Improve spectator viewing for hockey by constructing two veranda solutions (240 sq m x2) abutting the new changerooms and facilities for all weather viewing.</td>
</tr>
<tr>
<td>Lack of facilities for the increasing demographic of young families that live in the relatively modern housing subdivision to the north east of the site</td>
<td>Construct a new outdoor fitness trail with outdoor equipment.</td>
</tr>
<tr>
<td>Lack of facilities for the increasing demographic of young families that live in the relatively modern housing subdivision to the north east of the site</td>
<td>Design and construct a new BMX track at the precinct.</td>
</tr>
</tbody>
</table>

By creating a vibrant and valued sport and active recreation facility, Council will be increasing the opportunity for participation of all of the community.

3.3.3 Barriers to participation

3.3.3.1 Barriers to participation - a regional context

The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles
• are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
• are developing new tastes as our population becomes more culturally diverse
• adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a stagnation of participation numbers in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation system will need to adjust to new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation
Investing in sporting infrastructure provides sporting communities with the support and facilities they need to drive active participation. This project will therefore have a direct effect on the level of sporting participation in the region. The improvements identified will enable more sporting activities to be hosted and provide additional opportunities for all members of the community to participate in sporting activities. The following articles demonstrate these issues.

3.3.3.3 Barriers to participation identified by the community
The consultation process for the Stockwell Recreation Park Masterplan found that it is important to the community for Stockwell to host regional, state and national level sporting championships and continue the region’s competitive advantage as a regional sporting hub for South Australia.

The barrier to participation was identified as the lack of the suitable facilities to hold the events. The venue’s functionality and capacity for hosting events is constrained by non-compliant and/ or inadequate infrastructure and amenities.

3.3.3.4 Barriers to female participation
At present hockey matches are held from 8.30am until 9.30pm on match days. The existing toilets and changerooms have a number of shortcomings, noticeably the distance to the hockey pitch; demand when men’s and women’s matches are being played concurrently, and the absence of dedicated female-friendly facilities. A new change room facility with associated amenities adjacent to the turf pitch is considered the optimal solution to address safety and usage issues.

This project will directly address this urgent issue which is a significant barrier to participation to females not only locally but regionally.

3.3.4 Health impacts
Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of
overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.

3.3.4.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015).

Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:

Box 2.2: How active should Australians be?

Australia’s Physical Activity and Sedentary Behaviour Guidelines recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health's Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.


The ABS further states:

Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.

Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may
also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.

Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.

Source: ABS

A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”

Source: Australian Government, Australian Institute of Health and Welfare

Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the The Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

3.3.5 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called ‘The mental health benefits of playing a team sport’ which stated the following:

   The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support network that you wouldn’t otherwise have.

   Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

   Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or
being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them.

Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
Objective 3

3.4 Increase the productivity of the Stockwell Recreation Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and supporting the MoU, all of which will contribute to the local, state and national economy.

3.4.1 Current users and events

Current sporting users of the Stockwell Recreation Park are as follows:

- Cricket
- Hockey teams
- Barossa Valley Hockey Association - The Barossa Valley Hockey Association (BVHA) coordinates the BVH competition in the Barossa, which has six clubs. Three clubs, Nuriootpa, Tanunda and AM United make their home grounds at the Stockwell Turf and utilise the facilities there.

Demand to play state level games cannot be met due to the existing standard of facilities of the park.

The table below details the current club membership of those teams hosted at the Stockwell Recreation Park (and use the site as their ‘home ground’) and usage.

<table>
<thead>
<tr>
<th>Event/Club name</th>
<th>Number of players</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>Senior men - 60 Junior boys - 35 Senior women - 25 Junior girls - 20 Total = 140 members</td>
<td>100 per day per home games (across grades) 12 home games per annum</td>
<td>Preseason – August annually – mainly for nets work Playing season – October – March • Fortnightly home games – Friday nights and Saturdays • Junior training generally Wednesday nights • Senior training generally Tuesday and Thursday nights • U14 and U16 (10 matches p.a. Each match catering for approximately 50 ppl)</td>
</tr>
</tbody>
</table>
Tanunda Hockey Club
Female - seniors 32  
Female – juniors 18  
Female – Mini Juniors 22  
Male - seniors 42  
Male – juniors 37  
Male – Mini Juniors 21  
TOTAL = 182 members

Friday night games – approx. 17 for season – 20-30 spectators  
Saturday – 19 week-ends, all day 50 – 100,  
Sunday – 10 week-ends approx. 20-30  
Finals – 3 Saturdays  
Approx 200 -300

Nuriootpa Hockey Club
Female - seniors 25  
Female - juniors 23  
Female – Mini Juniors 22  
Male - seniors 46  
Male – juniors 13  
Male – Mini Juniors 24  
TOTAL = 153 members

• Summer Season - weekly games  
• Playing season – April – September  
- Weekly games – Friday nights and Saturdays  
- Training Nights  
• Regional Hockey Tournaments (1 p.a. catering for approximately 200 ppl)

AM United Hockey Club
Female - seniors 20  
Female - juniors 5  
Female – Mini Juniors 19  
Male - seniors 37  
Male – juniors 16  
Male – Mini Juniors 16  
TOTAL = 113 members

• Summer Season - weekly games  
• Playing season – April – September  
- Weekly games – Friday nights and Saturdays  
- Training Nights

Other events
- Estimated at 1,000 persons in total per annum  
30 p.a. private clubroom bookings  
2 p.a. Oval / clubroom bookings

Source: The Barossa Council, Stockwell Recreation Park Feasibility Report October 2019; Clubs

It is anticipated that post-development, current club membership with increase as will the opportunities to host new events and regional, State and National competitions. The activation of the MOU with state cricket and football bodies plus soccer for the hosting of regional, state and national competitions, will contribute to the local, state and national economy. The proposed development supports the infrastructure needs of the MOU and significantly increases the productivity of the site in question.

3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was though the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:
• The Barossa Council officers  
• Local sporting clubs  
• South Australian Cricket Association (SACA)  
• South Australian National Football League (SANFL)

Feasibility Study 2019

The Stockwell Recreation Park Feasibility Report prepared by The Barossa Council seeks to facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long term sustainable use, and participation in line with community needs, transformational economic outcomes and improved community capacity building and resilience.

Well-documented growth of Stockwell’s sporting codes has placed increasing pressure on the Park’s built form and facilities, corresponding with growing community demand for open and passive recreation spaces, requiring careful consideration of options that sensitively balance these multiple uses.
The Report also considers options to further grow local participation and the resulting health and wellbeing outcomes, district and regional sporting events and associated tourism and economic development opportunities at the Park, which underpins a collaborative aspiration to build the Barossa as a regional sports event and tourism destination.

To ensure the environmental, social and economic sustainability implications of the masterplan options are fully considered, this Report draws on wide-ranging qualitative and quantitative data. While analysis of this data has informed recommendations for sporting infrastructure investment at Stockwell Recreation Park, this Report cannot be viewed in isolation but should be considered in parallel with region-wide investment in cultural, recreation, social and tourism infrastructure as part of Council’s Generational Community Infrastructure Project – “The Big Project”. Collectively this long-term phased, costed and prioritised investment will achieve transformational community based outcomes as well as generating economic benefits not only for the Barossa but at a state and national level.

SACA and SANFL have also committed to working with Council on a events calendar to over a 5 year period with guaranteed events to activate the economic outcomes.

3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage of Stockwell Recreation Park will increase. This is based upon feedback and consultation provided by the various sporting codes.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator, equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league. Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than 50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable the Stockwell Recreation Park to host more major events and as such increased visitors are anticipated. This coupled with the various other attributes of the region, makes the Barossa well placed to become a regional sporting hub.

In addition to this, the local clubs have advised that they expect membership numbers and participation rates to continue to grow on an annual basis.
Objective 4

3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts

The Barossa Council has presented population movements and forecasts for the region using data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys.

Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Nuriootpa-Stockwell and district. The growth of the statistical area is the highest in all of the six statistical areas in The Barossa Council. Importantly there are two other statistical areas that reside within 15 minutes of the Park that impact each other’s growth which are Angaston – Penrice and District and Tanunda-Bethany and District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Nuriootpa-Stockwell and District population at 2016 is 6,563 and has grown at 59.2% since 1991. It is forecast to grow to 13,489 people, being a growth rate over the next 35 years of 105.5% or an annual average of 3.02% this is significant in our regional context. The two other districts (outlined above) have a current population at the 2016 census of 7,866 and this is forecast to grow to 9,341, a growth rate of 18.8%. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Stockwell and surrounding locations.

The following graphs highlight current and forecast changes:
3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- Urban Development: An increasing population and housing density within town centres demands that a higher value and more investment is directed to the public realm as a place for people to spend time,
connect with nature, interact and recreate

- Asset Management: The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources
- Youth: The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities
- Ageing population: An ageing society requires consideration of physical access in addition to programming
- Work patterns: extended working hours demand more flexible opportunities for sport and recreation including access to open space
- Volunteering: a decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport
- Community sport: the administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community
- Infrastructure: Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community
- Participation in Sport: Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level

3.5.3 Growth in club membership

The primary recreation facility in Stockwell is the Stockwell Recreation Park which is owned by Council. This District Level facility has a variety of sporting and recreation user groups whose membership is detailed below including growth rates. The growth rates are based upon information directly received from the clubs as listed and are considered to be conservative:

<table>
<thead>
<tr>
<th>Event/Club name</th>
<th>Number of players</th>
<th>Estimated 5 year growth rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>Senior men - 60</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior boys - 35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Senior women - 25</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior girls - 20</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100% Junior girls</td>
</tr>
<tr>
<td>Tanunda Hockey Club</td>
<td>Female - seniors 32</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female - juniors 18</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors 22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male - seniors 42</td>
<td></td>
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<tr>
<td></td>
<td>Male – juniors 37</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors 21</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>Nuriootpa Hockey Club</td>
<td>Female - seniors 25</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female - juniors 23</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors 22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male - seniors 46</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male – juniors 13</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors 24</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>AM United Hockey Club</td>
<td>Female - seniors 20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female - juniors 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female – Mini-Juniors 19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male - seniors 37</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male – juniors 16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male – Mini Juniors 16</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, clubs
Growth in Hockey
Hockey in particular has seen significant growth in the region over the past few years. Clubs have advised that membership figures have increased with participation by female players a growing sector. This was demonstrated by Stockwell Recreation Park itself hosting a junior girls hockey carnival in August 2019 which would not have been possible due to insufficient numbers in previous years. This event was reported in the Barossa Herald and is provided below:

BAROSSA HERALD
AUGUST 13 2019 - 8:00AM
Junior girls hockey carnival hosted August 11

Photos: Gail Kirby
“Not since 2002 has the Barossa Valley Hockey Association been in a position to hold competitions just for girls,” president Gail Kirby explains.

A decrease in junior numbers at that time meant mixed sex competitions for juniors have been run since then.

“This can lead to a drop in skill level for some girls as they can often become just the bit-players in the team,” she said.

On Sunday, August 11, the Junior Girls Hockey Carnival was held at Stockwell, with five teams from the BVHA Association clubs.

Teams played each other once, totalling four games for each team, and playing 12-minute half games, nine-a-side.

According to Mrs Kirby, since then the BVHA has been conscious of the need to offer opportunities for all players to learn and execute skills in their developing years, and to have competitions where all players can flourish.

With a good increase of junior girls in the U11 and U13 mixed competition, former BVHA president Sue Stephen and BVHA junior development coordinator Danni Casey, had the vision and drive on getting some type of girls competition going, for the past year.

“Feeling that holding the girls carnival would give our junior girls the chance to fill all key roles on the field such as goal scorer, mid fielder, defender and goal keeper and to execute pivotal roles in set
These skills are important for their development, and also for occasions where they come together as girls teams to play in external competitions such as junior state championships and school competitions.

Having coached the SAPSASA Barossa and Light girls hockey team for the past four years, Mrs Kirby noted the confidence gained by the girls who go and play in the girls competition for the week.

“You hope that every player will improve when playing at a carnival, but the difference with the girls especially, in skills and confidence is noticeable,” she said.

The carnival also works to provide small rewards such as getting a medal for being the best player were opened up for them.

“While this was just a once off day for this year, the improvement in skills and the increase in confidence as the day progressed was obvious.

“Hopefully this will lead eventually to the BVHA being able to again offer separate competitions for boys and girls,” she added.

Growth in Cricket
The popularity of cricket among women and girls is continuing to grow according to figures released by the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls' teams taking the field. This growth has been seen in the Barossa LGA too with participation rates by females in particular increasing. It is anticipated that the popularity of the sport will continue post development as a direct result of the proposed project by increasing the opportunities to participate in the sport.

AUSTRALIAN CENSUS REVEALS CRICKET TO BE AN INCREASING SPORTING CHOICE FOR WOMEN AND GIRLS
AUSTRALIAN LEISURE MANAGEMENT
JUNE 30, 2019

The popularity of cricket among women and girls is continuing to grow according to figures released today as part of the Australian Cricket Census which shows that, in 2018/19, registered female participation grew by 14%, including 873 new girls' teams taking the field.
With females now making up 30% of cricket participants in Australia, Kieran McMillan, acting Executive General Manager of Community Cricket at Cricket Australia, noted “in season 2018/19 we have seen participation in cricket grow in many areas of the game with an unprecedented 1.65 million Australians picking up a bat or ball this past season.

“Of particular significance, female participation has continued to grow in line with cricket’s long-term goal to be Australia’s leading sport for women and girls.

“With a world champion national team, and an action-packed and standalone Rebel Women’s Big Bash League and ICC Women’s T20 World Cup Australia 2020 coming up this summer, the opportunity to inspire the next generation of girls is huge.

“Another catalyst for the growth of the female game is Cricket Australia’s Growing Cricket for Girls Fund that has been supported over the past four years by the Commonwealth Bank.

“The Fund is a trailblazing initiative that has supported 99 community associations, 10 school sporting associations, 531 clubs and 111 schools develop girls’ teams or develop an all-girls competition since 2016.”

In addition to the growth in female participation, cricket continues to diversify its appeal with increased involvement of Aboriginal and Torres Strait Islander people (up 6.4%), people from a multicultural background (up 9.2%) and people living with a disability (up 5.1%). McMillan added “it is extremely encouraging to see Aboriginal and Torres Strait Islanders embrace the game in greater numbers, with cricket growing exponentially in Indigenous communities since 2013.

“293,290 multicultural players and 27,183 people living with a disability have made cricket as a sport of choice as the game broadens its focus on engagement, participation and positive social outcomes.”

Cricket now has a presence in 66% of primary schools across the country and over 965,000 children were involved in curriculum-aligned cricket programs of four or more weeks, an increase of 111,000 children from 2017/18.

McMillan considers “the introduction of new junior formats and a refreshed entry level program - Woolworths Cricket Blast - is in response to changing expectations of kids and parents and within an increasingly competitive landscape of recreation options.

“The environments for kids to learn and develop confidence need to be fun, inclusive and action-packed. We feel we’ve now got an offering that is based on sound research and will enable Australian cricket to strengthen its junior playing base and inspire more kids to join and stay in our game.

“The connection with the BBL and WBBL is also important so that there is a direct link between the colour and excitement of our popular domestic T20 leagues and the experiences at the local club.

“With over 2,800 Woolworths Cricket Blast centres and 80% of the 227 junior associations around the country offering modified formats, we have a strong platform for future growth. Almost one million kids participated in cricket in schools this year, assisting in the development of physical and social skills, as well as making friends along the way.

“A strong culture of cricket in schools is a great foundation for the future generation of players and that’s why we also help teachers by having a program that aligns to the school curriculum, making it easier for them to do their jobs.”
3.5.4 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

3.5.4.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by The Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL DAs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
<tr>
<td>Commercial and industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
<tr>
<td>Public and institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>2</td>
<td>2,850,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>3</td>
<td>2,620,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>6</td>
<td>7,693,000</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

3.5.4.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO). Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:
- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.

3.5.4.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional
opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tee Tree Gully. See Table 3.4.3.3.

Table 3.5.4.3 Net migration to the Barossa LGA 2011 - 2016

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Waikerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>


3.5.4.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+rooms.
5. Concordia land development of 9,500 allotments for a population of 22,000 persons

Major projects currently under development or recently completed include:
1. $5.5 million Chocolatierie and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding

Case study 1
Barossa’s new $5.5m chocolatierie and cellar door
THE FORAGER, April 2019

The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.
The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolaterie, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.” The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located within the Barossa Valley Chocolate Company will showcase FABAL’s Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards. Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...

Case study 2
Job Creation
Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.

It was part of the government’s $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program.

“I’m really pleased with the government’s investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas.

“The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs.

“Manufacturing grants are rare, but in Brauer’s case it is desirable.”
The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase, installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda.

“We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals.

“The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.”

Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers’ needs.

The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.
Objective 5
3.6 Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector (due to wine production being classified as manufacturing by the ABS). This was also a sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accommodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

Source: ABS 2016 Census of Population and Housing, Place of Residence, Industry of employment, A.P SHEERE CONSULTING
3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa is an excellent position to take advantage of this growth in particular should more events be hosted in the region which is anticipated post development.
3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.
This development is expected to have a positive impact upon visitors and help to address the issue of seasonality in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

Barossa tourism continues to boom
Bunyippress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.6.3.3 Benefits of events

Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winder and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.

(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Stockwell’s Township and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in communities like Stockwell. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Stockwell residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the Stockwell community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

3.6.5 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia’s identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the Stockwell Recreation Park are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of Stockwell and the region and the Stockwell Recreation Park provides opportunities for people to benefit from this network and directly connect with the community.

3.6.5.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in The Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.
3.6.5.2 New volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created.

Currently there are approximately 50 volunteers assisting the various sporting clubs at Stockwell Recreation Park. This is broken down as follows:

<table>
<thead>
<tr>
<th>Club type - Stockwell</th>
<th>Number of club volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>20</td>
</tr>
<tr>
<td>Tanunda Hockey Club</td>
<td>10</td>
</tr>
<tr>
<td>Nuriootpa Hockey Club</td>
<td>10</td>
</tr>
<tr>
<td>AM United Hockey Club</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, local clubs

It is estimated that post development, volunteer numbers will increase by 10% in the first year post development as a result of increased memberships and activities.

3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people traveling to Australia to travel throughout Australia.</td>
</tr>
<tr>
<td>Plan/Strategy</td>
<td>Objectives</td>
</tr>
<tr>
<td>--------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014 | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals |
| Tourism Barossa Strategic Plan 2017-18 | • Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Amplify unique Barossa stories and experiences through media, trade and partners |
| RDA Regional Roadmap 2014-17 | • Economic diversity  
• Tourism growth  
• Health and wellbeing  
• Infrastructure for sustainable population growth |
| Regional Events Strategy 2014-16 | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| Barossa Community Plan 2016-2036 | • Invest in, and advocate for, community facilities that support cultural and community participation  
• Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| SACA/SANFL Memorandum of Understanding | • Build the Barossa as a regional sports event and tourism destination  
• Attract national and state football and cricket competitions  
• Grow grassroots facilities to increase participation |
| Establishing the Adelaide Mount Lofty Ranges Region as an international mountain bike destination | • New and expanded bike friendly businesses servicing visitors  
• Events that attract mountain bike riders from interstate and overseas |
| Barossa Region Cycle Tourism Strategy | • Market and promote the region as a cycling destination to maximise visitor yield  
• Diversify and optimise the economic base of the tourism industry  
• Enhance the visitor experience and satisfaction by encouraging cyclists to explore the region more intimately  
• Improve health and wellbeing through active recreation and improved connectivity between towns  
• Increase environmental sustainability by replacing short car trips with bike trips  
• Improve regional and inter-regional connectivity for tourism through linking regional and state trails network |
| Activating Nature-based Tourism in South Australia | Activate opportunities for industry growth by:  
• Driving tourism demand  
• joint investment to create experiences like nowhere else  
• Creating an environment where nature-based tourism businesses can flourish |
| South Australia Recreational Trails 10 Year Plan | • Economic return through increased visitation  
• Public health benefits  
• Sensitive environmental design/care |
| Master plan for the Passive Recreational Use of Warren Reservoir | • Extend shore based recreational fishing in the Warren Reservoir  
• Achieve broad recreational access to the Warren Reservoir  
• Develop the facility as an attractive destination for water-based activities in the region |
| Open Space, Recreation and Public Realm Strategy | To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community. |
30 Year Plan for Greater Adelaide

<table>
<thead>
<tr>
<th>30 Year Plan for Greater Adelaide</th>
<th>Balance population and economic growth with the need to preserve the environment and protect the heritage, history and character of Greater Adelaide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan</td>
<td>A healthy, happy and connected community</td>
</tr>
<tr>
<td>Regional Heritage Strategy 2014-2020</td>
<td>To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible</td>
</tr>
</tbody>
</table>
| Council’s Strategic Management Plans 2016 | Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community:  
• Long Term Financial Plan.  
• Development Plan and Strategic Directions Report  
• Infrastructure & Asset Management Plans  
• Public Health Plan  
• Risk Management Plan  
• Disability Access and Inclusion Plan |

3.8 Stakeholder consultation and community support

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Stockwell and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations.

Targeted consultation including needs analysis was also undertaken with individual user groups. The Community Consultation Plan is provided below:

Consultation period: 30 January to 1 March 2019 inclusive

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs</th>
<th>Target</th>
<th>Who</th>
<th>Outlet</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Via media distribution list</td>
<td>Launch of consultation period</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal resources</td>
<td>Recreation/volunteer organisation/community stakeholders</td>
<td>MCP</td>
<td>Key milestones throughout consultation period</td>
<td></td>
</tr>
<tr>
<td>Public notice</td>
<td>$500 + gst for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>30 January 2019</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Absorbed in CMO budget</td>
<td>Community</td>
<td>CMOs</td>
<td>Leader/Herald</td>
<td>November</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.barossa.sa.gov.au">www.barossa.sa.gov.au</a></td>
<td>Throughout consultation period</td>
</tr>
<tr>
<td>Facebook</td>
<td>Free resource OR Boosted posts (approx. $15/post)</td>
<td>Community/residents/user groups</td>
<td>CMOs</td>
<td>Council facebook page Cross promotion through pages of stakeholders</td>
<td>Throughout consultation</td>
</tr>
<tr>
<td>Our Better Barossa</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td></td>
<td>Throughout consultation</td>
</tr>
<tr>
<td>Posters/flyers</td>
<td>Internal resources</td>
<td>Community</td>
<td>DCP with EA support</td>
<td>Branch libraries (Angaston, Nuriootpa) Stockwell Recreation Park Stockwell businesses/ community noticeboards</td>
<td>January and February 2019</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------</td>
<td>-----------</td>
<td>---------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Email footer</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Internal and external staff emails</td>
<td>Throughout consultation</td>
</tr>
<tr>
<td>Community drop-in session</td>
<td>Internal resources</td>
<td>Community</td>
<td>MCP</td>
<td>Stockwell (venue TBC)</td>
<td>February 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Angaston Show. Cricket / Hockey day.</td>
<td></td>
</tr>
<tr>
<td>Letter box drop</td>
<td>Internal resources</td>
<td>Community</td>
<td>CS</td>
<td>Precinct letterbox drop</td>
<td>Launch of consultation period</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, Stockwell Recreation Park Consultation Plan

A total of 18 formal submissions and 22 informal submissions were received.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

**Location of BMX track**
Significant and repeated written and verbal feedback regarding location of the BMX either at the Recreation Park or at the nearby Queen Street playground.

**Second Oval**
Whilst the second oval didn’t appear often in written submissions, there was significant verbal discussion during the community drop-in session and through the Stockwell Recreation Park Advisory Group. The reinstatement of the second oval remains strongly supported by the Advisory Group and the Light Pass Cricket Club.

**Horse Stabling and Associated Infrastructure**
An initial request through RDA from Horse SA was received to investigate options for horse stabling and associated infrastructure in Stockwell, a proposal not widely supported during consultation.

**Tennis / Basketball Court/s**
Verbal and written feedback received regarding the addition of a court or courts within the Master Plan, potentially at the southern end of the Park, adjacent Duck Ponds Road. Conversations linked to a missed opportunity of courts that were muted back in the 1980s.
In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities which were influenced by factors including but not contained to population growth, ageing or inefficient recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations.

A summary is as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artificial turf for multiple BVHA user groups</td>
<td>Pressures on existing oval surface</td>
</tr>
<tr>
<td>Co-located and wide-ranging user groups - multiple groups see the benefit of a shared use approach</td>
<td>One playing surface for cricket creates scheduling issues</td>
</tr>
<tr>
<td>Location – strong use by local community</td>
<td>Cost to cricket associated with additional facility hire in other townships</td>
</tr>
<tr>
<td>Location – for regional sporting events</td>
<td>Lack of dedicated hockey changerooms/facilities</td>
</tr>
<tr>
<td>Functional management structure and lease arrangements with user groups in place</td>
<td>Single entrance gates and unstructured/informal parking prohibit streamlined traffic flow /impact pedestrian safety</td>
</tr>
<tr>
<td>Community land with associated management plan in place</td>
<td></td>
</tr>
<tr>
<td>Masterplan is compatible with CLMPs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraging location to maximize local/regional sporting events</td>
<td>Limited access to bore water for irrigation</td>
</tr>
<tr>
<td>Develop two-way entrance and structured parking arrangements for greater usability, safety and functionality</td>
<td>Differing infrastructure requirements of different user groups</td>
</tr>
<tr>
<td>Infrastructure investment can leverage unstructured recreation/open space opportunities</td>
<td>Little mapping of site services/lack of site survey to inform design and maintenance</td>
</tr>
<tr>
<td>Improved potential to attract higher-level sporting events</td>
<td>Poor disability access</td>
</tr>
<tr>
<td>Greater active and passive recreation opportunities to accommodate adjacent residential growth</td>
<td></td>
</tr>
</tbody>
</table>

Source: Big Project - Stockwell Recreation Park - Feasibility Report Version 3 August 2019
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop Phase 1 of the ‘Stockwell Recreation Park Redevelopment Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the Stockwell Recreation Park Redevelopment Project (\$2.428 million) would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth constraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

• less competitive than other regions resulting in a decline in tourist numbers
• less access to sports and recreational activities
• unable to meet MOU for state and regional events
• lost opportunities to host other events
• less female participation in sports
• decline in health and wellbeing
• fewer employment opportunities
• less community cohesion
• less regional activation
• no catalyst for attracting additional private investment into the region
• no additional jobs being created within the local community
• less community infrastructure
• less attractive to current and future residents
• lost opportunities to develop the character of the Barossa
• decline in community pride in region
Scenario 2 – with the **Stockwell Recreation Park Redevelopment Project** it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to compliment its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

### 4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

#### 4.2.1 General parameter values

The following general parameter values have been used for the ‘**Stockwell Recreation Park Redevelopment Project**’ user cost benefit analysis for Phase 1 of the project.

- **Base Year** - The base year considered for discounting purposes is 2019.
- **Discount Rates** - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- **Evaluation Period** - An evaluation period of 30 years has been used for the economic analysis.
- **Dollar values** - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
- **Construction of the ‘**Stockwell Recreation Park Redevelopment Project**’ is proposed to begin in 2020.

#### 4.2.2 Monetised benefits

The benefits of the ‘**Stockwell Recreation Park Redevelopment Project**’ are further detailed below and have been estimated as the sum of:

- increase in visitor numbers and subsequent spend
- increased volunteer activities
- improved health status of the community
In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in Table 4.2.2.

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend: 497 X $77</td>
<td>$38,269.00</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$45,743.10</td>
</tr>
<tr>
<td>Health benefits - savings in overweight rates</td>
<td>$82,801.05</td>
</tr>
<tr>
<td>Health benefits - savings in obesity rates</td>
<td>$51,123.24</td>
</tr>
</tbody>
</table>

### 4.2.2.1 Increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new sporting events will be hosted at the Stockwell Recreation Park however specifics have not been confirmed yet and therefore have not been included as part of this CBA. Increased participation in sports however will bring additional foot traffic and this has been included as part of the CBA calculations. The TRA’s figure for domestic days trippers of $77/day has been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head. Therefore, in the first year post development an estimated additional (497 x $77) **$38,269 in visitor expenditure**.

<table>
<thead>
<tr>
<th>Club/group/asset</th>
<th>Current status team members</th>
<th>Current status spectators</th>
<th>Post development estimated change p/a</th>
<th>Post development additional visitor/user figures p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>140 team members</td>
<td>100 spectators per home game; 12 home games per annum = 1,200 spectators p/a. 140 members playing 12 home games per annum = 1,680 persons onsite p/a. Fortnightly home games between October and March.</td>
<td>15% increase suggested by Club but a more conservative 10% has been used for these CBA calculations</td>
<td>10% x (1200 + 1680) = 288 additional persons (players and spectators) on site per annum</td>
</tr>
<tr>
<td>Tanunda Hockey Club</td>
<td>182 team members</td>
<td>Play 19 week-ends plus 3 Final week-ends (which has games all being played on Stockwell Turf). Friday night games – approx. 17 for season – 20-30 spectators. Saturday – 19 week-ends, all day 50 – 100. Sunday – 10 week-ends approx. 20-30.</td>
<td>5% increase</td>
<td>Taking the median attendance figures: 17 x 25 = 425; 19 x75 = 1,425; 10 x 25=125; 3 x 250 = 750. In total this equals 2,725 spectators. 5% increase equals 136 persons Plus 5% x 182 = 9 persons</td>
</tr>
<tr>
<td>Nuriootpa Hockey Club</td>
<td>153 team members</td>
<td></td>
<td></td>
<td>153 x 5% = 8 persons</td>
</tr>
<tr>
<td>AmU Hockey Club</td>
<td>113 team members</td>
<td></td>
<td></td>
<td>113 x 5% = 6 persons</td>
</tr>
<tr>
<td>Other events</td>
<td>All estimated at 1000 pp</td>
<td>5% increase</td>
<td>50 additional persons</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>497 additional persons</strong></td>
<td></td>
</tr>
</tbody>
</table>
4.2.2.3 Increased volunteer activities

“Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.” Minister for Citizenship and Communities NSW.

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator). According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created.

Currently there are approximately 50 volunteers assisting the various sporting clubs at Stockwell Recreation Park. The table below shows the break down in current volunteer numbers and estimated post development additional volunteer numbers (increased by 10%).

<table>
<thead>
<tr>
<th>Club type - Stockwell</th>
<th>Number of club volunteers</th>
<th>Post development 10% additional volunteers p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass Cricket Club</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Tanunda Hockey Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Nuriootpa Hockey Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>AM United Hockey Club</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Plus - additional volunteers at events</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td><strong>50</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council, local clubs

It is estimated that post development, volunteer numbers will increase by 10% in the first year post development as a result of increased memberships and activities. An additional 5 volunteers has been estimated per annum who would be needed to assist at events which may attract greater numbers.

It is estimated that an additional **5 sporting group volunteers will be engaged** as a direct result of the increase in access to sports held at Stockwell Recreation Park post development plus 5 more volunteers engaged for other events hosted at the Park. This equates to a dollar value of **$45,743.10 (10 x $4,574.31) per annum**. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.

4.2.2.4 Health benefits through greater participation in sporting and recreational activities

Personal health benefits derived by individual participants through decreases in their risk of developing chronic diseases and a reduction in the severity of mental illness as a result of being physically active.

There are savings to the health system as a result of improved health of citizens and a reduced risk of accidents such as reducing the risk of fall related injuries in the elderly.

For the purposes of this CBA, benefits relating to persons participating in sports and recreational activities which have a direct impact on their weight and therefore, health, have been used.

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a
study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and nonhealth care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight.

According to the The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5,589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as over weight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

**Overweight persons in the Nurioopta-Stockwell and District**

The Nurioopta-Stockwell and District current population at 2016 is 6,563 and has grown at 8.6% since 1991. Current demographic Census data (2016) shows the population of Nurioopta and the immediate surrounding population is 6663, with 8.5% overall growth in the five years since 2011.

This area includes the locality of Light Pass, and The Barossa Council area parts of the localities of Nuriootpa, Stockwell and Truro. The total number of persons aged 18 years and over to 5,828.

A breakdown of the number of residents aged 18 years and over is provided in the table below.

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Pass</td>
<td>156</td>
</tr>
<tr>
<td>Nurioopta</td>
<td>4,888</td>
</tr>
<tr>
<td>Stockwell</td>
<td>298</td>
</tr>
<tr>
<td>Truro</td>
<td>404</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,828</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder

Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Nurioopta-Stockwell and District aged 18 years and over equates to 1,690 persons potentially being overweight.

For the purposes of this CBA, a combined health cost saving figure of ($400 +$789 = $1,189 or $1623.55 at 2018 figures using the RBA calculator) for those **overweight has been used**.

Of the 1,690 persons estimated to be overweight in Nurioopta-Stockwell and District, if 3 per cent (51 persons) became a ‘normal’ weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $82, 801.05 ($1,623.55 x 51) per annum in the first year.

**Obese persons in Nurioopta-Stockwell and District**

The total population in Nurioopta-Stockwell and District aged 18 years and over is estimated by the ABS in 2016 as being 5,828 persons. Therefore, if 31% of this section of the population is classified as obese, this
equates to 1,807 persons potentially being obese.

For the purposes of this CBA, a combined health cost saving figure of ($830 +$1250 = $2,080 or $2840.18 at 2018 figures using the RBA calculator) for those obese has been used.

Of the 1,807 persons estimated to be obese in Nurioopta-Stockwell and District, if 1 per cent (18 persons) became a ‘normal’ weight through participation in sports as a result of better access to such facilities then this would equate to a saving of $51,123.24 (2,840.18 x 18) per annum in the first year.

For the purposes of this CBA the population figure has been increased by 2 persons (becoming a normal weight) from being overweight and 1 person from being obese per annum.

4.3 Cost Benefit Analysis Summary
To provide the total present value of benefits for undertaking Phase 1 of the Stockwell Recreation Park Redevelopment project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $1.55 Million with a benefit cost ratio of 1.50.

A benefit-cost ratio of 1.03 means that policymakers can expect $1.03 in dollar benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $3,100,134.22
- Present value of benefits = $4,655,869.92
- Net present value = $1,555,735.70
- Benefit cost ratio = 1.50
- Internal rate of return = - 0.5%

4.4 Sensitivity Analysis
The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $4,718,808.23
- Benefit cost ratio = 2.35
- NPV with 10% discount rate = $357,981.05
- Benefit cost ratio = 1.12
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

**Human capital uplift: improved educational and employment outcomes**

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

**Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).**

This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:

- Participation in sport provides intellectual and academic benefits, improving brain function
- It also is connected to positive educational aspirations, significantly, the desire to attend university
- Participation also encourages young people to stay in school for longer
- Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants’ education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Increased levels of trust**

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Valuing diversity**

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

**Feeling part of society/social inclusion**

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

The value of civic pride

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

The value of local groups

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

Reduced crime and anti-social behaviour

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space
There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure
Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of this project is a $2.4 million investment. Based on this approach this would lead to potentially over 22 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $10.3 million in construction costs, a total of 90 full time FTE jobs could be generated in the economy including the 22 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th>Construction-total job years generated</th>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22</td>
<td>7.26 (22 x 0.33)</td>
<td>9.9 (22 x 0.45)</td>
<td>17.16</td>
<td>51.26 (22 x 2.33)</td>
<td>90.42</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION*: 24,808

TOURISM BUSINESSES*

<table>
<thead>
<tr>
<th>Non-employing</th>
<th>106</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 4 employees</td>
<td>76</td>
</tr>
<tr>
<td>5 to 19 employees</td>
<td>52</td>
</tr>
<tr>
<td>20 or more employees</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

TOP INTERNATIONAL MARKETS

<table>
<thead>
<tr>
<th>COUNTRY OF RESIDENCE</th>
<th>VISITORS ('000)</th>
<th>NIGHTS ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>United States of America</td>
<td>np</td>
<td>np</td>
</tr>
<tr>
<td>New Zealand</td>
<td>np</td>
<td>np</td>
</tr>
</tbody>
</table>

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>DOMESTIC OVERNIGHT</th>
<th>DOMESTIC DAY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
The Barossa Council
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
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<td>4</td>
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<tr>
<td>2 ANALYSIS OF THE PROPOSAL</td>
<td>6</td>
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<td>3 CONTEXT AND NEED</td>
<td>23</td>
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<tr>
<td>4 COST BENEFIT ANALYSIS</td>
<td>61</td>
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<tr>
<td>5 APPENDICES</td>
<td>71</td>
</tr>
</tbody>
</table>
1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed investment by The Barossa Council titled:

Talunga and Old Talunga Park Redevelopment Project

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

1.1.2 Project background and description

Talunga and Old Talunga Recreation Park are located in Mount Pleasant. In a contemporary context the precinct accommodates agricultural, auction and market uses; the Country Fire Service; Men’s shed; and multiple community, sport and recreational groups including show society, farmers markets, bowls, netball and tennis, equestrian and limited Australian Rules Football (AFL).

Regular events include the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere), weekly Mount Pleasant Farmers Market and various auctions and sales. Talunga Park is the largest regional public-access venue for equestrian activity. The caravan park located within Talunga Park services both visitors and semi-permanent residents.

This redevelopment project will see a number of significant upgrades and unique investments for The Barossa Council area and aligned to the local connection to agricultural shows produce and locavore focus connected with tourism along with investment in equine pursuits, which underpin significant event and tourism activity in that locality. Further it will be complemented with investment in future recreation, sporting and community facilities that are of a size, scope, scale and location to support the needs of the growing district into the future.

This project will essentially result in the delivery of a significant local, district and regional-level facilities primarily focused on equestrian activities and other sporting regional and state competitions. The area hosts the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere) and Talunga Park is the largest regional public-access venue for equestrian activity.

1.1.3 Scope of works

The Talunga and Old Talunga Park Redevelopment project comprises of a number infrastructure works.

Talunga Park:
• Significant overall development of Caravan Park amenities, parking areas, infrastructure and general
management of pedestrian and vehicle movement.
• Equestrian infrastructure, safe yards and associated support for equestrian activities.
• Upgrade and resurface Netball and Tennis Courts
• Repairs to Sheep Pavilion.
• Environmental and site infrastructure improvements.
• Oval Infrastructure.
• Add Amenity to the Play-space.
• Create a new main entry including new carpark.
• New shared use administration and catering facility.
• New signage, planting and furniture.
• New artworks and mural

Old Talunga Park
• Lighting upgrades at old Talunga Park
• New tennis courts building.
• Improve amenity and infrastructure throughout the Park.
• Entrance/improve accessibility.
• Formalise car parking (Council to Fund)

1.1.4 Project specific objectives

The project objectives of the Talunga Park and Old Talunga Park Redevelopment are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist/accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>

1.1.5 Cost Benefit Analysis summary for Phase 1 of the project

The total cost for the Talunga and Old Talunga Park Redevelopment project is $8,717,440. The cost of the next phase investment (Phase 1), however, totals $2,871,929 million and this has been used as the basis of the Cost Benefit Analysis. All costs and benefits have been discounted over a 30 year period with benefits starting in the first year post development.

With this in mind, using a real discount rate of 7 per cent, the total project generates a net present value of over $3.8 million with a benefit cost ratio of 1.84. A benefit-cost ratio of 1.84 means that policymakers can expect $1.84 in benefits for every $1 in costs.
2.1 Project background and summary

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Talunga and Old Talunga Park Masterplan is a sub-project of The Big Project which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall Big Project Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

The Big Project development work is predicated on development of key partnership arrangements with peak bodies seeking to leverage and enhance the commercial, community and worldwide reputation of the Barossa region and existing recreational and economic infrastructure to grow participation in event, arts, culture, sporting and recreational activities, increase regional sporting and other events and associated tourism and maximise mutually beneficial economic development opportunities.

This model is dependent on a ‘hub and satellite facilities model’ delivering high recreational facility service delivery levels across the Barossa region.

Talunga Park and Old Talunga Park are situated in a natural bushland setting adjacent the upper reaches of the Torrens River, in proximity to the neighbouring regions of the Southern Barossa, Adelaide Hills and Murraylands.

The Park precinct is strategically linked to the township by the main road and the river and has historically been a place for community, recreation and event usage.

In a contemporary context it accommodates agricultural, auction and market uses; the Country Fire Service; Men’s Shed; and multiple sport and recreation groups including, Australian Rules Football (AFL), bowls, netball and tennis.
Regular events include the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere), weekly Mount Pleasant Farmers Market and various auctions and sales. Talunga Park is the largest regional public-access venue for equestrian activity. The caravan park located within Talunga Park services both visitors and semi-permanent residents.

In 2014 Council endorsed a masterplan to guide future improvement of the precinct. The Masterplan was updated in April 2018 for The Big Project including further extensive community engagement and consultation. With some of the recommendations already delivered, the updated Masterplan depicts these changes and identifies future stages in the development of the site.

The Talunga Park and Old Talunga Park Redevelopment Project will see a number of additional upgrades completed to ensure that future accommodation, recreation, equestrian, agricultural, sporting and community facilities are of a size, scope, scale and location to support the needs of the community now and into the future.

2.1.1 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a world renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses many townships reflecting the unique village style development of The Barossa over 175 years, it has the oldest vines in the world. There is an array of high quality wineries and food producers offering genuine cultural and historic experiences. According to the ABS Census 2016, there are 23,558 residents in the Barossa LGA.

Figure 2.1.2 The Barossa LGA

Source: The Barossa Council
2.1.2 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine and food producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities.

The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the regions unique and distinct history and culture, has made it a significant and genuine tourist destination.

2.2 Information about the proposal

2.2.1 Project description

Talunga and Old Talunga Recreation Park are located in Mount Pleasant. This redevelopment project will see a number of significant upgrades and unique investments for The Barossa Council area and aligned to the local connection to agricultural shows produce and locavore focus connected with tourism along with investment in equine pursuits, which underpin significant event and tourism activity in that locality. Further it will be complemented with investment in future recreation, sporting and community facilities that are of a size, scope, scale and location to support the needs of the growing district into the future.

This project will essentially result in the delivery of a significant local, district and regional-level facilities primarily focused on equestrian activities and other sporting regional and state competitions. The area hosts the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere) and Talunga Park is the largest regional public-access venue for equestrian activity.

The scope of works includes:

Talunga Park:
• Significant overall development of Caravan Park amenities, parking areas, infrastructure and general management of pedestrian and vehicle movement.
• Equestrian infrastructure, safe yards and associated support for equestrian activities.
• Upgrade and resurface Netball and Tennis Courts
• Repairs to Sheep Pavilion.
• Environmental and site infrastructure improvements.
• Oval Infrastructure.
• Add Amenity to the Play-space.
• Create a new main entry including new carpark.
• New shared use administration and catering facility.
• New signage, planting and furniture.
• New artworks and mural
Old Talunga Park

- Lighting upgrades at old Talunga Park
- New tennis courts building.
- Improve amenity and infrastructure throughout the Park.
- Entrance/improve accessibility.
- Formalise car parking (Council to Fund)

The project will provide facilities which meet contemporary code requirements and support Mount Pleasant’s positioning as a sports hub for the local community and event venue whilst supporting the Barossa’s role as a regional sports event and tourist destination.

Better amenities for users and spectator experience will result in an increase in Mount Pleasant’s capacity to host events, delivering economic, social and health benefits, and building community resilience.

Below, is a map showing the location of the key sporting venues (Tanunda Recreation Park, Nurioopta Centennial Park, Lyndoch Recreation Park and Angus Recreation Park) which together will provide the necessary infrastructure to support the MOU and host regional and state sporting events in the Barossa region. The Talunga precinct which will further support the MoU role of these parks is highlighted in orange.

Source: The Barossa Council, A.P SHEERE CONSULTING
2.2.2 Project options and assessment

Information collected through the research, stakeholder engagement and community consultation phase identified a range of potential options to meet needs and associated demand for recreation, sporting and community infrastructure at the Talunga and Old Talunga Park. These were summarised as follows in the ‘Talunga and Old Talunga Park - Feasibility Report’:

Option 1: Hub and Satellite Model
The Big Project is premised on a hub and satellite facilities model delivering high recreational facility service delivery levels across the Barossa region. This aligns with Council’s commitment to fullest possible access to Council owned sporting, recreational and community facilities by the wider community. This approach leverages existing recreational land and infrastructure in townships and creates opportunities to deliver, social, health and economic benefits to individual communities already strongly connected to their site, leading to wide-ranging collective benefits on a regional scale. Investment in a single regional hub for the whole Council area is considered not feasible due to lack of land availability, prohibitive costs of building ground-up infrastructure, geographic make-up of the region, and environmental and social factors such as disintegration of community fabric and capacity building where recreational facilities are lost to a township. The Barossa is characterised by its competitive, local sporting traditions and they form a compelling narrative and sense of community identity that makes the region special and fosters social pride and community health and wellbeing.

Option 2: Equestrian infrastructure
Equestrian investment increases capacity to attract state and interstate equestrian events and associated revenue-generation opportunity, however lack of stabling infrastructure is considered a major disincentive for equestrian groups seeking to use the facility. Permanent stabling is considered cost prohibitive, as is installing temporary stabling for individual events. Council resolved to further explore flatpack stabling as a flexible and cost effective method of adapting existing cattle/livestock pens for use by horses and ponies, with further assessment of risks and construction requirements to be undertaken as part of the detailed design and planning process. Further, the masterplan retains the oval for sporting use including Australian Rules Football (AFL) but recognises growing usage across equestrian disciplines.

Option 3: Access and connectivity
Talunga Park is a large site that suffers from inadequate internal road and footpath infrastructure which deteriorates further in summer (dusty) and winter (muddy). In addition, linkages to the main street, Old Talunga Park and nearby attractions are poorly defined and/or signposted. General infrastructure works including drainage to community buildings and raising the level of the caravan park site to accommodate engineering treatments is seen as a proactive step to elevate the site as a functional and attractive tourism venue. Environmental improvements such as landscaping and revegetation will also assist. Linkages to nearby attractions and the broader regional cycling-wine trail network may support the development of this associated infrastructure. Likewise, Old Talunga Park experiences poor surface water drainage, with treatments to be assessed during detailed design.

Option 4: Tennis and netball infrastructure
There are differing views as to the scope of infrastructure improvements (lighting, court resurfacing and carparking) required to support an emerging netball competition and maintain a sustainable tennis competition at Old Talunga Park. It is acknowledged that replacement/repair of the tennis courts will take priority. Other improvements and scope for external grant funding applications require further assessment and will be considered as part of The Big Project prioritisation process. The impact on carparking as a result of the opening of the Men’s Shed will continue to be assessed.

Option 5: Caravan and camping facilities
The masterplan recognises potential to redevelop the caravan park facilities to create a key tourist destination for campers, cyclists and visitors to the region. The site plan has matured to facilitate logical configuration of accommodation facilities, improved walking and cycling connections and upgrades office facilities, complemented by the recent construction of a new toilet block.
2.2.3 Project location

Talunga Park is located at 68 Melrose Street, Mount Pleasant as illustrated below:

Source: Google Maps 2019, A.P. SHEERE CONSULTING

Old Talunga Park is located at 34 Talunga Park Road MOUNT PLEASANT as illustrated below:

Source: Google Maps 2019, A.P. SHEERE CONSULTING
2.2.4 Introduction to Talunga and Mount Pleasant

The Mount Pleasant - Springton and District population at the 2016 census was 1,850 persons. This population is forecast to grow to 2,687 by 2051. This is a 44.2% increase or 1.3% per annum. Consequently, the current infrastructure cannot support existing and potential future demand.

The two influencing districts of Mount Pleasant and Springton which form part of the catchment area for Talunga and Old Talunga Park, have a current population of 6,814 and this is forecast to grow to 13,827, a growth rate of 102.9%. This is a significant growth factor for the districts and the impact of this growth will directly influence demand on all public infrastructure in the area.

Figure 2.2.4 Area map of Mount Pleasant showing Talunga

Source: Google maps

2.2.5 Current facilities and amenities

Talunga Park and Old Talunga Park are situated in a natural bushland setting adjacent the upper reaches of the Torrens River, in proximity to the neighbouring regions of the Southern Barossa, Adelaide Hills and Murraylands.

In a contemporary context it accommodates agricultural, auction and market uses; the Country Fire Service; Men’s Shed; and multiple sport and recreation groups including,  Australian Rules Football (AFL), bowls, netball and tennis.

Regular events include the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere), weekly Mount Pleasant Farmers Market and various auctions and sales.

Talunga Park is the largest regional public-access venue for equestrian activity. The caravan park located within Talunga Park services both visitors and semi-permanent residents.

Talunga Park facilities include a caravan park with informal layout for semi-permanent residents and visitors, multi-use pavilion with commercial kitchen (upgraded in 2016), various sheds for agricultural and market usage, catering shed, administration block, 1 x oval, two separate toilet blocks including one disabled and showers, playground areas, barbecue shelter and various implement and storage sheds. Car parking is...
grouped around the oval and sheds and is largely undefined.

Old Talunga Park facilities include a men’s shed, bowling club, 6 x tennis / netball courts and playground. Car parking is available and largely undefined.

Figure 1.0 Talunga Park

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019

Figure 2.0 Old Talunga Park

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019
Figure 3.0 Talunga Park and Old Talunga Park inter-relationship

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019; A.P. SHEERE CONSULTING

Following are images showing some of the current facilities at both Talunga and Old Talunga Park

**Talunga Park**

**Caravan park**

**Playground**

**Multi-use pavillion/show hall**
An information sheet regarding Talunga Park has been developed by Council and is provided here:
Talunga Park and Old Talunga Park User Groups

Current user groups and member numbers of both parks are listed in the table below:

<table>
<thead>
<tr>
<th>Club/group</th>
<th>Current membership/usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caravan Park</td>
<td>Semi-permanent residents = 220 weeks</td>
</tr>
<tr>
<td></td>
<td>Visitors = 1864 nights per annum (or an estimated 3,728 persons per annum)</td>
</tr>
<tr>
<td>Equestrian</td>
<td>12 Horse Clubs / Groups each with varying and significant number of members.</td>
</tr>
<tr>
<td>Country Fire Service</td>
<td>Home base at Mt Pleasant with 50 community volunteers</td>
</tr>
<tr>
<td>Mount Pleasant Farmer’s Market</td>
<td>Weekly Saturday morning markets showcasing on average 40 stallholders and attracting hundreds of community shoppers</td>
</tr>
<tr>
<td>Auctions and sales</td>
<td>3 groups that sell agricultural stock, trade and sell items</td>
</tr>
<tr>
<td>Torrens Valley Football Club</td>
<td>1 x senior team and 2 x junior teams</td>
</tr>
<tr>
<td></td>
<td>Play 4 home games at Talunga Park each season plus training sessions.</td>
</tr>
<tr>
<td>Mt Pleasant Tennis Club</td>
<td>79 members (22 senior male, 22 senior female, 25 junior males and 10 junior females). The Season runs from October to March.</td>
</tr>
<tr>
<td>Mt Pleasant Netball Club</td>
<td>79 members (2 senior male, 42 senior female and 35 junior females). Twice weekly training with games currently played at Woodside during the Winter and Summer seasons.</td>
</tr>
<tr>
<td>Mount Pleasant Annual Show</td>
<td>5,000 - 8,000 attendees</td>
</tr>
<tr>
<td>Recreational Usage</td>
<td>Daily usage for dog walkers, individual exercisers and family picnics</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019

2.2.6 Scope of proposed works

A number of works are proposed under the Talunga Park and Old Talunga Park Redevelopment project. The key elements are detailed below.

Talunga Park:
- Significant overall development of Caravan Park amenities, parking areas, infrastructure and general management of pedestrian and vehicle movement:
  - Upgraded laundry washing facilities
  - New laundry hanging out areas
  - New bbq / communal gazebo / camp kitchen
  - Improved security lighting
  - Improved landscaping
  - Improved reception / booking in facilities
  - Improved signage
  - Designated pitches with combined hook ups to power, sullage and water
  - Designated pitches with concrete block strip paving bases that allow grass to grow through
  - Trafficable areas with heavy grade plastic mesh under matting to provide reinforcement to grassed areas that are parked on / permeable for all weather conditions
- Equestrian infrastructure, safe yards and associated support for equestrian activities.
- Upgrade and resurface Netball and Tennis Courts
- Repairs to Sheep Pavilion.
- Environmental and site infrastructure improvements.
- Oval Infrastructure.
- Add Amenity to the Play-space.
- Create a new main entry including new carpark.
- New shared use administration and catering facility.
- New signage, planting and furniture.
- New artworks and mural
Old Talunga Park

- Lighting upgrades at old Talunga Park
- New tennis courts building.
- Improve amenity and infrastructure throughout the Park.
- Entrance/improve accessibility.
- Formalise car parking (Council to Fund)

2.2.7 Project plans

The following plans demonstrate the proposed works to be undertaken which form the Talunga Park and Old Talunga Park Redevelopment.
Mount Pleasant Caravan Park Masterplan extract

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019
2.2.8 Project status

The Talunga Park and Old Talunga Park upgrade masterplan has been developed over many years including significant community engagement. The staged projects have been scoped, costed and will progress to full design based on the priorities of The Big Project.

2.2.9 Project objectives

The project objectives of the Talunga Park and Old Talunga Park Redevelopment are summarised as follows:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist/accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>

2.2.10 Project outcomes

The outcomes of Talunga Park and Old Talunga Park Redevelopment will be to meet the identified needs. Outcomes are discussed further in Section 2.4. A summary table is provided:

<table>
<thead>
<tr>
<th>Table 2.4.1</th>
<th>Quantifying outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEED - Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist/accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.</td>
<td></td>
</tr>
<tr>
<td>Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist/accommodation facilities that meet contemporary code requirements</td>
<td></td>
</tr>
<tr>
<td>Talunga Park and Old Talunga Park’s recognised as a multi-use hub for the local community and event venue</td>
<td></td>
</tr>
<tr>
<td>Talunga Park and Old Talunga Park support the Barossa’s role as a regional event and tourist destination.</td>
<td></td>
</tr>
<tr>
<td>Improved standard of existing regional equine and sports facilities to meet requirements for regional, state or national competitions</td>
<td></td>
</tr>
<tr>
<td>Provide access to a range of sporting, equine and recreational activities for a greater number of people both within the community, regionally and throughout NSW.</td>
<td></td>
</tr>
<tr>
<td>Improved user, visitor, player and spectator satisfaction</td>
<td></td>
</tr>
<tr>
<td>Increased level of regional community participation in sport, equine and agricultural events</td>
<td></td>
</tr>
<tr>
<td>Better health outcomes for children and adults through greater participation in sport</td>
<td></td>
</tr>
<tr>
<td>Deliver a facility which underpins Talunga’s positioning as a genuine sports hub for the local community and an event destination</td>
<td></td>
</tr>
<tr>
<td>The Barossa’s role as a regional sports event and tourist destination is supported and further promoted to all sporting codes.</td>
<td></td>
</tr>
</tbody>
</table>
Directly supporting tourism and business growth in region as more events are hosted

Directly facilitating growth in the SA and National economy

**NEED** - Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.

**Outcome**

- Appropriate standards are met needed to facilitate equine activities and sporting codes and directly support the growth of sporting participation by providing appropriate facilities
- Capacity at the parks is increased and Talunga is able to host more large events both equine, agricultural, sporting and community
- More athletes are attracted to the area for both training and development
- Increased number of regional SA residents participating in state, national and international level competitions or in professional teams
- Retention of talented regional athletes, coaches and support staff in regional SA
- Deliver a facility which underpins Talunga's positioning as a genuine equine, agricultural and sports hub for the local community and an event destination
- Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability
- Potential new residents consider the region as a place for them to live and invest.
- Residents are encouraged to remain in the region.
- Making the region more attractive to businesses and residents

**NEED** - Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.

**Outcome**

- Increase in events held in Barossa for state, national and/or international sports
- Talunga Park and Old Talunga Park are identified as part of the regional network of hubs
- Tourism numbers increase in the region as a direct result of the number of events increasing and improvements made to the Caravan Park accommodation
- Increased level of regional community participation in sport
- Growth in equestrian and agricultural participation continues
- Appropriate standards are met needed to facilitate equine activities and sporting codes and directly support the growth of sporting participation by providing appropriate facilities
- Capacity at the parks is increased and Talunga is able to host more large events both equine, agricultural, sporting and community
- Existing residents are encourage to remain in the remain in the region
- Increased number of regional SA residents participating in state, national and international level competitions or in professional teams
- Retention of talented regional athletes, coaches and support staff in regional SA
- Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability
- Safety, maintenance and practical usage issues are addressed

**NEED** - Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

**Outcome**

- Appropriate standards are met needed to facilitate additional sporting codes and directly support the growth of sporting participation by providing appropriate facilities
- Capacity at the two parks is increased and Talunga is able to host more large events including equestrian, sporting, agricultural and community
- Existing residents are encourage to remain in the remain in the region
- Increased number of regional SA residents participating in state, national and international level competitions or in professional teams
- Retention of talented regional athletes, coaches and support staff in regional SA
Facilities meet the user needs (including spectators) and are appropriate for all genders and people with a disability.

Population growth is supported in the region by providing suitable sporting and recreational facilities.

Safety, maintenance and practical usage issues are addressed.

**NEED** - Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

**Outcome**

Increased direct regional employment through facility management and delivery of sports programs and administration.

Directly supporting industry diversification.

Provide job opportunities to address disadvantage.

Providing opportunities for businesses to service the needs of new sporting and agricultural industries in the region and further afield.

The region exudes confidence and generates a positive impression.

Potential new residents consider the region as a place for them to live and invest.

Residents are encouraged to remain in the region.

Making the region more attractive to businesses and residents.

### 2.2.11 Total Project Capital costs for entire precinct

Cost estimates prepared independently by Rider Levett Bucknall for adopted Master Plan and have been escalated to reflect current costs are as follows:

<table>
<thead>
<tr>
<th>Site</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$8,717,440</td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

### 2.2.12 Current Target Plan – Next Phase Investments

The following tables provide an estimate of capital costs, ongoing maintenance, depreciation, revenue and other costs associated with the target phase implementation being $2.872M investment in this phase (Phase 1) of the investment cycle.

#### Estimated Phase 1 capital costs

<table>
<thead>
<tr>
<th>Site - Phase 1 actions</th>
<th>Costing</th>
<th>Inclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talunga Park – Caravan Park Upgrade</td>
<td>$2,021,986</td>
<td>Significant overall development of amenities, parking areas, infrastructure and general management of pedestrian and vehicle movement.</td>
</tr>
<tr>
<td>Talunga Park – Equestrian Infrastructure</td>
<td>$314,906</td>
<td>Phase 1 of equestrian infrastructure, safe yards and associated support for equestrian activities.</td>
</tr>
<tr>
<td>Old Talunga Park – Court Upgrades</td>
<td>$500,000</td>
<td>Upgrade and resurface Netball and Tennis Courts and lighting upgrade.</td>
</tr>
<tr>
<td>Adjustment for Contingencies and capital escalation costs overtime</td>
<td>$35,037</td>
<td>Adjustments for timing of target investment for contingencies and capital</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,871,929</td>
<td></td>
</tr>
</tbody>
</table>

Source: The Barossa Council
Estimated Phase 1 annual costs
Total operating and maintenance costs post development are provided below and reflect the costs associated with the first implementation phase known as Phase 1.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>$ post development per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>49,220</td>
</tr>
<tr>
<td>Employee Costs</td>
<td></td>
<td>10,769</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>ESL Levy</td>
<td></td>
<td>538</td>
</tr>
<tr>
<td>Electricity Consumption</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Insurance (Asset &amp; liability)</td>
<td></td>
<td>3,069</td>
</tr>
<tr>
<td><strong>Operating sub-total</strong></td>
<td></td>
<td>68,980</td>
</tr>
<tr>
<td><strong>Maintenance Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mowing/Landscaping</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Electrical repairs</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Cleaning</td>
<td></td>
<td>10,769</td>
</tr>
<tr>
<td>Plumbing</td>
<td></td>
<td>2,154</td>
</tr>
<tr>
<td>Misc</td>
<td></td>
<td>8,001</td>
</tr>
<tr>
<td>Additional Oval Maintenance - Equestrian Use</td>
<td></td>
<td>8,077</td>
</tr>
<tr>
<td>Materials / Consumables - Caravan Site</td>
<td></td>
<td>8,077</td>
</tr>
<tr>
<td>Advertising - Caravan Park</td>
<td></td>
<td>3,231</td>
</tr>
<tr>
<td>Building Maintenance</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Infrastructure Maintenance</td>
<td></td>
<td>5,384</td>
</tr>
<tr>
<td>Materials Water</td>
<td></td>
<td>3,231</td>
</tr>
<tr>
<td><strong>Maintenance Sub-total</strong></td>
<td></td>
<td>65077</td>
</tr>
<tr>
<td><strong>TOTAL ANNUAL COSTS</strong></td>
<td></td>
<td>134,057</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
The benefits from the ‘Talunga and Old Talunga Park Redevelopment’ will be seen across National, State, Regional and Local stakeholders and are summarised below:

| NATIONAL | • Creates the opportunity for new jobs to be created  
  • Supports and promotes economic growth  
  • Promoting growth in regional towns i.e. redirecting population growth  
  • Enhance community, sporting and recreational opportunities  
  • Promotes agricultural activities and showcases the sector |
| STATE | • Promoting growth in regional towns i.e. redirecting population growth  
  • Maintains and develops a high level of facilities and amenities for businesses, residents and visitors  
  • Supports and promotes economic growth creating a regional sports hub  
  • Enables greater participation in all sporting codes  
  • Promotes agricultural activities and showcases the sector |
| REGIONAL | • Creates the opportunity for new jobs to be created  
  • Induced development and encourages private investment  
  • Develops regional infrastructure for now and into the future  
  • Promotes a regional identity  
  • Encourages population growth which in turn supports business activity and growth  
  • Support the creation of a Regional Sport Hub  
  • Promotes agricultural activities and showcases the sector |
| LOCAL | • Increases productivity of the region by encouraging population growth as the region becomes more attractive  
  • Appropriate facilities will encourage more spectators and females to participate in sport in the region  
  • Makes the region more attractive to current and future residents  
  • Enable regional and state sporting and agricultural events to be hosted in the region  
  • Develops local jobs resulting from increased patronage e.g. retail, services, community  
  • Increased local competitiveness with neighbouring LGAs  
  • Helps to address social disadvantage by supporting the opportunity for new jobs and volunteer activities in the region  
  • Addresses various health issues through greater sport participation  
  • Increased tourism resulting in increased expenditure  
  • Increased revenue streams can be re-invested in the LGA  
  • Promotes agricultural activities and showcases the sector |
3.1 Why is the project needed?

The Barossa Council has committed to what is known as “The Big Project” Barossa Community Infrastructure Plan. The implementation of the Talunga Park and Old Talunga Park Masterplan is a sub-project of “The Big Project” which aims to:

- Establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of identified community recreation assets; aquatic infrastructure; cycle, equine and leisure trails and tourism infrastructure; arts, culture and heritage infrastructure across the whole The Barossa Council region.
- Bring together existing regional recreational Master Plans, in an overall "Big Project" Master, Implementation and Roadmap Plan.
- Reinforce the ongoing delivery of other “business as usual” infrastructure projects and services as identified in existing Budget and Business Plan arrangements.

This project directly aligns with the key objectives of a number of local, state and national strategies. There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report.

The existing Talunga Park and Old Talunga Park provide facilities for local sports, equine and agricultural activities with limited opportunity to support regional, state or national events. There are limited facilities for sporting teams and equestrian members, with old and inappropriate facility design.

This project will address a number of problems and deliver a benefits well beyond the construction phase. The project’s objectives are summarised below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1</td>
<td>Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist /accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.</td>
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<tr>
<td>Objective 4</td>
<td>Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.</td>
</tr>
</tbody>
</table>
Objective 1

3.2 Deliver premier local, district and regional-level facilities that meet contemporary requirements

Deliver premier local, district and regional-level agricultural, equine, community, recreational and tourist/accommodation facilities that meet contemporary requirements which will underpin Talunga Park and Old Talunga Park’s positioning as a multi-use hub for the local community and event venue whilst supporting the Barossa’s role as a regional event and tourist destination.

3.2.1 The region’s strategic location

The Barossa RDA Region (referred to by the SA Government as the Barossa, Light and Lower North region) is diverse in history, demographics and industry. The Barossa Valley (which includes part of the Light Regional Council area) is an historic wine producing region with a globally recognized brand and a significant export industry both for its wine and tourism. The region boasts significant manufacturing and service industry. The local government areas of Light and Mallala boast high value broad acre grain & livestock, horticultural and animal husbandry industries as well as important industrial zones. Gawler is a growing historical town with expanding health, retail and service delivery industries economic growth.

The Barossa is a rich and diverse region and home to the internationally renowned Barossa wine region. In addition to our premier wine and food attractions, there are unique nature trails, parks and historical and cultural points of interest. The rich pastoral lands of the historic towns of Mount Pleasant and Williamstown produce fine wool, dairy products and livestock. Forestry is also a significant industry, and together with three reservoirs and national parks, provides recreational opportunities. The tourism industry has become a major focus for the continued development of the region. The Barossa has been acknowledged as one of the five most recognised wine regions in the world, and this is supported by the busiest Visitor Information Centre in regional South Australia. The wine and food experience, combined with the region’s distinctive history, has made it a significant tourist destination.

Figure 3.2.1 Barossa’s strategic location
3.2.2 Talunga as a regional hub for equestrian, agricultural and sporting activities

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Mount Pleasant – Springton District, which forms part of the catchment area for Talunga and Old Talunga Park, Mount Pleasant.

Due to the layout of the Barossa, the catchment for Talunga and Old Talunga Park includes areas outside of The Barossa Council area bordering to neighbouring Councils of Adelaide Hills Council and Mid-Murray Council such as Tunkillo, Birdwood and Mount Torrens and also the Williamstown - Barossa Goldfields and District area and to a lesser but real extent the Lyndoch - Kalbeeba and District

Importantly all three districts population are expected to grow over the strategic horizon of The Big Project initiative.

The Mount Pleasant population according to the 2016 census was 1,850 persons. The population is forecast to grow to 2,687 by 2051 which is an increase of 44.2% or 1.3% per annum. At this level, the current infrastructure cannot support existing demand.

The two influencing districts (outlined above) have a current population of 6,814 and this is forecast to grow to 13,827 - a growth rate of 102.9%. This is a significant growth factor for the districts and the impact of this growth will directly influence demand on all public infrastructure in the area.

In a contemporary context, Talunga and Old Talunga Park accommodate agricultural, auction and market uses; the Country Fire Service; Men’s Shed; and multiple sport and recreation groups including, Australian Rules Football (AFL), bowls, netball and tennis.

Regular events include the annual Mount Pleasant District Show (the largest agricultural show in the southern hemisphere), weekly Mount Pleasant Farmers Market and various auctions and sales. Talunga Park is also the largest regional public-access venue for equestrian activity.

The Talunga and Old Talunga Park Redevelopment project will see a number of significant upgrades completed which will ensure that recreation, sporting, equestrian, agricultural and community facilities are of a size, scope, scale and location to support the needs of the district into the future.

This project will essentially result in the delivery of a significant local, district and regional-level primary centre of co-located agricultural, community and active recreation facilities plus facilities to meet the current and future accommodation needs of visitors to the region.

3.2.3 Talunga as a regional accommodation provider

Talunga Park and Old Talunga Park (the Parks) play a significant, highly valued and continuing role as a hub for recreation, events and community activity. The precinct is characterised by its rural form and function, reflecting the community’s strong agricultural heritage. It is complemented by a caravan and camping park setting that reinforces its role as a regional destination.

Mount Pleasant Caravan Park.

The caravan park located in the Talunga Park precinct services both visitors and semi-permanent residents and is known as the Mount Pleasant Caravan Park.

The caravan park is owned by Council and is currently very basic but is well utilised and strongly connected to the ongoing equestrian and agricultural pursuits and services of the whole precinct.
The proposed upgrades would deliver a contemporary rural caravan park with up to date services, amenities, power services, etc, to support tourism growth again strongly connected to equestrian and agricultural shows and the like.

The location of Mount Pleasant Caravan Park makes it ideal for people visiting the wineries and other attractions and provides a welcome, relaxed environment for travellers.

Figure 3.2.3 Mount Pleasant Caravan Park location
Objective 2

3.3 Encourage increased participation in agricultural and equine activities, tourism, sports and recreation, by providing appropriate amenities for users and a better spectator experience

Develop a primary centre of co-located agricultural, community and active recreation facilities which encourages increased participation in agricultural, equine and tourism activities, sports and recreation; provides appropriate amenities for users and a better spectator experience resulting in an increase in both park’s capacity to host events delivering economic, social and health benefits, and building community resilience.

3.3.1 The identified community need

The process for demonstrating need is the extensive community consultation in preparation of the Masterplan and feasibility study. The study approach included an extensive analysis of background reports, strategies and plans within the Barossa. This was borne out by the consultation process.

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Mount Pleasant community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Public information sessions were held at the Mount Pleasant Community Dinner, a dedicated drop-in forum and Mount Pleasant Show. People were invited to provide feedback at these sessions or via online platforms. Refer Attachment B – Community Consultation Plan. Targeted consultation including needs analysis was also undertaken with individual user groups.

A total of 15 formal submissions were received and 33 informal submissions, in addition to 70 people attending the community dinner, totaling 118.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. This project seeks to meet these needs through the proposed scope of works.

3.3.2 Current issues which need to be addressed

Work proposed at Talunga Park and Old Talunga Park will enhance these regionally significant facilities so that they meet the specific needs of teams, users, coaches, players, media and spectators as a regional and state sporting, equine and agricultural destination.

The facilities at both sites are not currently appropriate for any higher level events or even some local user groups. This project recognises these deficiencies and proposes to address them.

Following are a series of images demonstrating some of the key issues at both Talunga Park and Old Talunga Park.
Tennis/Netball courts - Old Talunga Park
These courts are located at Old Talunga Park located on Talunga Park Road in Mount Pleasant. There are 7 acrylic courts – 3 are dual lined with netball and tennis and the remaining 4 are tennis only. An external sports consultant Inside Edge, completed an audit of the LGA’s netball and tennis courts and found a number of issues relating to those in Old Talunga Park including:

- Significant cracking to courts 1 and 2 and throughout courts 3-7.
- Courts are not compliant for netball or tennis and in some cases could become a safety issue.
- Minor ponding evident across all courts. Dirt build up.
- Fencing is not fully enclosed around the courts and is ageing with some poles starting to lean.
- Lighting to courts 3-7 only

The upgraded courts and lighting increases participation in grassroots netball and tennis across all gender and age cohorts by expanding training and competition opportunities by making more courts available and for longer periods including at night/twilight. It ensures player safety through fit-for-purpose upgrades that comply with peak body regulations.

New tennis courts building/club house
There is a very small existing meeting space which doubles up as administrative area for tennis. The facility dates back to the 1960s/70s and does not have internal toilets.

Equestrian infrastructure - Talunga Park
The region has a large equine population and attracts multiple equine user groups and events. During the development of the master plan, Council hosted dedicated sessions for the equine groups facilitated by Horse SA and the feedback received was that user groups would like to use the facility more but the lack of appropriate stabling was an impediment / limiting factor.
The current livestock / cattle pens at Talunga Park are not suited to horses and smaller ponies as they can get out from under the pens if agitated and injure themselves. Bringing in temporary stabling would cost groups around $5 to $7k per event which was not sustainable and so they were booking other facilities that were not as good but had better stabling. Other issues at the sheep pavilion include, drainage, guttering, roof and deterioration of elements of the metal support structure.

The potential for revenue generation and the ripple effect of expenditure into the town and broader region from these groups is therefore, seen as significant and supports the need to upgrade the existing facilities.

**Existing livestock/cattle pens which are inappropriate for stabling horses**

**Mount Pleasant Caravan Park - Talunga Park**

The Mount Pleasant Caravan Park site has evolved in a rather ad-hoc manner. The facility is on one of the most traveled routes for grey nomads journeying from Victoria through SA. People often have their own RVs and set up in a very unstructured manner across the site. Often people only plan to stop for one or 2 nights but end up staying longer.

There are some semi permanent park residents and some of the caravans are old and unsightly but are fulfilling a semi-emergency style housing accommodation function. All of this means that movements of traffic and pedestrians across the park (which often includes horses and ponies, as well as other livestock) are equally ad hoc and random.

There has long been a sense that if a more structured and contemporary order and level of service could be implemented the return from the caravan park could be significantly increased. Council has received feedback that travellers are attracted to its green spaces and the real sense of country that it evokes as well as its strategic location between the Hills and the main part of the Barossa and Northern Plains.

As the popularity of the park increases so does the pressure on its existing facilities which are not of a suitable standard and are in need of upgrading.

Many of the facilities and roads etc are of a poor standard and are in need of upgrading.
**Infrastructure issues at Mount Pleasant Caravan Park**

- **Laundry facilities**
- **Vehicle/pedestrian access**

**Environmental and site infrastructure improvements.**
Mainly drainage and internal road infrastructure issues currently exist. The master plan also looks at a separated track for horses to access and egress from the oval / competition arena – to provide safe separation of horses, pedestrians and vehicles.

The landscaping of certain areas of the park would also improve soil compaction and soil run off across pathways and roads that lead to slippery and treacherous conditions when wet and dust during dry periods.

**Create a new main entry including new carpark.**
The proximity of the Tungkillo road intersection to the existing main entrance to the park has been a source of contention over the years. While the data does not indicate a high number of accidents or near misses many think that the intersection is dangerous and would prefer to see that entrance to the park made pedestrian/ cycles only and a new main entrance for vehicles be adapted from the existing entrance close to the oval.

Additional car parking to be added to the Melrose street frontage that will be flexible as this area is used for stalls during show days.

**Play-space**
There is a mix of small scale new playground equipment and old wooden structures built by the community several decades ago. The community committee would like to see a more contemporary nature play area and pump track.

**New shared use administration and catering facility.**
Current administration / show office is a modified transportable building and is no longer fit for purpose. Money has been spent on the atrium / indoor function and eating area servicing the farmers market, shows and events and show kitchen in last 7 years and extending this to include a contemporary admin facility would consolidate and upgrade the level of service.
Improve amenity and infrastructure throughout the Park.
Old Talunga park provides a connection point between the town and town hall across the footbridge and through to Talunga park. It is used quite heavily by young families (play space) and for dog walking, passive exercise.

Old Talunga Park is also home to the Mount Pleasant Men’s Shed and the Bowling Club so is quite an active space throughout the year. Improved surface water drainage (area is flood prone) and general improvements to fencing, landscaping and vehicular access and parking is required.

### 3.3.2.1 Summary of issues and solutions

The needs identified will be meet though construction of the new facilities and related infrastructure that will transform both Talunga Park and Old Talunga Park into a first class regional multipurpose venues. The table below highlights some of the key issues identified and the proposed solutions which are directly linked to this project.

<table>
<thead>
<tr>
<th>The issue</th>
<th>The solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant issues with existing tennis/netball courts in need of urgent attention as currently not fit for purpose. Courts are not compliant for netball or tennis and in some cases could become a safety issue. There is also insufficient lighting.</td>
<td>Full upgrade and renovation of courts.</td>
</tr>
<tr>
<td>Lack of appropriate stabling is an impediment / limiting factor to the use of the precinct by equestrian groups</td>
<td>Equestrian infrastructure, safe yards and associated support for equestrian activities developed.</td>
</tr>
<tr>
<td>Unstructured operation of the caravan park and aging facilities are impeding the growth of this asset</td>
<td>Significant overall development of Caravan Park amenities, parking areas, infrastructure and general management of pedestrian and vehicle movement.</td>
</tr>
<tr>
<td>Drainage and internal road infrastructure issues</td>
<td>Develop a separated track for horses to access and egress from the oval / competition arena – to provide safe separation of horses, pedestrians and vehicles. The landscaping of certain areas of the park would also improve soil compaction and soil run off.</td>
</tr>
<tr>
<td>Tungkillo road intersection considered to be dangerous</td>
<td>Entrance to the park made pedestrian/cycles only and a new main entrance for vehicles be adapted from the existing entrance close to the oval.</td>
</tr>
<tr>
<td>Dated play space</td>
<td>Develop a more contemporary nature play area and pump track.</td>
</tr>
</tbody>
</table>
3.3.3 Barriers to participation

3.3.3.1 Barriers to participation - a regional context
The Office of Sport reports that in 2013, the Australian Sports Commission in partnership with the CSIRO released two reports: Market Segmentation for Sport Participation (Adults aged 14-65 years) and Market Segmentation for Sport Participation – Children (aged 5-13 years old). This research reported a range of barriers to club participation including that Australians:

- are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- have new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles
- are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
- are developing new tastes as our population becomes more culturally diverse
- adolescents are self-conscious and embarrassed by their lack of sporting ability.

In recognition of the fact that there has been an increase in non-organised or time-flexible pursuits and a stagnation of participation numbers in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

However, the sector is evolving rapidly and facing major challenges. A sustainable sport and recreation system will need to adjust to new preferences for greater flexibility, more tailored products and sport that works around peoples’ busy lifestyles.

3.3.3.2 Poor facilities a major barrier to participation
Investing in sporting infrastructure provides sporting communities with the support and facilities they need to drive active participation. This project will therefore have a direct effect on the level of sporting participation in the region. The improvements identified will enable more sporting activities to be hosted and provide additional opportunities for all members of the community to participate in sporting activities.

3.3.3.3 Barriers to participation identified by the community
The consultation process for the Talunga Park and Old Talunga Park Masterplan found that it is important to the community for Talunga to host regional, state and national level sporting championships, equestrian and agricultural events and continue the region’s competitive advantage as a regional sporting hub for South Australia. The key barrier to participation was identified as the lack of the suitable facilities to hold the events. The venue’s functionality and capacity for hosting events is constrained by non-compliant and/ or inadequate infrastructure and amenities. These are proposed to be addressed through this project.

3.3.3.4 Barriers to female participation
Netball
In June 2019, AusPlay data released by Sport Australia identified Netball as the leading team sport for women and girls in South Australia. The report showed strong participation in netball with more than 1 million people actively participating in the sport nationwide and naming netball as the sport they most strongly identify with. The AusPlay survey, which has been running since October 2015, is Australia’s largest and most comprehensive sport and physical activity survey conducted by Sport Australia.

South Australia’s engagement rates are very strong compared with other states, with the highest participation rate at 3.9% and the highest percentage of people who identify netball as their most strongly associated sport at 8.3%. The survey showed that the top three motivations for people in Australia to participate in netball were social reasons (52%), fun and enjoyment (50%) and physical health or fitness (45%) and the majority of participants who play do so with their local netball club (just under 70%).

The AusPlay data also demonstrated that netball retains players (in Australia) for longer than other sports,
with strong female participation into adulthood (18-24 years of age), in fact netball is the activity with the second largest adult female participation rates (89%), behind pilates (90%).

In Old Talunga Park, the current netball courts and lighting conditions are not of a standard to enable the level of demand locally to be met. Netball is primarily a female sport so there are participation barriers of this nature with the current facilities. In addition to this, there is strong demand to expand the equestrian use at Talunga Park and the lack of sufficient and suitable stabling is an issue which impacts the high level of female participation in this activity.

This project will directly address these issues which are a significant barrier to participation to females not only locally but regionally.

**Equestrian activities**

Horse riding offers a number of health and fitness benefits, including:

- Develops leg muscles
- Improves balance and posture
- Improves mental concentration
- Develops the arm muscles and the agility of the hands
- Refreshes and clears the mind of daily distractions and boosts general wellbeing

According to the 2013-14 report by the ABS, ‘Participation in sport and physical recreation’, the majority of people aged 15 years and over who participated in equestrian activities were female at 116,200 persons compared to an estimated 17,200 males.

In Talunga Park, the current equestrian facilities are not of a standard to enable the level of demand locally to be met. Horse riding and associated activities are primarily a female sport so there are participation barriers of this nature with the current facilities. There are 12 horse riding clubs that use Talunga Park with approximately 50 members each. There is growing demand for this activity but existing facilities are no conducive to increased use. According to the local horse riding clubs, there is strong demand to expand the equestrian use at Talunga Park and the lack of sufficient and suitable stabling is an issue which impacts the high level of female participation in this activity.

### 3.3.4 Health impacts

Overweight and obesity is a major public health issue in Australia. It results from a sustained energy imbalance—when energy intake from eating and drinking is greater than energy expended through physical activity. This energy imbalance might be influenced by a person’s biological and genetic characteristics, and by lifestyle factors. (Source: Australian Institute of health and welfare).

According to the Australian Institute of health and welfare, in 2014–15, 1 in 5 (20%) children aged 2–4 were overweight or obese—11% were overweight but not obese, and 9% were obese. About 1 in 4 (27%) children and adolescents aged 5–17 were overweight or obese—20% were overweight but not obese, and 7% were obese. For both children aged 2–4 and 5–17 years, similar proportions of girls and boys were obese. For children aged 5–17, the prevalence of overweight and obesity rose from 20% in 1995 to 25% in 2007–08, then remained relatively stable to 2014–15.

In 2014–15, nearly two-thirds (63%) of Australian adults were overweight or obese. The prevalence of overweight and obesity has steadily increased, up from 57% in 1995—which has largely been driven by a rise in obesity. The prevalence of severe obesity among Australian adults has almost doubled over this period, from 5% in 1995 to 9% in 2014–15. In 2014–15, 71% of men were overweight or obese, compared with 56% of women. A greater proportion of men (42%) than women (29%) were overweight but not obese, while a similar proportion of men (28%) and women (27%) were obese.
3.3.4.1 The importance of physical activity

Energy is expended through bodily functions and physical activity, including sport, organise recreation, and incidental activity, such as housework, gardening, and walking or cycling for transport (NHMRC 2013a).

Various physical activities have positive health impacts, including reducing body fat and the likelihood of gaining weight (Okely et al. 2012). On the other hand, not expending enough energy can contribute to energy imbalance, weight gain, and overweight and obesity.

In 2014–15, nearly 1 in 3 (30%) Australian adults aged 18–64 were insufficiently active (less than 150 minutes of physical activity in the previous week), while 15% were inactive (no exercise in the previous week) (ABS 2015). Sedentary behaviour (sitting or lying down, except when sleeping) can also contribute to overweight and obesity. In 2014–15, Australians spent an average of 34 hours per week sitting at leisure, up from 31 hours per week in 2011–12 (ABS 2013a, 2015). Increasing evidence also suggests sedentary behaviour is associated with health risks, independent of physical activity levels (van der Ploeg et al. 2012).

The Department of Health has developed Australia’s Physical Activity and Sedentary Behaviour Guidelines, which recommend the type, duration, intensity, and frequency of physical activity, and practices for sedentary behaviour, for people of different life stages. The guidelines are summarised below:

Box 2.2: How active should Australians be?

Australia’s Physical Activity and Sedentary Behaviour Guidelines recommend children aged 5–12, and young people aged 13–17 accumulate at least 60 minutes of moderate to vigorous intensity physical activity every day, and limit use of electronic media for entertainment to no more than 2 hours a day.

For adults aged 18–64, the guidelines recommend being active on most, preferably all, days of the week, and accumulating 150–300 minutes of moderate intensity physical activity, 75–150 minutes of vigorous physical activity, or an equivalent combination of moderate and vigorous activities, each week. The guidelines also recommend minimising time spent sitting, and breaking up long periods of sitting as often as possible.

For healthy older Australians, the Department of Health’s Physical Activity Recommendations for Older Australians (65 years and older) advise that older Australians be physically active for 30 minutes every day.


The ABS further states:

Sport is an important feature of the Australian lifestyle and plays a large part in the lives of many Australians. Participation in sport or physical recreation offers many benefits, ranging from simple enjoyment to improved health and the opportunity for social interaction.

Regular physical activity reduces the likelihood of a person developing many chronic diseases, and may also play a therapeutic role in relation to mental health disorders. Physical activity is important for young people in developing healthy bodies, but is also important for older people in maintaining quality of life and independence.

Participating in sport or physical recreation with others may also provide opportunities for social interaction, leading to stronger personal and community networks. Due to the many known benefits of exercise, the Australian Government Department of Health and Ageing promotes the National Physical Activity Guidelines for Adults, which advocate at least 30 minutes of moderate intensity physical activity on most, preferably all, days.

Source: ABS
A number of studies have also shown that there is an association between socio-economic disadvantage and health.

“The mechanisms by which socio-economic status influence health status are complex and varied. Also the association between socio-economic status and health is not always straightforward; it is confounded by many factors. It is often hypothesised that a number of inter-related factors including education, place of residence, health beliefs and behaviour, occupation, income, access to health services and the environment in which people live determine the socio-economic disadvantage and health.”

Source: Australian Government, Australian Institute of Health and Welfare

Sport and recreation activities produce a healthier population, both physically and mentally, which in turn places less stress on the health care system.

Like many LGAs, The Barossa has a proportion of residents classified as overweight or obese. According to the Social Health Atlas of Australia published by PHIDU in 2019, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15). Such issues further support the need to actively encourage greater participation in sport to help address not only obesity rates but a range of other associated health conditions which could be alleviated through greater sporting participation.

3.3.5 Mental health benefits of sport and recreational participation

The physical benefits of playing sport have been well known for a number of years. Exercise can physically build stronger bones and muscles, help manage weight, lower blood pressure and cholesterol, and reduce the risk of heart disease.

In addition to these physical benefits there are also significant benefits that playing sport can have on a person’s mental health in particular team sport. Beyond Blue published an article called ‘The mental health benefits of playing a team sport’ which stated the following:

The social aspect that comes with being part of a team is fantastic for your wellbeing. Even if you join a team not knowing a soul, sport has a funny way of fast-tracking friendships. Human connection is such an important factor in maintaining good mental health. Being part of a team adds a support network that you wouldn’t otherwise have.

Sport is a proven de-stressor. It forces you to apply yourself fully to the task at hand, leaving behind thoughts and worries you may have had beforehand. In their place, sport stimulates the release of endorphins, which are your body’s natural happy chemicals.

Playing a sport alongside others teaches us the value of teamwork. Instead of reading about it or being lectured about it, sport forces you to put it into practice. It also helps develop leadership skills that can be applied in all areas of life.

Team sports teaches you how to deal with setbacks. No team wins all the time. Dealing with a loss or a poor performance, learning from it and trying again is all part of the journey. Setbacks build resilience and this can be carried over into everyday life, helping you to navigate the tough times and find a way through them. Playing sport helps you get a better night’s sleep. We all know how important sleep is to our overall wellbeing – after training or competing, mind and body are ready for a good night’s rest...

This project will direct support and promote greater participation in sports and therefore directly address certain mental health issues and enable more people to benefit from social interaction with others.
Objective 3

3.4 Increase the productivity of Talunga Park and Old Talunga Park through greater usage in both number and size of events including the hosting of regional, state and national competitions and agricultural and equine shows and events, all of which will contribute to the local, state and national economy.

3.4.1 Current users and events

This District Level facility has a variety of sporting, recreation, community and agricultural user groups including:

- Football players
- Horse riders
- Tennis players
- Netball players
- Agricultural sector/farmers
- Tourists

The table below details the current club membership of those teams/members hosted at Talunga Park and Old Talunga Park and current usage.

<table>
<thead>
<tr>
<th>Event/Club name/User</th>
<th>Number of players/ market</th>
<th>Approximate Number of spectators</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caravan Park</td>
<td>Semi-permanent residents = 220 weeks Visitors = approx. 3,728 per annum</td>
<td>-</td>
<td>Per annum</td>
</tr>
<tr>
<td>Horse clubs:</td>
<td>12 horse clubs with approximately 60 members per club</td>
<td>100 per event Average of 50 horses (and riders) per event.</td>
<td>Approximately 12 events per annum</td>
</tr>
<tr>
<td></td>
<td>Home base at Mt Pleasant with 50 community volunteers</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Mount Pleasant Farmer’s Market
  Showcasing on average 40 stallholders
  Approximately 400 persons
  Weekly on Saturday morning

Auctions and sales
  3 groups that sell agricultural stock, trade and sell items
  Estimated 200 people per event
  Monthly

Torrens Valley Football Club
  1 x senior team = 20 members
  2 x junior teams = 30 members
  50 per day for home games (across grades)
  Play 4 x home games at Talunga Park each season (Playing season – April – September) plus weekly training sessions.

Mt Pleasant Tennis Club
  79 members (22 senior male, 22 senior female, 25 junior males and 10 junior females)
  50 per day for home games (across grades)
  Weekly games and twice weekly training

Mt Pleasant Netball Club
  79 members (2 senior male, 42 senior female and 35 junior females)
  80 per day for home games (across grades)
  Twice weekly training - note that games are currently played at Woodside

Mount Pleasant Show
  500
  5,000 - 8,000 Annual

Source: The Barossa Council, Talunga Park and Old Talunga Park Feasibility Report October 2019

It is anticipated that post-development, current club membership will increase as will the opportunities to host new events and regional, State and National competitions and significantly increases the productivity of the precinct in question.

3.4.2 Identifying stakeholder need to increase usage and productivity

The process for demonstrating stakeholder need was though the feasibility study. Key stakeholders were consulted in order to identify considerations that should be considered in preparing the Master Plan. These included:

- The Barossa Council officers
- Local sporting clubs
- Equestrian clubs
- Caravan Park staff
- Agricultural representatives

Feasibility Study 2019

The Talunga Park - Old Talunga Park Feasibility Report prepared by The Barossa Council (Council) seeks to facilitate strategic investment in recreation, sporting and community facilities at the precinct to deliver long term sustainable use and participation in line with community needs, transformational economic outcomes and improved community capacity building and resilience.

Talunga Park and Old Talunga Park (the Parks) play a significant, highly valued and continuing role as a hub for recreation, events and community activity. The precinct is characterised by its rural form and function, reflecting the community’s strong agricultural heritage. It is complemented by a caravan and camping park setting that reinforces its role as a regional destination.

The Report also considers options to grow district and regional sporting and community events and associated tourism and economic development opportunities at the Parks, which underpins a collaborative aspiration to build the Barossa as a regional sports event and tourism destination.

To ensure the environmental, social and economic sustainability implications of the masterplan options are fully considered, this Report draws on wide-ranging qualitative and quantitative data. While analysis of this data has informed recommendations for infrastructure investment at the Parks, this Report cannot be viewed in isolation but should be considered in parallel with region-wide investment in cultural, recreation and tourism.
infrastructure as part of Council’s The Big Project. Collectively this long-term phased, costed and prioritised investment will achieve transformational community based outcomes as well as generating economic benefits not only for the Barossa region but at a state and national level.

The role of the Big Project and its sub projects is to support the development and improvement of quality recreation and public open space and to revitalise community infrastructure that is important to the social, cultural and economic life of multiple communities, including Mount Pleasant and the wider region. Projects will increase usability, accessibility, safety and function of facilities for a wide cross section of our community, improving social interaction and the overall quality of life.

The Big Project and sub projects such as the Talunga Park – Old Talunga Park upgrade have a strong level of community support. Council’s extensive community consultation processes demonstrated a willingness of communities to work in partnership to support recreational, community and events development across the region.

3.4.3 Impact of increased capacity/usage

It is anticipated that post development the number of events and usage of the precinct will increase. This is based upon feedback and consultation provided by the various sporting codes, equestrian and community groups.

Attending sport events as a spectator is an increasingly popular recreational pastime in Australia. The ABS reports that 43% of Australians (15 years or over) attend at least one sporting event per year as a spectator, equating to 7 million sport spectators [11]. Young people (15 to 17 years) are primarily attracted to sport events (58%), especially in the sports of Australian Rules Football (AFL), horse racing and rugby league. Residents in New South Wales are equally as enthusiastic to attend sport events, with 2.2 million people attending sport events in 2005-6 [11]. This includes a large ratio of sport tourists, traveling from more than 50kms to watch or participate in an event in capital cities.

Opportunities exist to grow the sport tourism sector in the Barossa. The proposed developments will enable Talunga and Old Talunga Park to host more major events and as such increased visitors are anticipated. The precinct’s role in terms of agricultural and equestrian activities is of principal importance. This coupled with the various other attributes of the region, makes the Barossa well placed to become a regional sporting hub.

Hosting events helps to bring new markets segments to a hosting region. The large amount of tourism expenditure generates cash flow into the regional economy and increases local income. Tourist shopping during the event will help to boost the local economy.

Potential usage and future events

Post development it is anticipated that a number of additional events will be hosted at the precinct. Club membership is expected to increase post development and additional events are also forecast to be hosted in the precinct. Membership growth rates are provided in Section 3.5.2.

Patronage of the Mount Pleasant Caravan Park will be directly impacted by this project resulting in increased visitor numbers and subsequent spend. Council has estimated an increase of 20% in guest numbers which equates to approximately 746 additional guests per annum.

In terms of events, equestrian groups have specifically indicated that they would expect a 40% increase in events hosted at Talunga Park once the development has been completed. This equates to five additional equestrian events per annum which could attract an estimated 500 additional persons per annum to the region.

The number of visitors to the farmers markets and agricultural events are also expected to increase post development. Estimates of additional attendees have been provided in the table below.
<table>
<thead>
<tr>
<th>Club/group/asset</th>
<th>Current status</th>
<th>Post development change p/a</th>
<th>Post development ADDITIONAL visitor/user figures p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caravan park</td>
<td>3728 guests</td>
<td>20% increase in first year and then 5% pa</td>
<td>746 additional guests (first year)</td>
</tr>
<tr>
<td>13 horse clubs</td>
<td>12 events per annum with 100 persons per event = 1200 persons per annum at events</td>
<td>40% increase in number of events held per annum = 5 additional events</td>
<td>5 x 100 persons = 500 additional persons</td>
</tr>
<tr>
<td>Farmers market</td>
<td>Held once a week or 52 times per annum with 400 attendees per market. 400 x 52 = 20,800 persons per annum</td>
<td>2% increase in number of attendees</td>
<td>416 additional persons attending markets</td>
</tr>
<tr>
<td>Auctions and sales</td>
<td>200 persons/month or 2,400 persons per annum</td>
<td>2% increase in attendance</td>
<td>48 persons per annum</td>
</tr>
<tr>
<td>Mount Pleasant show</td>
<td>5-8k attending per annum. A medium of 6,500 persons</td>
<td>2% increase in attendance</td>
<td>130 persons (using the median of 6,500)</td>
</tr>
<tr>
<td>Mount Pleasant tennis club</td>
<td>79 team members in total and 50 spectators per game. Usually 3 teams (of 6 players) play at home per week which totals an estimated 18 players per week. Approximately 17 home games per annum. 18 players x 17 game = 306 persons per annum on site PLUS 50 spectators x 17 games = 850 spectators on site.</td>
<td>10% increase in membership over 5 years</td>
<td>10% x (850 + 306) = 116 additional persons (players and spectators) on site per annum</td>
</tr>
<tr>
<td>Mount Pleasant netball club</td>
<td>79 members and 80 spectators per game - played at Woodside and NOT at old Talunga Park. 8 home games per annum</td>
<td>79 members and 80 spectators (159 persons) per game plus 20% increase over 5 years</td>
<td>159 + 32 = 191 persons per home game = 191 x?? =</td>
</tr>
<tr>
<td>Torrens Valley football club</td>
<td>50 members and 50 spectators per home game (4 games in total) = 400 persons per annum</td>
<td>2% increase in membership/spectators</td>
<td>8 additional persons per home game = 8 x 4 = 32 persons per annum</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, local clubs
Objective 4

3.5 Accommodate regional population growth and corresponding growth of clubs by increasing the usability, accessibility, safety and function of facilities at the Park for a wide cross section of the community improving social interaction and overall quality of life.

3.5.1 Population forecasts

The Barossa Council has presented population movements and forecasts for the region using data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys.

Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Mount Pleasant – Springton District, which forms part of the catchment area for Talunga and Old Talunga Park, Mount Pleasant. Due to the layout of the Barossa, the catchment for Talunga and Old Talunga Park includes areas outside of The Barossa Council area bordering to neighbouring Councils of Adelaide Hill Council and Mid-Murry Council such as Tunkillo, Birdwood and Mount Torrens and also the Williamstown - Barossa Goldfields and District area and to a lesser but real extent the Lyndoch - Kalbeeba and District.

Importantly all three districts population will grow over the strategic horizon of The Big Project initiative.

The Mount Pleasant at 2016 census is 1,850. It is forecast to grow to 2,687 by 2051 being 44.2% or 1.3% per annum the current infrastructure cannot support existing demand. The two influencing districts (outlined above) have a current population of 6,814 and this is forecast to grow to 13,827, a growth rate of 102.9%. This is a significant growth factor for the districts and the impact of this growth will directly influence demand on all public infrastructure in the area.
The following graphs highlight current and forecast changes:

**Historical and Current Population**

![Population By Influencing Statistical Area](image)

*Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Report October 2019

**Forecast Population Growth**

![Forecast Population Distribution By Relevant Influencing Statistical Districts 2021-2051](image)

*Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Report October 2019*

### 3.5.2 Population trends

A number of trends have emerged in the discussion around recreation and sport, open space and the public realm which impact policy direction, frameworks and management strategies at a local, state and national level. These are summarised below:

- Urban Development: An increasing population and housing density within town centres demands that
a higher value and more investment is directed to the public realm as a place for people to spend time, connect with nature, interact and recreate

- **Asset Management:** The costs of developing and maintaining open space and recreation and sport facilities are increasing and must compete with demands from other council programs and services for limited financial resources
- **Youth:** The need for children to undertake more physical activity and exercise is well documented. There is an emerging trend towards individual and unstructured/informal activities alongside the more traditional team or group activities
- **Ageing population:** An ageing society requires consideration of physical access in addition to programming
- **Work patterns:** extended working hours demand more flexible opportunities for sport and recreation including access to open space
- **Volunteering:** a decline in personal time places increased pressure on community groups and the number of people willing or able to volunteer in organised sport
- **Community sport:** the administration of sporting clubs has become more complex; as a result land managers (Council) must look strategically at issues of access and resourcing to ensure optimal use for both the sporting user groups and the wider community
- **Infrastructure:** Modern planning methods and demands on open space and community sport mean councils are taking stock of their facilities and looking at design and location to ensure optimal and equitable use and access for the whole community
- **Participation in Sport:** Policy direction at Federal and State level focuses on increasing participation in sport regardless of gender, corresponding with documented growth in women’s sport at a grass roots level

### 3.5.3 Growth in club membership and usage

The primary recreation facilities in Talunga are Talunga Park and Old Talunga Park which are owned by Council. In addition to the Mount Pleasant Caravan Park, the district level precinct has a variety of sporting, recreation and community user groups whose membership and projected growth rates are detailed below. The growth rates are based upon discussions with the clubs/groups/associations as listed and estimates based upon increased activity post development:

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership</th>
<th>Numbers</th>
<th>Anticipated 5 year growth post development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Pleasant Caravan Park</td>
<td>-</td>
<td>Approximately 3,738 visitors per annum</td>
<td>20% growth with upgraded caravan park facilities</td>
</tr>
<tr>
<td>12 horse clubs</td>
<td>Various</td>
<td>Approximately 60 members per club</td>
<td>40% growth of events at Talunga Park expected with upgraded equestrian facilities.</td>
</tr>
<tr>
<td>Country Fire Service</td>
<td>-</td>
<td>50 community volunteers</td>
<td>Growth rate = approximately 1% per annum</td>
</tr>
<tr>
<td>Mount Pleasant Farmer’s Market</td>
<td>On average - 40 stallholders</td>
<td>Approximately 400 persons</td>
<td>Attendance growth rate = approximately 2% per annum</td>
</tr>
<tr>
<td>Torrens Valley Football Club</td>
<td>1 x senior team = 2 x junior teams =</td>
<td>20 members 30 members</td>
<td>Membership growth rate = approximately 2% per annum</td>
</tr>
<tr>
<td>Mt Pleasant Tennis Club</td>
<td>79 members</td>
<td>22 senior male 22 senior female 25 junior males 10 junior females</td>
<td>Playing membership is expected to increase by up to 10% over the next 5 years (approx. 8 members)</td>
</tr>
<tr>
<td>Mt Pleasant Netball Club</td>
<td>79 members</td>
<td>2 senior male 42 senior female 35 junior females</td>
<td>Playing membership is expected to increase by more than 20% over the next 5 years (approx. 15+ members)</td>
</tr>
</tbody>
</table>

Source: The Barossa Council
3.5.4 Economic growth in the region

The Barossa is a growing region which needs appropriate infrastructure to support sustainable and continued growth. This growth can be demonstrated in many ways including through ABR data analysis, population statistics, DAs and migration data.

3.5.4.1 Development Applications

Building approvals for an area can be highly variable over time, particularly in the non-residential sector. Construction may take several years from the date of approval. A high rate of building approvals can however, indicate a growth area with a construction-led economy.

The following table summarises the Development Applications received by The Barossa Council from 2016/17 to 2018/19. The figures show that the value of Commercial and Industrial DAs increased by 69% between 2017/18 and 2018/19. The number of Public and Institutional DAs also increased by 100% in the same period.

<table>
<thead>
<tr>
<th>Year</th>
<th>DAs lodged</th>
<th>$Value of the DAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL DAs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>786</td>
<td>91,676,508</td>
</tr>
<tr>
<td>2017/18</td>
<td>786</td>
<td>127,096,005</td>
</tr>
<tr>
<td>2018/19</td>
<td>826</td>
<td>83,602,189</td>
</tr>
<tr>
<td>Commercial and industrial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>79</td>
<td>12,921,301</td>
</tr>
<tr>
<td>2017/18</td>
<td>88</td>
<td>10,199,073</td>
</tr>
<tr>
<td>2018/19</td>
<td>88</td>
<td>17,240,294</td>
</tr>
<tr>
<td>Public and institutional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>2</td>
<td>2,850,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>3</td>
<td>2,620,000</td>
</tr>
<tr>
<td>2018/19</td>
<td>6</td>
<td>7,693,000</td>
</tr>
</tbody>
</table>

Source: The Barossa Council

3.5.4.2 ABR data

Registered business by industry shows how many businesses there are in the Barossa LGA within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO).

Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

There were 2,187 registered businesses in the Barossa LGA in 2018. The greatest loss in business numbers was in the Agriculture, Forestry and Fishing sector. The greatest gains were in the following sectors:

- Construction
- Rental, Hiring and Real Estate Services
- Accommodation and Food Services

These changes illustrate the trends in market activity in the region. The increase in construction activity supports the increase in development applications. Opportunities for tourism in the region continue to grow and this is being recognised by more people.
3.5.4.3 Continued migration to the Barossa from other LGAs

The Barossa’s popularity by new residents moving to the LGA continues. These residents may find the country environment, attractive as a form of ‘tree change’. These demographic changes and the additional opportunities of comparatively lower business start-up costs for small business owners in particular, provides the region with an opportunity for structural change and continued growth.

Data supporting this migration can be found in a number of statistical sources including Migration data from the 2011 and 2016 Census. Between 2011 and 2016, the LGA with the highest net migration to the Barossa (+114) was from Salisbury(C), followed by Tee Tree Gully. See Table 3.4.3.3.

Table 3.5.4.3 Net migration to the Barossa LGA 2011 - 2016

<table>
<thead>
<tr>
<th>LGA</th>
<th>Net migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury (C)</td>
<td>114</td>
</tr>
<tr>
<td>Tea Tree Gully (C)</td>
<td>108</td>
</tr>
<tr>
<td>Adelaide Hills (DC)</td>
<td>66</td>
</tr>
<tr>
<td>Light (RegC)</td>
<td>58</td>
</tr>
<tr>
<td>Onkaparinga (C)</td>
<td>51</td>
</tr>
<tr>
<td>Playford (C)</td>
<td>47</td>
</tr>
<tr>
<td>Port Adelaide Enfield (C)</td>
<td>25</td>
</tr>
<tr>
<td>Loxton Waikerie (DC)</td>
<td>23</td>
</tr>
<tr>
<td>Port Augusta (C)</td>
<td>21</td>
</tr>
<tr>
<td>Whyalla (C)</td>
<td>20</td>
</tr>
</tbody>
</table>


3.5.4.4 Examples of major developments in the region

There is ongoing investment in the region as a whole demonstrating the growth opportunities and positive outlook of investors and business owners in the region. Major projects which Council is aware of and have been working on actively:

1. Chateau Tanunda 5 Star accommodation – Tanunda – 90+ jobs
2. Pernod Ricard expansion of operations at Richmond Grove – Tanunda - 100+ jobs
3. Treasury Wine Estate $150-180M expansion of operations at Bilyara winery (Wolf Blass) recently announced.
4. Resort development at Sandy Creek Golf Club including 200+ rooms.
5. Concordia land development of 9,500 allotments for a population of 22,000 persons

Major projects currently under development or recently completed include:

1. $5.5 million Chocolatierie and Cellar door (Barossa Valley Chocolate Company) - near Tanunda, 57 employees (30 full time, 27 casual)
2. Multiple new wineries/cellar doors through recent Wine Growth funding

Case study 1

Barossa’s new $5.5m chocolaterie and cellar door

THE FORAGER, April 2019

The Barossa Valley’s latest attraction combines chocolate and wine in a sprawling new $5.5 million venue that takes inspiration from experiences offered in some of the world’s sweetest destinations.
The new Barossa Valley Chocolate Company is surrounded by vineyards. Photo: Duy Dash

Officially launching this Friday, the Barossa Valley Chocolate Company is set among vineyards near Tanunda and comprises a chocolaterie, cellar door, icecreamery and 150-seat café – all located under one roof in a 1375sqm building designed by Barossa-based JBG Architects.

“It has beautiful shapes, stone fireplaces, a wooden deck and fancy surrounds, but at the end of the day it fits in with what is the Barossa.” The building has a deck overlooking water, with surrounds that include, mature gum trees, remnant native vegetation and landscaped areas: “Even though we’re 1.5ks out of Tanunda, we literally are in the middle of what I’d call a rural landscape.”

Barossa Valley Chocolate Company was developed by the FABAL Group, which manages more than 1500ha of vineyards in SA, WA and Victoria, and of which Day is also CEO. The new cellar door located within the Barossa Valley Chocolate Company will showcase FABAL's Vineyard Road wines, some of which are made from grapes grown in the surrounding vineyards. Day says a total of seven chocolatiers are employed in the chocolate kitchen, led by Amy Sajinovic, who has previously worked at places such as Koko Black and Yarra Valley Chocolate Company...

Case study 2
Job Creation
Barossa Herald August 2015

Tanunda-based Brauer Natural Medicine has received a $1 million investment from the Federal and State Governments, which will create 16 jobs in the region. The announcement was made last Friday, when Tony Pasin, Member for Barker and Stephan Knoll, State Member for Schubert visited the company.

It was part of the government's $25.8 million investment under the South Australian round of the “Next Generation Manufacturing Investment” program.

“I’m really pleased with the government's investment in the Barossa, and Barker,” Mr Pasin said.

“Not only does it underpin 16 jobs, it sustains other jobs, as Brauer expands its production. Brauer is a quiet achiever in the Barossa, and it is encouraging to know we have advance manufacturers in the region, which proves geography is not limiting. In the region of Barker, manufacturing is second only to farming, and while people suggest it is on the wane, there has been an upswing in regional areas.

“The government investment helps cut red tape and assist businesses and opens up markets, as part of the free trade agreement to facilitate international trade and reduce operating costs. “Manufacturing grants are rare, but in Brauer’s case it is desirable.” The funding will expand manufacturing operations to suit small volume runs, and further develop contracted packaging capabilities. It includes the purchase,
installation and commissioning of new machinery for production and packaging; and the purchase and implementation of new manufacturing software.

For companies like Brauer Natural Medicine, it allows them to undertake capital projects that will help them build in size and scope, and assist them to focus on high value manufacturing. With consumers increasingly looking for natural options, Brauer Natural Medicine in Tanunda is well placed, as an advanced manufacturer of natural medicines.

One of Brauer’s goals is for its Tanunda operations to become one of Australia’s most advanced and efficient small run therapeutic goods manufacturing facility, which the grant is pivotal to making it a reality. Ben Rowe, Brauer chief executive officer said he was excited about the project as it would allow the company to double production capacity, in order to keep up with its growing retail branded business, and enable significant export market opportunities.

“Brauer really is one of the region’s quiet achievers, we are seeing strong growth in our herbal and homeopathic natural medicines, sold nationally in pharmacies, health food stores and Coles,” Mr Rowe said. “This year we are investing $3m in advertising behind our brand, as we continue to invest heavily in research and innovation, and this grant allows us to bring forward our plans to significantly scale up manufacturing at Tanunda.

“We operate in a market that has grown 54 per cent in the past five years. Our customers tell us they are trying to limit their use of traditional drug based medicines, and they would prefer to take medicines with fewer chemicals.

“The most exciting outcome of this project is it gives Brauer the capacity to extend our high quality natural medicine solutions to more customers and overseas markets, with great natural products that work.”

Brauer has a proud heritage that dates back to 1929, when pharmacist Hermann Brauer purchased the Tanunda Pharmacy, where he sold orthodox medicine and his own natural homeopathic remedies. He became well known for his high quality natural formulations, which he tailored to meet his customers’ needs. The 16 new jobs will add to the 38 staff already employed at Brauer, and the new positions will be advertised in coming months as various projects come on line.
3.6 Objective 5
Support opportunities for increased local employment, greater tourism and industry diversification making the region more attractive to existing and future residents.

The Barossa region is experiencing economic growth and this project will directly support the needs of the current and future population. Council is committed to positioning the Barossa region as a place where people wish to live, work and invest. Families, children and residents can see the potential for an exciting future with the ongoing investment in the community. This project and subsequent economic growth of the Barossa will enable the region to capture even more jobs and create an even brighter future for local and regional families.

3.6.1 Change in resident’s Industry of employment

According to both the Census 2016 and 2011 data, the majority of the Barossa resident workforce worked in the Manufacturing sector due to wine production being classified as manufacturing by the ABS. This was also a sector which experienced the greatest decline in workers since 2011 whilst the greatest identified growth was found in the Administrative and Support Services sector followed by the Accommodation and Food Services sector which is closely aligned with Tourism. The changes in residents’ place of employment is illustrated in Figure 2.2.5.1 below. As people in manufacturing face job losses, where a growth appears in other sectors, opportunities arise to harness the skills of this workforce and others.

Figure 3.6.1 Change in the Barossa resident’s industry sector of employment 2011-2016

3.6.2 Change in jobs found in the Barossa LGA

According to ABS Census data (Place of work), in 2016 there were approximately 10,115 jobs in the Barossa LGA. This represented an increase of 969 (or 11%) in local jobs since 2011 when the figure was 9,146. Data illustrating the changes in the number of jobs per industry sector in the Barossa LGA itself can be found in Table 3.6.2 below. It is interesting to note that in most sectors there was an increase in the number of local jobs found in that sector which is a clear sign of economic growth.
Table 3.6.2 Jobs in the Barossa LGA 2011-2016

<table>
<thead>
<tr>
<th>Industry sector of employment in the Barossa LGA</th>
<th>Jobs in the Barossa 2016</th>
<th>Jobs in the Barossa 2011</th>
<th># change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequately described</td>
<td>265</td>
<td>64</td>
<td>+201</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>460</td>
<td>+174</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1063</td>
<td>920</td>
<td>+143</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>735</td>
<td>+100</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>640</td>
<td>+94</td>
</tr>
<tr>
<td>Transport, Postal and Warehousing</td>
<td>320</td>
<td>248</td>
<td>+72</td>
</tr>
<tr>
<td>Not stated/not applicable</td>
<td>69</td>
<td>3</td>
<td>+66</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1049</td>
<td>1005</td>
<td>+44</td>
</tr>
<tr>
<td>Public Administration and Safety</td>
<td>264</td>
<td>221</td>
<td>+43</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>295</td>
<td>+37</td>
</tr>
<tr>
<td>Electricity, Gas, Water and Waste Services</td>
<td>87</td>
<td>54</td>
<td>+33</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>648</td>
<td>+27</td>
</tr>
<tr>
<td>Arts and Recreation Services</td>
<td>125</td>
<td>102</td>
<td>+23</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>259</td>
<td>240</td>
<td>+19</td>
</tr>
<tr>
<td>Rental, Hiring and Real Estate Services</td>
<td>92</td>
<td>76</td>
<td>+16</td>
</tr>
<tr>
<td>Mining</td>
<td>57</td>
<td>47</td>
<td>+10</td>
</tr>
<tr>
<td>Information Media and Telecommunications</td>
<td>55</td>
<td>56</td>
<td>-1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2575</td>
<td>2577</td>
<td>-2</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>401</td>
<td>-7</td>
</tr>
<tr>
<td>Financial and Insurance Services</td>
<td>105</td>
<td>121</td>
<td>-16</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>126</td>
<td>233</td>
<td>-107</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,115</strong></td>
<td><strong>9,146</strong></td>
<td><strong>+969</strong></td>
</tr>
</tbody>
</table>

Source: ABS Census data 2011 and 2016, ABS Table Builder

3.6.3 Support the growth of Tourism

3.6.3.1 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Barossa - the value of tourism. This gives an insight into the tourism market in the region. The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa in an excellent position to take advantage of this growth in particular should more events be hosted in the region which is anticipated post development.
### 3.6.3.2 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.6.3.2a and 3.6.3.2b.
This development is expected to have a positive impact upon visitors and help to address the issue of seasonility in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to greater market base for local artists and performers and a range of job and volunteer opportunities.
Case study

**Barossa tourism continues to boom**

Bunyippress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016. The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.”

Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.

“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

**3.6.3.3 Benefits of events**

Growth in festivals and events have been identified as a key source of economic regeneration, diversification and economic resilience that will lever investment in recreational and sporting facilities coupled with the cultural and heritage and world renowned winder and food destination of the region. Festivals and events attract audiences, increase tourism, increase visits to the other local attractions, and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Festivals and events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Festivals and events attract visitors who may otherwise have limited awareness of the area. Recreational, sporting and arts events and venues such as adventure locations, bike tracks, water activities, sporting and recreational grounds, galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places.

*Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.*

(Source: Tourism Barossa Strategic Plan 2017-18).
3.6.4 Caravan Park market trends

Latest figures from Tourism Research Australia indicate that the caravan and camping industry is continuing to grow in Australia. According to the Caravan Industry Association of Australia, some of the most notable figures include:

- A rolling annual increase of 8% in trips to break through 13 million domestic trips for the first time.
- Nights increased to a record high, reaching 55 million in a 5% annual increase.
- Total expenditure of caravan and camping visitors increased by 17% to exceed $7.9Billion
- All states recorded growth in overnight caravan and camping trips, with South Australia and Northern Territory leading the way with growth of 23% and 22% respectively.
- 90% of visitor expenditure is in regional Australia

For the first time, the young/midlife no kids segment has overtaken the family demographic as the largest lifecycle group in terms of caravan/camping trips. This group is fuelled by the rapidly increasing 20-29-year brackets who are taking caravan and camping trips.

The 30-54 group also strongly increased in the number of trips taken to surpass 6 million, 46% of all trips.

The older non-working segment spent 17million nights in total, accounting for 31% of all nights spent caravan and camping.

The Mount Pleasant Caravan Park provides Council with an opportunity to not only improve this asset in terms of facilities and operations but also support the growth in tourism and therefore economic activity within the region. This project will provide greater opportunities for visitors to extend their stays and support the Barossa’s drive as a regional sporting, recreational, community events hub and tourism destination.

3.6.5 Making the region attractive through community connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Mount Pleasant and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in communities like Mount Pleasant. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Mount Pleasant residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks.

As an established socially inclusive community, new residents will have greater opportunities to participate fully in the social, economic, sporting and cultural life of the Mount Pleasant community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.
3.6.6 Encourage community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia's identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: https://www.volunteeringaustralia.org/).

The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

The term ‘volunteering’ covers a wide diversity of activities and the volunteers who use the precinct are an accurate reflection of this diversity. Volunteers are an integral part of the social capital of Mount Pleasant and the region and the Talunga and Old Talunga Park Redevelopment Project provides opportunities for people to benefit from this network and directly connect with the community.

3.6.6.1 Volunteer rates in the Barossa

Analysis of the voluntary work performed by the population in The Barossa Council area in 2016 compared to Greater Adelaide shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016. See Figure 3.6.5.1 below.

Source: Profile id, Barossa, ABS Census 2016,2011

3.6.6.2 New volunteer opportunities post development

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles such as additional sporting referees, marshalls, managers, event assistants, etc, will be created. Figures are expected to grow by 10-20% in the first year post development per annum post development as a result of increased membership and events.
Estimates of current volunteer numbers have been provided by a number of groups or estimated according to event type and are listed in the tables below.

### Volunteer group

<table>
<thead>
<tr>
<th>Volunteer group</th>
<th>Estimated existing number of volunteers</th>
<th>Potential additional volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennis</td>
<td>20</td>
<td>2 (10%)</td>
</tr>
<tr>
<td>Netball</td>
<td>20</td>
<td>2 (10%)</td>
</tr>
<tr>
<td>Equestrian</td>
<td>20</td>
<td>2 (10%)</td>
</tr>
<tr>
<td>Football</td>
<td>20</td>
<td>2 (10%)</td>
</tr>
<tr>
<td>Pony Club</td>
<td>10</td>
<td>2 (20%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

<table>
<thead>
<tr>
<th>Event type</th>
<th>Estimated existing number of volunteers</th>
<th>Potential additional volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural</td>
<td>20</td>
<td>2 (10%)</td>
</tr>
<tr>
<td>Community</td>
<td>40</td>
<td>4 (10%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

In total, post development an additional 16 volunteers in the first year post development are expected to be engaged per annum for activities/events connected to Talunga Park and Old Talunga Park. This figures is considered to be conservative.

### 3.7 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>This project will contribute to national growth, attract more investment, create and maintain jobs and unlock economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>This project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia.</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014                   | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals |
| Tourism Barossa Strategic Plan 2017-18                | • Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Amplify unique Barossa stories and experiences through media, trade and partners |
| RDA Regional Roadmap 2014-17                          | • Economic diversity  
• Tourism growth  
• Health and wellbeing  
• Infrastructure for sustainable population growth |
| Regional Events Strategy 2014-16                       | • Consumer intimacy and connecting with them through events will provide a point of difference for the region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| **Barossa Community Plan 2016-2036** | - Invest in, and advocate for, community facilities that support cultural and community participation  
- Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| **SACA/SANFL Memorandum of Understanding** | - Build the Barossa as a regional sports event and tourism destination  
- Attract national and state football and cricket competitions  
- Grow grassroots facilities to increase participation |
| **Establishing the Adelaide Mount Lofty Ranges Region as an international mountain bike destination** | - New and expanded bike friendly businesses servicing visitors  
- Events that attract mountain bike riders from interstate and overseas |
| **Barossa Region Cycle Tourism Strategy** | - Market and promote the region as a cycling destination to maximise visitor yield  
- Diversify and optimise the economic base of the tourism industry  
- Enhance the visitor experience and satisfaction by encouraging cyclists to explore the region more intimately  
- Improve health and wellbeing through active recreation and improved connectivity between towns  
- Increase environmental sustainability by replacing short car trips with bike trips  
- Improve regional and inter-regional connectivity for tourism through linking regional and state trails network |
| **Activating Nature-based Tourism in South Australia** | Activate opportunities for industry growth by:  
- Driving tourism demand  
- Joint investment to create experiences like nowhere else  
- Creating an environment where nature-based tourism businesses can flourish |
| **South Australia Recreational Trails 10 Year Plan** | - Economic return through increased visitation  
- Public health benefits  
- Sensitive environmental design/care |
| **Master plan for the Passive Recreational Use of Warren Reservoir** | - Extend shore based recreational fishing in the Warren Reservoir  
- Achieve broad recreational access to the Warren Reservoir  
- Develop the facility as an attractive destination for water-based activities in the region |
| **Open Space, Recreation and Public Realm Strategy** | To ensure an equitable supply and range of useable open space and recreation services and facilities to meet the needs of the growing community. |
| **30 Year Plan for Greater Adelaide** | Balance population and economic growth with the need to preserve the environment and protect the heritage, history and character of Greater Adelaide |
| **Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan** | A healthy, happy and connected community |
| **Regional Heritage Strategy 2014-2020** | To ensure the rich heritage of the Barossa, Light and Gawler region is identified, preserved, promoted and accessible |
| **Council’s Strategic Management Plans 2016** | Assist Council to meet national sustainability framework standards and provide financially sustainable levels of service to the community:  
- Long Term Financial Plan.  
- Development Plan and Strategic Directions Report  
- Infrastructure & Asset Management Plans  
- Public Health Plan  
- Risk Management Plan  
- Disability Access and Inclusion Plan |

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019
3.8 Stakeholder consultation and community support

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key users and stakeholders as well as the broader Talunga and Barossa community.

Engagement was conducted via direct mail out, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Public information sessions were held at the Mount Pleasant Community Dinner, a dedicated drop-in forum and Mount Pleasant Show. People were invited to provide feedback at these sessions or via online platforms. Targeted consultation including needs analysis was also undertaken with individual user groups. The Community Consultation Plan is provided below:

### Consultation period: 21 Feb-23 March 2018

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Costs Target</th>
<th>Who</th>
<th>Outlet</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Release/s</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Launch of consultation period</td>
</tr>
<tr>
<td>Stakeholder direct email</td>
<td>Internal Resource</td>
<td>Recreation/</td>
<td>MCP</td>
<td>Key milestones throughout consultation period</td>
</tr>
<tr>
<td>Public notice</td>
<td>$500 +GST for each advert</td>
<td>Community</td>
<td>CMOs</td>
<td>February</td>
</tr>
<tr>
<td>D’Vine full page advertisement</td>
<td>Absorbed in CMO budget</td>
<td>Community</td>
<td>CMOs</td>
<td>Herald</td>
</tr>
<tr>
<td>Council website – news article</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.barossa.sa.gov.au">www.barossa.sa.gov.au</a></td>
</tr>
<tr>
<td>Our Better Barossa</td>
<td>Internal resource</td>
<td>Community</td>
<td>CMOs</td>
<td><a href="http://www.ourbetterbarossa.com">www.ourbetterbarossa.com</a></td>
</tr>
<tr>
<td>Facebook</td>
<td>Free resource</td>
<td>Community/ residents/ user groups</td>
<td>CMOs</td>
<td>Throughout consultation</td>
</tr>
<tr>
<td>Posters/Flyers</td>
<td>Internal resources</td>
<td>Community</td>
<td>EAs</td>
<td>Talunga Park and Old Talunga Park Branch libraries (Mt Pleasant, Angaston, Nuriootpa) Mount Pleasant Farmers Market Natural Resource Centre Local businesses/community noticeboards</td>
</tr>
<tr>
<td>Listening booth</td>
<td>Internal resources</td>
<td>Community</td>
<td>CPD</td>
<td>Mount Pleasant Show</td>
</tr>
<tr>
<td>Feedback forms</td>
<td>Internal resources</td>
<td>Community</td>
<td>CPD</td>
<td>Distribution at community forum/farmers market etc</td>
</tr>
<tr>
<td>Email footer</td>
<td>Internal resources</td>
<td>Community</td>
<td>CMOs</td>
<td>Internal and external staff emails</td>
</tr>
<tr>
<td>Community drop-in session</td>
<td>Internal resources</td>
<td>Community</td>
<td>DCP</td>
<td>Mount Pleasant Natural Resource Centre</td>
</tr>
<tr>
<td>Community dinner</td>
<td>Internal resources</td>
<td>Community</td>
<td>DCP</td>
<td>TBC</td>
</tr>
<tr>
<td>Letter box drop</td>
<td>Internal resources</td>
<td>Community</td>
<td>CS</td>
<td>Precinct letterbox drop</td>
</tr>
</tbody>
</table>

Source: The Barossa Council, Talunga and Old Talunga Park Consultation Plan
A total of 15 formal submissions were received and 33 informal submissions, in addition to 70 people attending the community dinner, totalling 118.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

**Equestrian upgrades**
- Equestrian investment provides great opportunity for generating use and revenue at the facility and into Mount Pleasant
- Talunga Park is seen as a preferred equestrian venue but cost of bringing in temporary stabling for each event is prohibitive
- Construction of a covered arena
- Encourage year round use and bring something new to the region
- Safety considerations of access point from stabling to oval
- Safety considerations of proximity of proposed skate park and possible noise issues around horses
- Generates revenue
- Why not permanent stabling rather than temporary?
- Should be done if sustainable and revenue generating

**Linkages, access, entrances, roads and footpaths**
- Roadways & footpaths get very wet and muddy in winter – safety issue and often not usable – impact on visitation / first impressions of site
- Improve linkages between Talunga Park and Old Talunga Park – excellent idea. Issues of private ownership of land, cost of fencing and safe access
- Improved entrance statements – impact on visitors and needs to be relevant to people of the area
- Links to existing main street planning – needs to be implemented
- Improve walking and cycling links through the Park and between the Parks is a great idea – people keen on creating more paths around the immediate vicinity of Mount Pleasant – link to golf club

**Tennis / Netball Courts**
- Mount Pleasant Netball Club has been recently created. Need improved courts / lighting for practice to be sustainable. Distance to other sporting facilities. Have needs of the netball club been considered in masterplan?
- Resurfacing of courts and improved clubroom facilities – no issue with this as a top priority for Old Talunga Park – but when will it be done, must be grants club/council can apply for such as Office of Rec and Sport. Needs to happen

**Caravan / camping**
- I hope you keep the camping area – it’s such a great place to stay
- Important to town as a revenue raiser. Camp kitchen seems small, primitive booking system and on site care taker, website, impact of Show on caravan park infrastructure

**Drainage**
- Issues of water flow from higher ground on Totnes House across Old Talunga Park – ongoing problems unless addressed

**Car Parking (Old Talunga Park)**
- Is it an issue that warrants the expense / priority – not aware of incidents having taken place

**Toilets – playground Talunga Park**
- Necessary to position additional toilet on Springer side of playground and areas to encourage families to visit and stay
- Links to poorly positioned entrance gate to playground
I cannot stress enough that it is essential toilets are placed near the new play area.

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities which were influenced by factors including but not contained to population growth, ageing or inefficient recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations.

A summary is as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-located and wide-ranging user groups</td>
<td>Unstructured parking</td>
</tr>
<tr>
<td>Location – strong use by local community</td>
<td>Some continued encouragement required to support shared use arrangements</td>
</tr>
<tr>
<td>Location – proximity to other community uses</td>
<td>Drainage issues across the site</td>
</tr>
<tr>
<td>Location – for regional equestrian events</td>
<td>Ill-defined pedestrian flow across the site; risks of mixed uses</td>
</tr>
<tr>
<td>Home to Southern Hemisphere’s largest agricultural show</td>
<td>Levels of non-compliance related to lighting, electrical, drainage, stormwater</td>
</tr>
<tr>
<td>Largest regional public-access venue for equestrian activity</td>
<td>Flood prone</td>
</tr>
<tr>
<td>Proximity to regional horse and walking/cycling trail networks</td>
<td>Poor connectivity between two sites</td>
</tr>
<tr>
<td>Functional management structure and lease arrangements with user groups in place</td>
<td>Tendency to “drive through” rather than stop</td>
</tr>
<tr>
<td>Community engaged and responsive to new approach</td>
<td></td>
</tr>
<tr>
<td>Community land with associated management plan in place</td>
<td></td>
</tr>
<tr>
<td>Masterplan is compatible with CLMPs</td>
<td></td>
</tr>
<tr>
<td>On-site accommodation to support event and tourism development and visitation</td>
<td></td>
</tr>
<tr>
<td>Shared use clubrooms</td>
<td></td>
</tr>
<tr>
<td>Size of site</td>
<td></td>
</tr>
<tr>
<td>Established venue for regional tourism events</td>
<td></td>
</tr>
<tr>
<td>Home of Farmers Market to support producers, jobs and growth</td>
<td></td>
</tr>
<tr>
<td>Easy access to Adelaide Hills and Murraylands</td>
<td></td>
</tr>
<tr>
<td>Established caravan park accommodation – well used, situated in informal parkland setting</td>
<td></td>
</tr>
</tbody>
</table>

Old Talunga Park
- Proximity to main street
- Investment in Men’s Shed

Old Talunga Park
- Aging courts, lighting and amenities at Old Talunga Park
- Traffic management issues arising from multiple user groups
- Access via Bowling Club

- Unstructured parking
- Some continued encouragement required to support shared use arrangements
- Drainage issues across the site
- Ill-defined pedestrian flow across the site; risks of mixed uses
- Levels of non-compliance related to lighting, electrical, drainage, stormwater
- Flood prone
- Poor connectivity between two sites
- Tendency to “drive through” rather than stop
### Opportunities

- Leverage town’s rail history
- Revenue generation and economic multiplier effect arising from tourism and infrastructure investment
- Improve physical connectivity between two sites; enhance “walkability”
- Trail and open space network and connectivity
- Multiple groups can benefit from a shared use approach
- Leveraging location to maximize local/regional sporting events
- Develop structured parking arrangements for greater usability, safety and functionality
- Multi-purpose facility can create community capacity building and economic opportunities through community hub model
- Infrastructure investment can leverage unstructured recreation/open space opportunities
- Multiple entities to support site activities/user relationships/advocacy
- Improved potential to attract equestrian and other events
- Increased accommodation capacity and level of service
- Continue to implement community governance structures

### Threats

- Size of facility
- Flood prone
- Some continued encouragement required to support shared use arrangements
- Little mapping of site services/lack of site survey to inform design and maintenance
- Inequity of fees payable by user groups
- Lost revenue generation due to insufficient equestrian stabling and facilities
- Current agricultural show focus potentially constrains other opportunities
- Loss of football to township

Old Talunga Park

- Poor disability access

Old Talunga Park

- Reintroduce netball competition to Mount Pleasant
- Enhanced community resilience through investment in multiple facilities

Source: The Barossa Council, Talunga and Old Talunga Park Feasibility Study 2019
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop Phase 1 of the ‘Talunga and Old Talonga Park Redevelopment Project’.

### 4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking Phase 1 of the Talunga and Old Talonga Park Redevelopment Project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth contraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

### 4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

- less competitive than other regions resulting in a decline in tourist numbers
- less access to sports and recreational activities
- less access to equestrian activities
- less access to agricultural activities
- unable to support the region’s MOU for state and regional events
- lost opportunities to host other events
- less female participation in sports
- decline in health and wellbeing
- fewer employment opportunities
- less community cohesion
- less regional activation
- no catalyst for attracting additional private investment into the region
- no additional jobs being created within the local community
- less community infrastructure
- less attractive to current and future residents
- lost opportunities to develop the character of the Barossa
- decline in community pride in region
Scenario 2 – with the **Talunga and Old Talunga Park Redevelopment Project** it is assumed that each action is completed in the next 2-10 years resulting in:

- induced visitor numbers and expenditure (increased length of stay)
- induced local expenditure (retention of local expenditure)
- increased output for a number of growth industry sectors including tourism
- greater access to sports and recreational activities in particular
- greater participation in sports
- greater participation in equestrian and agricultural activities
- greater female participation in sports
- better health and wellbeing outcomes
- improved destination image, competitiveness and sustainability
- opportunities to host state and regional events
- greater social cohesion and sense of belonging
- improved liveability of the region
- population growth as the region becomes more attractive to residents
- greater volunteer opportunities
- the region has an additional drawcard to compliment its already renowned reputation as global wine city
- local employment opportunities created
- more business opportunities
- induced/leveraged development
- reduction in seasonality of tourism
- increased sense of community pride and optimism

### 4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines. Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

#### 4.2.1 General parameter values

The following general parameter values have been used for the **Talunga and Old Talunga Park Redevelopment Project** user cost benefit analysis for Phase 1 of the project.

- **Base Year** - The base year considered for discounting purposes is 2019.
- **Discount Rates** - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
- **Evaluation Period** - An evaluation period of 30 years has been used for the economic analysis.
- **Dollar values** - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
- Construction of the **Talunga and Old Talunga Park Redevelopment Project** is proposed to begin in 2020.
4.2.2 Monetised benefits

The benefits of the Talunga and Old Talunga Park Redevelopment Project are further detailed below and have been estimated as the sum of:

- Increase in visitor numbers and subsequent spend:
- **Domestic Overnight Visitors and Daytrip Visitors**
- Increased lease and hire fees
- increased volunteer activities
- improved health status of the community

In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in table 4.2.2.

<table>
<thead>
<tr>
<th>Table 4.2.2 CBA Quantitative summary table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit type</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Increase in caravan park, sporting, community event visitor numbers and subsequent spend:</td>
</tr>
<tr>
<td>Increase in Caravan Park revenue and lease/hire fees</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
</tr>
<tr>
<td>Health benefits</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

4.2.2.1 increase in visitor/event participant numbers and subsequent spend

Post development it is anticipated that a number of new regional and state sporting, equestrian and agricultural events will be hosted at the precinct.

These have been summarised in the table below. An average spend per head of $119 has been used for those additional guests staying overnight (i.e at the Caravan Park). The figure provided by Tourism Research Australia 2018 for domestic overnight visitors to the Barossa is actually $238 per night, however, a lower figure of $119 per head (50% less) has been used for the purposes of this CBA to account for the fact that caravan park users tend to be more conscious of costs and are likely to spend less.

The TRA’s figure for domestic days trippers of $77/day has also been used for the purposes of these calculations. Rates are based upon Tourism Research Australia 2018 data for the Barossa LGA and tourism spend per head.

<table>
<thead>
<tr>
<th>Club/group/asset</th>
<th>Post development change p/a</th>
<th>Post development ADDITIONAL visitor/user figures p/a</th>
<th>Estimated additional expenditure per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caravan park</td>
<td>20% increase in first year and then 5% pa</td>
<td>746 additional guests (first year)</td>
<td>$119 per night = 746 x $119 = $88,774</td>
</tr>
<tr>
<td>13 horse clubs</td>
<td>40% increase in number of events held per annum = 5 additional events</td>
<td>5 x 100 persons = 500 additional persons</td>
<td>$77 per head x 500 = $38,500</td>
</tr>
<tr>
<td>Farmers market</td>
<td>2% increase in number of attendees</td>
<td>416 additional persons attending markets</td>
<td>$77 per head x 416 = $32,032</td>
</tr>
<tr>
<td>Auctions and sales</td>
<td>2% increase in attendance</td>
<td>48 persons per annum</td>
<td>$77 per head x 48 = $3,696</td>
</tr>
<tr>
<td>Mount Pleasant show</td>
<td>2% increase in attendance</td>
<td>130 persons (using the median of 6,500)</td>
<td>$77 per head x 130 = $10,100</td>
</tr>
</tbody>
</table>
4.2.2.2 Additional revenue generated post development

Post development revenue generated by the caravan park is expected to increase. Increased revenue is also expected as a result of the upgrades to the precinct. The table below provides a summary of the additional revenue as a result of the new initiative (GST exclusive) and do not include previous normal level operations. Note that for following years the figures have been increased by 1.025% per annum.

<table>
<thead>
<tr>
<th>Revenue stream - Talunga and Old Talunga Park</th>
<th>Additional revenue generated post development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1 $ revenue</td>
</tr>
<tr>
<td>User charges</td>
<td>5,000</td>
</tr>
<tr>
<td>Caravan Park revenue</td>
<td>49,892</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54,891.91</strong></td>
</tr>
</tbody>
</table>

Source: The Barossa Council

4.2.2.3 Increased volunteer activities

“Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.” Minister for Citizenship and Communities NSW.

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually. This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator). According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 10 sporting group volunteers will be engaged as a direct result of the increase in access to sports held at Talunga Park and Old Talunga Park post development. This equates to a dollar value of $45,743.10 (10 x $4,574.31) per annum.

In addition to this, when major events are held in the precinct additional volunteers will also be needed to help with a range of activities including crowd management, promotion, catering and general assistance. For the purposes of this CBA a conservative figure of 6 additional event volunteers has been used for major events. This equates to a dollar value of $7,445.86 (6 x $4,574.31) per annum.

In total this would equate to an estimated $50,317.41 in value per annum to the local economy per annum. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.
4.2.2.4 Health benefits through greater participation in sporting and recreational activities

Personal health benefits derived by individual participants through decreases in their risk of developing chronic diseases and a reduction in the severity of mental illness as a result of being physically active.

There are savings to the health system as a result of improved health of citizens and a reduced risk of accidents such as reducing the risk of fall related injuries in the elderly.

For the purposes of this CBA, benefits relating to persons participating in sports and recreational activities which have a direct impact on their weight and therefore, health, have been used.

In 2005, overweight and obese Australian adults cost the Australian economy $21 billion in direct health care and direct non-health care costs, plus an additional $35.6 billion in government subsidies, according to a study published in the Medical Journal of Australia.

Using weight categories defined only by Body Mass Index, the mean annual total direct health care and nonhealth care cost per person was $1,710 for those of normal weight, $2,110 for the overweight (a difference of $400 pp) and $2,540 for the obese (a difference of $830 pp). The average annual cost of government subsidies per person was $3,737 for the overweight (a difference of $789 pp) and $4,153 for the obese (a difference of $1,250 pp), compared with $2,948 for people of normal weight. Note, these are 2005 $ figures.

According to The Social Health Atlas of Australia published by PHIDU based on ABS Census 2016 data, 5270 of residents in the Barossa LGA (over the age of 18 yrs) were classified as over weight (but not obese), whilst 5,589 residents were classified as obese. In addition to this, an estimated 11,504 persons aged 18 years and over undertook no or low exercise the previous week (2014-15).

<table>
<thead>
<tr>
<th>Health Status</th>
<th>Number of residents</th>
<th>% of the total LGA population of 18,206 persons age 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified as overweight</td>
<td>5,270</td>
<td>29%</td>
</tr>
<tr>
<td>Classified as obese</td>
<td>5,589</td>
<td>31%</td>
</tr>
<tr>
<td>Persons aged 18 years and over undertook no or low exercise the previous week</td>
<td>11,504</td>
<td>63%</td>
</tr>
</tbody>
</table>

Overweight persons in the Mount Pleasant - Springton and District

The Mount Pleasant population at the 2016 census was 1,850 persons. This population is forecast to grow to 2,687 by 2051. Mount Pleasant - Springton and District includes the localities of Taunton and Eden Valley. The total number of persons aged 18 years in these areas is estimated by the ABS 2016 Census at 1,611 persons. A breakdown of the number of residents aged 18 years and over is provided in the table below.

<table>
<thead>
<tr>
<th>Town</th>
<th>Persons aged 18 years and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Pleasant</td>
<td>816</td>
</tr>
<tr>
<td>Springton</td>
<td>516</td>
</tr>
<tr>
<td>Eden Valley</td>
<td>276</td>
</tr>
<tr>
<td>Taunton</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>1,611</td>
</tr>
</tbody>
</table>

Source: ABS Census 2016, ABS Census TableBuilder

Therefore, if 29% of the entire Barossa LGA population aged 18 years and over is classified as overweight, 29% of the population of Mount Pleasant - Springton and District aged 18 years and over equates to 467 persons potentially being overweight.

For the purposes of this CBA, a combined health cost saving figure of ($400 + $789 = $1,189 or $1623.55 at 2018 figures using the RBA calculator) for those overweight has been used. Of the 467 persons estimated to be overweight in Mount Pleasant - Springton and District, if 5 per cent (23 persons) became a ‘normal’ weight through participation in sports, etc, as a result of better access to such facilities then this would equate to a saving of $37,341.65 ($1,623.55 x 23) per annum in the first year.
Obese persons in Mount Pleasant - Springton and District

The total population in Mount Pleasant - Springton and District aged 18 years and over is estimated by the ABS in 2016 as being 1,611 persons. Therefore, if 31% of this section of the population is classified as obese, this equates to 499 persons potentially being obese.

For the purposes of this CBA, figures for savings in obesity rates have not been included. Only the figures for 'overweight' savings have been applied.

4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking Phase 1 of the Talunga Park and Old Talunga Park Redevelopment project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facilities.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $3.8 million with a benefit cost ratio of 1.84.

A benefit-cost ratio of 1.84 means that policymakers can expect $1.84 in benefits for every $1 in costs. A summary is provided below:

- Discount rate = 7%
- Present value of costs = $4,535,447.83
- Present value of benefits = $8,358,546.04
- Net present value = $3,823,098.20
- Benefit cost ratio = 1.84
- Internal rate of return = 7%

4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate = $8,873,970.61
  - Benefit cost ratio = 2.61
- NPV with 10% discount rate = $1,889,377.26
  - Benefit cost ratio = 1.46
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

**Human capital uplift: improved educational and employment outcomes**

The skills, knowledge and experience each individual accumulates (their human capital) determines their ability to perform the tasks asked of them, whether in a work, education or broader context. Some of this benefit is derived directly from physical activity, which has been linked to enhanced cognition and behavioural improvements and demonstrated to improve learning outcomes, sometimes significantly.

Studies have shown increases in learning speed, grade point averages, test results, university entrance scores and levels of educational attainment as a result of participation in physical activity (Source: Sport England, 2017). More broadly, sport has been connected with the development of life skills such as goal setting, problem solving and positive thinking as well as higher levels of engagement with formal education.

**Example evidence: “Learning to play and playing to learn: organised sports and educational outcomes” (Rosewater, 2009).**

This report analysed existing research on the effects of youth participation in organised sport on educational outcomes, finding a substantial body of research in support of the following:

- Participation in sport provides intellectual and academic benefits, improving brain function
- It also is connected to positive educational aspirations, significantly, the desire to attend university
- Participation also encourages young people to stay in school for longer
- Those who participate in sport have a better occupational status and earn higher wages.

Overall, participation in sport generates improvements in human capital across participants’ education and well into their careers.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Increased levels of trust**

The relationship between community sport and an increased level of generalised trust (i.e. trust in strangers) has long been hypothesised due to the social inclusion and connectedness it promotes, as well as the team dynamics it facilitates.

While efforts to quantify this relationship have met challenges, a recent study by Brown, Hoye and Nicholson (2014) was able to show a positive association between generalised trust scores and membership in community sports organisations.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018

**Valuing diversity**

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. Participation in sporting activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of sporting activities is important in creating a cohesive society.

Sport has a strong tradition of being a social equaliser. Sport often forms the bond between people from different cultures: a shared passion for a team or playing together in a team forms the basis of many enduring friendships across modern society.

**Feeling part of society/social inclusion**

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. Sports play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities.
Community sport has been shown to create bridging social capital, facilitating connections between different communities. Research suggests that:

- By facilitating participation in sport for young people with a disability, through accessible infrastructure and programming, community sport infrastructure can assist in improving peer-to-peer integration and the development of social skills (Coalter, F. (2013). The Social Benefits of Sport. Glasgow: Sport Scotland.).

**The value of civic pride**

The role of sport in creating a greater sense of community pride is generally accepted and is based on the premise that hosting sport events, developing new sport infrastructure or developing new sport programs or services engenders feelings of pride amongst individuals.

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

Sports and recreation provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local sporting festivals engage people and enable community self-determination. Events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

**The value of local groups**

Many regional sports activities and organisations are small, local and community-focussed and all serve the local community, creating a sense of community identity. The critical importance of the role of these community associations involved in sports and recreation is widely recognised by community development, health and academic institutions.

**Reduced crime and anti-social behaviour**

The Australian Institute of Criminology acknowledges the role of physical activity, but particularly sport, in preventing or reducing crime and other anti-social behaviours (AIC, 2003) (with anti-social behaviours including crime, substance use, suicide or self-harm, homelessness, unemployment, mental health, truancy and early school leaving). The literature points to a number of channels through which sport and physical activity reduce criminal and anti-social behaviour, both direct and indirect (Sport England, 2017b).

Most of these are a result of the social connections created, including improving self-esteem and emotional skills, increasing positive peer associations and facilitating good communication between family members. However, sport further acts to decrease the amount of unsupervised leisure time (and therefore the time available to take part in anti-social behaviour), reduce boredom and improve cognition.

Of particular benefit to youth, sport plays a role not only in preventing individuals from committing their first crime, but also past criminals from additional offences.

**Case study: The Wadeye AFL Development Program (Ware & Meredith, 2013)**

The Wadeye AFL Development Program was instituted in the Northern Territory with the specific aim of increasing community safety and reducing violent behaviour. By rallying and uniting the community behind the team, Wadeye Magic, who were successful in entering the Northern Territory Football League, has reportedly become calmer and more cohesive, with community members claiming that the team has brought significant change by keeping players out of trouble. High behavioural expectations are placed on Wadeye Magic players and as positions on the team are highly sought after, the team creates a strong incentive to improve behaviour.

Source: KPMG Report, The Value of Community Sport Infrastructure 2018
Benefits of green space

There are a number of academic studies that highlight the association between improvements in the public realm and greater social outcomes. One such study was undertaken after an urban renewal program in Barcelona; this study was able to demonstrate the positive and important impacts of the program on the overall wellbeing of participant residents (Mehdipanah et al. 2014). More broadly, community infrastructure redevelopment is understood to be able to improve safety and security in an area, with well lit, secure areas available for resident socialisation and recreation.

There is also evidence to suggest benefits from the provision of green space (i.e. via the provision of sports ovals and fields and surrounding areas). These benefits include mental health and wellbeing benefits and the creation of social cohesion by encouraging social participation.

People may also gain non-use benefits from merely the proximity to green space, from being able to view it or even from simply the knowledge that the space is there and their community is using it.

Multipurpose community infrastructure

Community sport infrastructure can be used for a variety of purposes outside of sport, acting as a space where community organisations can hold meetings and events, and local governments can run community programs and clinics.

Community sport infrastructure can also act as assembly points during natural disasters and as a central point for the provision of services.

The report undertaken by KPMG on behalf of the Australian Sports Commission, titled ‘The Value of Community Sports Infrastructure’ (2018), in fact estimated that:

“...nationally, sport infrastructure resulted in $5.1 billion worth of social benefit which included the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the benefits of providing green space for the broader community.”
4.6 Economic activity effected by the project

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of this project is a $2.87M investment. Based on this approach this would lead to potentially over 26 FTE construction job years during the construction period.

The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $2.87 million in construction costs, a total of 107 full time FTE jobs could be generated in the economy including the 26 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th></th>
<th>Initial effects (1)</th>
<th>First round effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction-total job years generated</td>
<td>26</td>
<td>8.58</td>
<td>11.7</td>
<td>20.28</td>
<td>60.58</td>
<td>106.86</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
APPENDIX A

LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION*: 24,808

TOURISM BUSINESSES*

<table>
<thead>
<tr>
<th>Type of Employment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-employing</td>
<td>106</td>
</tr>
<tr>
<td>1 to 4 employees</td>
<td>76</td>
</tr>
<tr>
<td>5 to 19 employees</td>
<td>52</td>
</tr>
<tr>
<td>20 or more employees</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
</tr>
</tbody>
</table>

TOP INTERNATIONAL MARKETS

<table>
<thead>
<tr>
<th>Country of Residence</th>
<th>Visitors ('000)</th>
<th>Nights ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>United States of America</td>
<td>np</td>
<td>np</td>
</tr>
<tr>
<td>New Zealand</td>
<td>np</td>
<td>np</td>
</tr>
</tbody>
</table>

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th>Metric</th>
<th>International</th>
<th>Domestic Overnight</th>
<th>Domestic Day</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
Disclaimer
The details provided in this report are based on information available at the time of preparation and terms of reference of the project. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the report. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this report. A.P. SHEERE CONSULTING, is not liable to any person for loss or damage incurred or suffered as a result of acting on or accepting any offer contained in this report.
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PART 1

1.0 EXECUTIVE SUMMARY

This Business Case and Cost Benefit Analysis document demonstrates the merit and intended execution of the proposed Barossa Council investment titled:

**BAROSSA REGIONAL CULTURE HUB PROJECT**

*The development cost of this project is $11,702,579 (GST exclusive).*

1.1.1 Introduction to Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses towns such as Tanunda, Angaston and Nuriootpa, and an array of high-profile wineries offering tours and cellar-door tastings.

1.1.2 Project background and description

This project will result in the development of a landmark cultural and creative industries precinct in the Barossa.

Council are re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club directly next door to the east to create their own cultural hub, to truly showcase the region and community to the world. Next door to the west the hub will adjoin the site of the world renowned and awarded Chateau Tanunda Winery, with its own proposed expansion to include a 5 star hotel resort, Culinary Institute and expanded function and event space that will further support and invest in the regional cultural economy and directly engage with and compliment the culture hub.

This project will provide a place for respite from the hard times being experienced in regional areas in a venue which is not only easily accessible but also creative and entertaining. The project proposes new galleries and artists studios to tell the visual story and increase economic output in the region whilst encouraging participation in the arts, which will attract many interested in expanding their artistic creativity. A new broadcasting studio will provide dedicated local information via radio to all tourists and locals in the area, with updates on events, activities and experiences. Workshops will be held to provide an educational and hands on experience in everything from art, craft, song, food and wine. A new teaching space will support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery and a new events space will tell the story of Barossa in theatre, dance and song, generating increased visitation to the region.
1.1.3 Scope of works

Council is re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club to create a cultural hub, to truly showcase the region and community to the world.

This project has six integrated parts:
1. The first is broadcasting, production, workshop and studio hub, cultural residency programme and providing 24/7 access to users.
2. Second, is the addition of new exhibition areas, reception space, a digital and contemporary heritage library facility, retail and meeting areas into enhanced performance and gallery facilities.
3. Third is a new function and event spaces.
4. Fourth involves taking the cultural experience outside with external performance space and public art amenity.
5. Fifth is new accommodation for visiting artists in a cultural precinct in partnership with the not for profit Tanunda Community Club;
6. The sixth is a new teaching space to support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery.

1.1.4 Project specific objectives and outcomes

The principal project objective of this project is as follows:

1. Provide regional cultural facilities that support the visitor economy, resulting in jobs growth, economic diversification and increased participation in the arts.

1.1.5 Cost Benefit Analysis summary

Using a real discount rate of 7 per cent, the total project generates a net present value of over $31.5 million with a benefit cost ratio of 2.35.

A benefit-cost ratio of 2.35 means that policymakers can expect $2.35 in benefits for every $1 in costs.

This suggests that investment in the BAROSSA REGIONAL CULTURE HUB project will return greater benefits than a ‘without project’ scenario.
PART 2

2 ANALYSIS OF THE PROPOSAL

2.1 Project background and summary

This project will result in the development of a landmark cultural and creative industries precinct in the Barossa.

Council are re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club directly next door to the east to create their own cultural hub, to truly showcase the region and community to the world. Next door to the west the hub will adjoin the site of the world renowned and awarded Chateau Tanunda Winery, with its own proposed expansion to include a 5 star hotel resort, Culinary Institute and expanded function and event space that will further support and invest in the regional cultural economy and directly engage with and compliment the culture hub.

This project will provide a place for respite from the hard times being experienced in regional areas in a venue which is not only easily accessible but also creative and entertaining.

The project proposes new galleries and artists studios to tell the visual story and increase economic output in the region whilst encouraging participation in the arts, which will attract many interested in expanding their artistic creativity. A new broadcasting studio will provide dedicated local information via radio to all tourists and locals in the area, with updates on events, activities and experiences. Workshops will be held to provide an educational and hands on experience in everything from art, craft, song, food and wine. A new teaching space will support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery and a new events space will tell the story of Barossa in theatre, dance and song, generating increased visitation to the region.

2.1.2 Introduction to the Barossa

The Barossa is located in South Australia, about 70km north-east of Adelaide, the state’s capital city. Located in South Australia, the Barossa Valley and surrounds are an easy one-hour drive from the capital Adelaide’s CBD and the Adelaide International Airport.

The Barossa Valley is a renowned wine-producing region northeast of Adelaide, in South Australia. The area encompasses towns such as Tanunda, Angaston and Nuriootpa, and an array of high-profile wineries offering tours and cellar-door tastings.
2.1.3 Current use of the Tanunda Soldiers Memorial Hall

The facility is currently used for a range of activities including ad hoc and limited: live music performances, workshops and exhibitions in conjunction with Council. It is a meeting space for the Liedertafel Men’s Choir and the Barossa Arts Council and is used by a number of other private, corporate and community organisations for gathering and events.

The facility is a venue for emerging regional festivals including the Barossa Baroque and Beyond boutique music festival, South Australian Living Artists Festival (SALA) and the established Barossa Vintage Festival. The Adelaide Town Hall’s Hill and Son Grand Organ, acquired by local community members in the late 1990s, has been restored and installed on the stage at the southern end of the building and has elevated the facility to one of global organ recital significance without sufficient infrastructure to adequately support this interest and demand. The site also houses the Barossa Vintage Art Collection which includes over 50 artworks and is valued at over $300,000. ((Source: The Barossa Council Annual Report 2017-18).)

In 2017-18 the Barossa Regional Gallery attracted 7,135 gallery visitors, hosted 15 community events, and 35 gallery workshops were held attracting 678 attendees.

In 2018-19 this increased to 7,524 gallery visitors, 52 community events and 38 gallery workshops were held attracting 1,062 attendees.

The table below lists the current users of the Tanunda Memorial Soldiers Hall.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Casual Users</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offered by Council &amp; other stakeholders/users</td>
<td>Using the venue for functions and events</td>
<td>Operating from or meeting at the venue</td>
</tr>
<tr>
<td>Art and social history exhibitions</td>
<td>Regional Development Barossa</td>
<td>Liedertafel Men’s Choir</td>
</tr>
<tr>
<td>Live music concerts</td>
<td>Tourism Barossa</td>
<td>Friends of the Hill and Son Organ</td>
</tr>
<tr>
<td>Organ Recitals</td>
<td>Stella One Studio</td>
<td>Barossa Arts Council (Creative Barossa)</td>
</tr>
<tr>
<td>Artisan Retail - ongoing Gallery shop operations and annual Christmas market</td>
<td>Barossa Baroque and Beyond</td>
<td></td>
</tr>
<tr>
<td>Tanunda RSL Memorial Display</td>
<td>(Music Festival)</td>
<td></td>
</tr>
<tr>
<td>Workshops</td>
<td>Barossa Visitor Information Centre</td>
<td></td>
</tr>
<tr>
<td>Meetings, forums and gatherings</td>
<td>Tanunda RSL</td>
<td></td>
</tr>
<tr>
<td>Organ Heritage tours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artist Talks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Barossa Culture Hub Feasibility Study

The building hosts two formal galleries, one emerging exhibition space, hall with moveable walls for exhibitions and performance, mezzanine landing space for the Tanunda World War I Soldiers Memorial, retail gallery shop, kitchen and toilet amenities, Hill & Son Grand Organ, performance stage, basement space for community use and organ tours, small open plan office space, internal storage room and informal storage areas, external storage room, balcony seating and three unused rooms on the second floor.
2.2 Project Options

Potential options were investigated as part of the Feasibility study undertaken by Council. A summary of findings is provided below.

Option 1: No investment

Objectors to the Barossa Culture Hub expressed a view that such a facility duplicates and/or puts at risk other arts and cultural activities; is better funded by the private sector; is not a good use of public funds and is not a core function of Council.

In considering the feedback Council took the view that Tanunda’s appeal and profile as a significant landing point in the Barossa is a key driver and means of facilitating visitation to other parts of the region. This is achieved by providing accessible and high quality information and signposting people to other cultural attractions and experiences. A hub does not duplicate services but generates and activates cultural activity across a wider region. Prioritisation has been based on the assessed potential of this concept to deliver the desired outcomes of economic, employment and tourism growth and regional capacity building.

Cultural facilities are directly referenced in the Local Government Act and are expected “Functions of Council” with specific strategies set out in Council’s Barossa Community Plan 2016-2036. Stakeholders driving the Barossa Brand strategy such as Barossa Grape & Wine Association; RDA Barossa, Gawler, Light & Adelaide Plains; Tourism Barossa and Food Barossa see cultural services development as an authentic and underdeveloped opportunity and driver for the Barossa Brand. “Culinary tourism” represents the biggest present opportunity for Barossa tourism." (Source: Tourism Barossa Strategic Plan 2017-18).

Option 2: Hub and Spoke Model vs permanent investment per township - the preferred option

The Big Project is premised on a hub and satellite facilities model delivering high service delivery levels across the Barossa region. This aligns with Council’s commitment to fullest possible access of Council owned cultural and learning facilities to the wider community. The Barossa Culture Hub will act as a central landing point offering a unique range of services that do not duplicate cultural activities occurring elsewhere, but increase their exposure and profile and activate underutilised spaces and community assets through cultural pursuits.

Best practice shows facilities that extend their reach into the community and collaborate effectively with business and community are more successful and sustainable, leading to improved community capacity building and social cohesion outcomes. Activation of under-utilised facilities in townships will be achieved through careful program design; initiatives such as pop ups and temporary activations; mentoring and residency programs, and capacity building approaches.

Further, successful tourism destinations are able to provide a critical mass of diverse experiences. The
“hub and spoke” approach focuses on ensuring benefit from the investment in one facility has impact more broadly and improves the overall positioning of the Barossa as a destination. Section 2.3 – Operating Models provides detailed rationale on the hub and spoke approach as the preferred model when compared alongside investment in purpose-built, permanent infrastructure in individual townships.

**Option 3: External design and visual aesthetic**

Concerns were raised by the community in relation to the external (visual) appearance of the building as depicted in the consultation documents, in particular, that the architectural design did not complement the vernacular of buildings in the town centre of Tanunda, nor provide a complementary architectural form. Further concerns were raised about its relationship to the broader locality and how people use the space and surrounding precinct. Council acknowledged these concerns and through the Request for Quote process required that the physical form of the building and social environment it engenders give reference to its location within the Barossa Character Preservation Area, and reflect what is distinctive, unique, authentic and special about the Barossa as a place, brand and region.

Additionally, the facility should reflect good design principles of: character and identity; adaptability; have well defined public and private spaces; provide attractive and well used outside spaces; provide ease of movement and navigation, and ensure the place making opportunities across the whole precinct are realized and connected. This includes development of Chateau Tanunda facilities, Tanunda Clubhouse facilities and implementation of the Tanunda Recreation Park Masterplan as part of The Big Project.

**Option 4: Co-location of Visitor Centre, branch library and Culture Hub**

Council is in the process of a refurbishment to its Visitor Centre and branch library, located a five minute walk away in Murray Street. The Visitor Centre is a highly regarded and valued service for local residents as well as visitors, facilitating events and use of the public open space to activate Tanunda Township and drive revenue through businesses in the town. Through the masterplan development process, the option of co-locating the Visitor Centre and Culture Hub operations was raised.

Council rejected this approach on the grounds there is not sufficient space in the BVC site for both facilities; moving the region’s primary visitor services away from the current main street location would be detrimental; and co-location of services would potentially detract from both with limited economies of scale deriving from resourcing and operational cost efficiencies. The activities arising from the Culture Hub are services and products for the visitor centre to promote, not the vehicle for tourism information. However the operational and strategic nature of these facilities is significant, as is their physical proximity, with significant opportunities for improved linkages to help drive visitation between the two locations.

Similarly, traditional library services will also remain at the main street site, however, there will be a focus on a curated, Heritage archive and library service at the Culture Hub site. Opportunities for digital, regional archival support and interpretative display via a heritage library are a key design objective and requirement for the new facility to promote increased opportunities for community learning and knowledge creation and provide immersive, authentic and educational experiences for both visitors and local users. Preservation of documents and stories about the Indigenous, Lutheran and British traditions of the region is pivotal to ensure that an understanding of this heritage does not fade and falter and continues to shine a light on what makes the region special and authentic into the future.

**Option 5: Complementary commercial and community not for profit development – Chateau Tanunda and Tanunda Clubhouse**

Complementary commercial developments at Chateau Tanunda and community not for profit investment at Tanunda Clubhouse have heavily influenced the design of the Culture Hub. The Chateau is developing a contemporary and lifestyle oriented tourism offering and Tanunda Clubhouse is developing new artisan branded guest suite accommodation that will support the proposed artist in residence programming at the Hub. These provide multiple opportunities for collaboration across the venues to deliver mutually beneficial food tourism, training, education, knowledge creation and cultural outcomes. This informed the decision not to include a new and standalone café or restaurant at the Culture Hub site, aligning with the overall operational principle for the facility to generate collaborative, inter-community activity. It also promotes new opportunities for food and wine events and ‘pop ups’ to further activate internal and external spaces on-site.
2.3 Information about the proposal

2.3.1 Project location

The building housing the Barossa Regional Gallery was opened on 16 May 1913 as the hall of the Tanunda Club. It was designed by the prominent firm of Adelaide architects English & Soward in a stripped classical style employing red brick and stucco. The building became the Soldiers Memorial Hall after the First World War. The hall itself, which currently seats around 350 people, still awaits full restoration and repainting of the interior. The Baroossa Culture Hub will be located in the Soldiers Memorial Hall located on the corner of 3 Basedow Road, Tanunda, SA 5352 which is adjacent to Tanunda Club House at 45 MacDonnell Street.

Directly east of the facility is Chateau Tanunda, the site of a proposed $30 million development incorporating international standard hotel accommodation and culinary institute. Directly west is Tanunda community Clubhouse, the site of a proposed $1 million development comprising eight artisan guest suites and available to support the proposed artist in residence programming at the Culture Hub and with potential to directly access the Clubhouse’s restaurant facilities.

Also in close proximity is the co-located Tanunda Library and Barossa Visitor Centre situated at 66-68 Murray Street Tanunda, a primary landing site for visitors to the Barossa. The operational and strategic nature of these facilities is significant, as is the physical relationship to Tanunda Soldiers Memorial Hall.

The Tanunda main street hosts a vibrant retail and café scene with over 20 food outlets and a number of emerging boutique wine businesses and bars.

Figure 2.3.1 Project location
2.3.2 Tanunda

Tanunda has a population 4,588 (Source: ABS Census 2016). However, being located only a short distance from Nuriootpa and many other towns, the catchment population is much larger than this.

While today Tanunda is the cosmopolitan heart of the Barossa, it started life far more humbly as the tiny settlement of Langmeil located on the banks of the North Para River, to the north of the present-day town. Langmeil (‘Long Mile’) was settled in 1843 with a school house as their first public building followed soon after by the Langmeil Church. As the settlement grew and prospered it joined with, and was eventually incorporated into, the town of Tanunda.

2.3.3 Scope of works

Council is re-purposing and adding to the Barossa Regional Gallery in the old Tanunda Soldiers Memorial Hall and the adjoining not for profit community club to create a cultural hub, to truly showcase the region and community to the world.

This project will provide a place for respite from the hard times being experienced in regional areas in a venue which is not only easily accessible but also creative and entertaining. This project will result in a regional cultural facility that directly supports the visitor economy, resulting in jobs growth, economic diversification and increased participation in the arts.

The new galleries and artists studies to be built will tell the visual story and increase economic output in the region whilst encouraging participation in the arts, which will attract many interested in expanding their artistic creativity.

The new broadcasting studio will provide dedicated local information via radio to all tourists in the area, with updates on events, activities and experiences. Workshops will also be developed to provide an educational and hands on experience in everything from art, craft, song, food and wine.

In addition to this, a new events space will tell the story of Barossa in theatre, dance and song. It is anticipated that this will also result in increased visitor numbers and extended stays.

This project will ensure that the story is supported with the food and wine of the Barossa region, with new kitchens for workshops and event use, and that resident and visiting artists, presenters and storytellers have a place to stay.
2.3.3.1 Six integrated parts to the project
This project has six integrated parts as follows:

1. The first is broadcasting, production, workshop and studio hub, cultural residency programme and providing 24/7 access to users.
2. Second, is the addition of new exhibition areas, reception space, a digital and contemporary heritage library facility, retail and meeting areas into enhanced performance and gallery facilities.
3. Third is a new function and event spaces.
4. Fourth involves taking the cultural experience outside with external performance space and public art amenity.
5. Fifth is new accommodation for visiting artists in a cultural precinct in partnership with the not for profit Tanunda Community Club;
6. The sixth is a new teaching space to support the proposed Culinary Institute at the adjacent Chateau Tanunda Winery.

1. Multiple Exhibition Spaces
There will dedicated exhibition space larger than the existing offering at the Barossa Regional Gallery. It will consist of a minimum of two “white box” rooms with climate control, hanging resources and industry standard lighting. There will also be a range of flexible, temporary, informal and temporary exhibition spaces throughout the facility that are suitable for the exhibition of artworks and to cope with overflow from the dedicated spaces.

2. Main Auditorium
The existing hall space will be upgraded but the flat floor will remain with a traditional stage and balcony seating. This will provide a venue for larger performances with both theatre and cabaret style seating and removable or retractable seating will allow for both formal and informal functions and events. Lighting and sound rigs will be installed to improve the function of the space from a performance perspective. The main auditorium will seat 300 people at capacity.

3. Black Box
A small boutique multipurpose space that can be used for a variety of uses including live music and theatre, forums and training. The black box will have a range of applications, ranging from a “hipster” friendly music joint to a conference room with standard AV and lectern or an intimate live theatre space. Lighting and sound equipment will be installed and a moveable stage, seating and tables will add to the overall flexibility of the black box. It will be an important space to be utilised for locally produced content as well as touring musicians, live theatre and film. It will have a capacity for 80 – 90 people, providing an opportunity to present smaller more tailored events creatively and efficiently.

4. Foyer Area
As well as providing an “arrival space” for a range of other functions and events, the foyer will be suitable for small functions in its own right and include basic bar and catering facilities.

5. The Hinterhof
A German word that translates to “backyard” in English, the Hinterhof will be the Hub’s landscaped outdoor space or backyard. Designed not only to provide a sense of space and place year-round, during the temperate months, the Hinterhof will play host to a variety of festive activities including live music, markets, food and wine events and bespoke festivals.

6. Artisan Retail Space and Ticketing Outlet
Offering artists a chance to sell their wares, the retail space also provides an opportunity for visitors to purchase artisan wares unique to the region. Ticketing and bookings will also be managed here as the key point of sale (POS) for efficiency and cross promotion purposes. The retail space is also a key training ground for volunteers who are keen to develop retail skills that can help them secure paid employment elsewhere.

7. Digital Suite and Broadcasting Booth
A space will be developed that provides for an identified community broadcaster (Triple B FM) to operate
from the facility, as its current tenancy in the Tanunda Railway Station will shortly expire. Facilities will be positioned in a strategic location at The Hub, providing announcers with an opportunity to see the daily happenings at The Hub first hand and promote it through its radio broadcasts.

8. Live Music Incubator
Managed by an external operator/tenant the Music Incubator will provide practical and professional support for the production of live and recorded music within the facility and the development of a vibrant and sustainable music scene across the Barossa. An expression of interest has already been received from a local music business to develop the Music Incubator as a new commercial initiative for the region. It is expected that this facility will offer:

a. Music education services.
b. Sound engineering and recording
c. Live music performances of varying sizes including touring content coming to the region and opportunities for local musicians to perform
d. Support for emerging musicians in developing stage craft, marketing and musicianship skills
e. Links to Music SA and the Music Development Office
f. Opportunities to develop community music projects
g. Opportunities for other tenants and users to collaborate with musicians
h. The development of a new music festival focused on contemporary acoustic music
i. A professional music booking agency that supports links between local and touring musicians and potential new performance venues across the region

9. Heritage / Library Archive Space
A facility to house relevant heritage collections and archives, it will provide access to research, preservation projects and training. The space will be designed to offer a unique experience, complement the interpretive space and provide a link to other museum and heritage spaces in the region and in Adelaide. It will also be a key training site for volunteers who wish to support the preservation and promotion of history.

10. Heritage Interpretive Space
A dedicated space for an immersive and interactive heritage experience that will include both permanent and temporary installations that take advantage of contemporary design and technology. Combined with the Archive Space, the heritage facilities will provide an immersive and entertaining experience for visitors and offer an important education space for the region. The types of activities visitors will experience within this space include:

a. Heritage based augmented and virtual reality installation, where people can step back in time and use personal digital devices to see how the region’s landscape and people looked 20, 50 or 100 years ago.
b. The Barossa Story Bank, which people can engage with in a number of ways. It will be a multifaceted and interactive experience where visitors can enjoy local stories and also contribute their own. It is designed to inspire the nostalgia in people – reflecting on their own stories as well as the stories of others and growing the collective memory of the region. Artists will be regularly engaged to use historic materials, archives and oral histories to create captivating stories across multiple art forms. Each year new stories will be added to the story bank in new ways for people to enjoy.
c. Audio pods, where people can listen to stories of the region’s significant icons.
d. A digitised archive for visitors to explore historic artefacts, records, images and other items. They can learn the provenance of an item, download a picture card to their device that gives them some information and also provides them with the directions of how to get to the place where the item is stored or is relevant to. This will be carefully curated with thematic options also included. For example, if visitors are interested in Lutheran Churches, the English Heritage of the region or the Barossa Horse racing industry they can search these subject areas and see the relevant collections and stories that are linked.
e. Research facilities where people can discover their family history or learn more about the history of their home, their favourite winery or the B&B they are staying in.
f. Thematic exhibitions that are developed periodically with historical groups, schools, businesses and
individuals to convey both the “every day” and the significant.
g. The Parish Chapters Installation, where people can hear/see/engage with the first part of a captivating
tale about the Barossa’s heritage. Linking with both the Story Bank and the digitised archive, this
installation will offer visitors the first chapter of a bigger more extraordinary story. To hear the rest of
the story, visitors will need to travel to a particular place, to hear/see/learn about the rest of the story.
Downloadable media and other digital technology will be used to link the stories for people as they tour
around the region.

11. Meeting Rooms
For community and commercial use for formal and informal meetings, training and small gatherings.

12. Artist Studios
Tenanted studies for artists working across a variety of artforms. These spaces will be designed to enable
access to the public, who will be encouraged to interact with the artists working on site. The Artist Studio
program will be carefully managed to ensure diversity and quality. Lease payments from the tenants will be
subsidised and in return artists will be expected to work in their studio for a minimum number of hours per
week – most likely 20 hours. One of the studios will be offered at a peppercorn rate to encourage a new or
emerging artist to develop their practice within the facility.

13. Shared Workshop Space
For a range of workshops to be presented both as part of regular programming, for studio artists to use for
collaborative and community-based projects and for fee for service workshops.

14. Under a Barossa Sky Artist Residence
The Under a Barossa Sky Artist Residence as part of the partnership with the Tanunda Clubhouse will be
a small self-contained apartment and studio for a resident artist to use on site for short to medium stays.
This will add to the overall sense of “activity” on site and provide opportunities for visiting artists to enjoy
the local hospitality and spread the word elsewhere. It will also provide exposure to visiting artists for local
artists, schools, businesses and members of the public. There will be two streams offered through the Artist
Residency program including:

a. A “retreat” style fee for service residency program that sees practicing artists rent the space for a
reasonable price for 1 – 4 weeks at a time. There will be an application process to ensure quality and
a focus on professional artists who will use the facility to take in the Barossa and allow it to inform their
practice in a focused way.

b. Programmed residencies, will presented throughout the year with artists invited to use the facility
free of charge and provided with a small stipend ($500 per week) in exchange for interaction with the
Barossa community. The artists’ interaction could involve an exhibition, curation, creating specific work
in collaboration with stakeholders or through workshops and education programs to activate facilities
and spaces throughout the Barossa region. Programmed residencies will occur across all art forms and
practice including practicing visual artists, musicians, historians, writers, performers, film makers and
curators.

15. Organ Interpretive Space
The Hill and Son Organ is an impressive and world-renowned instrument that has been installed in a way
that enables the public to see inside the Organ and view the inner workings. Approximately one quarter of
the instrument is below the stage and encased in glass to allow easy viewing. This area will be upgraded
and interpretive content that enhances the visitor experience and provides improved education opportunities
will be developed.

16. Back of House
A green room, administration area, kitchen, ablutions and multiple storage spaces will be included in the
facility to ensure it is functional on a very practical level.
a. The storage facilities will cater to the diversity of users located at the space and include secure, climate-controlled rooms for storing the Vintage Art Collection and other delicate artefacts.
b. The kitchen, whilst not a full commercial kitchen, it will be appropriate for catering a range of events both large and small.
c. The administration area will be centrally located to ensure the most efficient use of staff time in managing and supervising the venue.
d. Plug and play access and universal connectivity will be included in the infrastructure to provide efficient and simple bump-ins, installations and maximum flexibility across the site in relation to the use of technology.

17. Facility Exclusions - Café / Restaurant
Research of other cultural facilities revealed challenges in securing and maintaining high quality café or restaurant operators to manage these types of facilities in cultural venues. This information, combined with the significant number and range of eateries situated beside or within close proximity to The Hub, and the potential to use Clubhouse restaurant facilities, informed the decision not to include a café or restaurant on site. This aligns with the overall operational principle for the facility to generate activity out in the community. This decision does not preclude the development of specific food and wine events being presented on site and other more casual food options presented at specified times for “pop-up” style activities.

2.3.4 Architect plans
Architect designs have been completed by Phillips/Pilkington Architects and JBG Architects. Phillips/Pilkington have provided designs for the Culture Hub component whilst JBG Architects have developed designs for the accommodation component.

Figure 2.3.4 Barossa Regional Culture Hub proposed site and landscape plan
2.3.5 Project Objectives and outcomes

The principal project objective of this project is as follows:

1. **Provide regional cultural facilities that support the visitor economy, resulting in jobs growth, economic diversification and increased participation in the arts.**

The outcome of the ‘Barossa Regional Culture Hub’ will be to meet the identified need/objective.

This project will provide a space for the region’s artists and musicians to be creative in one location, to support each other, to grow their individual business and discover a new and exciting future. It will further provide a supportive and accessible venue for the general community to participate in a range of cultural activities.

This project’s proposed infrastructure will lead to increased tourism, as visitors will be able to flock to one space, making it easier for them to enjoy their holiday and provide opportunities for extended stays. Ensuring active cultural, artistic and creative tourism offerings will reduce the seasonality of our tourism industry, as it will invite tourists to experience Barossa on a new level.

This project supports industry diversification and increased employment and volunteer opportunities due to both increased and more regular tourism numbers.

Artists, actors, singers and presenters will have a higher quality of support and stability with access to a greater audience and market.

Stakeholder discussion and engagement has spanned the past 15 years, and various sites, models and facilities have been proposed. These historic discussions have consolidated community demand for a premier cultural facility that:

- Is a catalyst for economic, social and cultural engagement, investment and growth
- Aligns with and enhances the Barossa brand and reputation
- Attracts intra and inter-state visitors; encourages them to explore the region and stay longer; and encourages repeat visitation
- Drives ongoing jobs growth through investment in cultural infrastructure and services
- Offers exceptional cultural experiences which are both captivating and unique across all artforms
- Preserves local history and heritage and showcases it in contemporary and captivating ways
- Fosters a community of innovation, creativity and quality design
- Nurtures the live music industry across the region across the spectrum of genres and with appeal across the generations
- Capitalises on the value and reputation of the Hill and Son Grand Organ, which is considered world-renowned instrument
- Provides a place for community and cultural organisations to operate from and meet, and provides a platform for cross-collaboration
- Supports businesses and community groups, on a practical level, to develop cultural tourism offerings and attract visitors
- Supports the development of creative industries and helps to grow and sustain career opportunities for local and visiting artists and increased the number of cultural jobs in the region
- Develops cultural knowledge and creatives skills through education programs
- Is a platform for the development of new festivals and events

(Source: Barossa Culture Hub Feasibility Study 2018)
2.4 Project capital costs

The project costings are based upon independent assessment from Rider Levett Bucknall, Quantity Surveyors, and for those costs directly related to job, Australian GDP and resilience grant criteria.

An allowance has been made for contingencies, preliminaries, project management and adjusted based on the achievement of efficiencies and estimated detail design outcomes to match the budgeted revised cost estimate.

The project cost is broken down as follows:

<table>
<thead>
<tr>
<th>Project element</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure - Project 1 - Barossa Regional Culture Hub</td>
<td></td>
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<tr>
<td>Activity 1 - Extension of Buildings</td>
<td>4,247,410</td>
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<tr>
<td>Activity 2 - Refurbishment</td>
<td>1,341,619</td>
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<td>Activity 3 - Site Infrastructure and External Work</td>
<td>2,102,550</td>
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<td>Activity 4 - Building Works on Costs</td>
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<tr>
<td>Activity 5 - Construction Contingencies and Professional Fees</td>
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<td><strong>Total Capital Expenses - Project 1</strong></td>
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<tr>
<td>Capital Expenditure - Project 2 - Tanunda Club Artisans Accommodation</td>
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<tr>
<td>Preliminaries and consultants</td>
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<td>Refurbishment</td>
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<td>Fitout</td>
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<td>Contingency (5%)</td>
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<tr>
<td><strong>Total Capital Expenses - Project 2</strong></td>
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<tr>
<td><strong>TOTAL PROJECT COST</strong></td>
<td><strong>$11,702,579</strong></td>
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Source: Rider Levett Buckhall, Chris Sale Consulting, JGB Architects

For cost control on this project, the construction plan and the associated cash flow estimates provide the baseline reference for project monitoring and control. The schedule will enable progress on the separate activities of construction and the achievement of milestone completions can be compared with the project schedule to monitor the progress of activities.

The Barossa Council will project manage the contracts for each component. This will include receiving reporting on cost amounts, information on material quantities and labour inputs within each job account retained in the project budget. With this information, actual materials usage and labour employed can be compared to the expected requirements. As a result, cost overruns or savings on particular items will be identified as due to changes in unit prices, labour productivity or in the amount of material consumed.

The costs derived for the project are based on the cost estimates provided by the appointed consultants and a specialist sub consultant. The process for developing the costs framework for the project includes the development of all design proposals and finalisation by Council’s internal Project Engineering team who are appropriately qualified.

The Barossa Council endorses the costings derived for the project which have also been reviewed by suitably qualified staff in Council’s finance department and commends this Project to your Assessment panel for assessment and review.
2.4.1 Capital costs quotes

## Concept Cost Estimate (Rev B)

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Rate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>BARossa Culture Hub</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>BUILDING WORKS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EB</td>
<td>Extension Building</td>
<td>1,072 m²</td>
<td>m²</td>
<td>3,962</td>
<td>4,247,410</td>
</tr>
<tr>
<td>RF</td>
<td>Refurbishment</td>
<td>642 m²</td>
<td>m²</td>
<td>2,090</td>
<td>1,341,619</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total Building Works</strong></td>
<td>1,714 m²</td>
<td>m²</td>
<td>3,261</td>
<td>5,589,029</td>
</tr>
<tr>
<td></td>
<td><strong>EXTERNAL WORKS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SI</td>
<td>Site infrastructure and External works</td>
<td></td>
<td>Item</td>
<td></td>
<td>2,102,550</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total External Works</strong></td>
<td></td>
<td>Item</td>
<td></td>
<td>2,102,550</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total Building &amp; External Works</strong></td>
<td>1,714 m²</td>
<td>Item</td>
<td>4,488</td>
<td>7,691,579</td>
</tr>
<tr>
<td>BW</td>
<td>Building works on cost</td>
<td></td>
<td>Item</td>
<td></td>
<td>1,488,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Builder's Work</strong></td>
<td>1,714 m²</td>
<td>Item</td>
<td>5,356</td>
<td>9,179,579</td>
</tr>
<tr>
<td>PC</td>
<td>Project on cost</td>
<td></td>
<td>Item</td>
<td></td>
<td>1,423,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Project Cost (excluding GST)</strong></td>
<td>1,714 m²</td>
<td>Item</td>
<td>6,186</td>
<td>10,602,579</td>
</tr>
</tbody>
</table>
**Project Budget - Preliminary**

**Project:** THE CLUBHOUSE - ARTISAN ACCOMMODATION  
**Job Number:** 1518  
**Date Prepared:** 03/12/19

**Purpose of Project Status Report document:**
- to provide initial record of opinion of probable costs for client review/approval
- to monitor potential project cost variation for client review and action
- to monitor cash flow + actual costs during construction phase of project

**Cost Summary**

<table>
<thead>
<tr>
<th>Description</th>
<th>Contractor</th>
<th>Budget</th>
<th>Allocated Costs To Date</th>
<th>Yet To Spend</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Approvals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning Approval</td>
<td>$1,422.00</td>
<td>$1,422.00</td>
<td>$1,422.00</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Building Certification</td>
<td>$1,422.00</td>
<td>$1,422.00</td>
<td>$1,422.00</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>CITB Levy</td>
<td>$2,370.00</td>
<td>$2,370.00</td>
<td>$2,370.00</td>
<td>0.25% of construction cost</td>
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</tr>
<tr>
<td>Septic Application</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>Estimate</td>
<td></td>
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<tr>
<td><strong>Total Authority Cost</strong></td>
<td>$5,714.00</td>
<td>$5,714.00</td>
<td>$5,714.00</td>
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<td></td>
</tr>
<tr>
<td><strong>Consultants</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architectural</td>
<td>JBG Architects</td>
<td>$31,000.00</td>
<td>$10,967.30</td>
<td>$20,032.70</td>
<td>from PSR</td>
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<td>Structural / Civil Engineering</td>
<td>$4,950.00</td>
<td>$4,950.00</td>
<td>$4,950.00</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>$2,655.05</td>
<td>$2,655.05</td>
<td>$2,655.05</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Surveyor</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Interior Design</td>
<td>$3,300.00</td>
<td>$3,300.00</td>
<td>$3,300.00</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Landscape</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td>Planner</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>Estimate</td>
<td></td>
</tr>
<tr>
<td><strong>Total Consultant Cost</strong></td>
<td>$41,905.05</td>
<td>$30,937.75</td>
<td>$30,937.75</td>
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<td></td>
</tr>
<tr>
<td><strong>Construction Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Base Building Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refurbishment</td>
<td>$720,000.00</td>
<td>$720,000.00</td>
<td>$720,000.00</td>
<td>8 x $90k per unit</td>
<td></td>
</tr>
<tr>
<td>Fitout</td>
<td>$280,000.00</td>
<td>$280,000.00</td>
<td>$280,000.00</td>
<td>8 x $35k per unit</td>
<td></td>
</tr>
<tr>
<td><strong>Separate Works</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Construction Cost</strong></td>
<td>$1,000,000.00</td>
<td>$720,000.00</td>
<td>$720,000.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Exclusions:**
- services upgrade/connection costs, base items, curtain + blinds.

**Notes:**
This Opinion of Probable Costs should be considered for initial feasibility studies only. Sqm rates are obtained from published information and customised by reference to similar projects recently completed by this office. A more accurate building cost estimate can be obtained by employing a qualified Quantity Surveyor or conducting a full tender on comprehensive documents.

Total probable costs represent an estimate of construction costs at date prepared for a competitively tendered building project.

**Artisan Guest Suites Proposed Budget**

**Building & Fit Out Costs**

An amount of 1.1 million has been allocated for the purpose of the grant.

The Tanunda Club Incorporated is hoping to enter a dollar-for-dollar partnership with the Barossa Council should our application be successful.

Please note: That in the event the allocated budget is exceeded due to unforeseen variations, 100% of those costs will be funded by The Tanunda Club Incorporated.

Refer: JBG Architects Preliminary Budget
2.5 Project ongoing costs

The projected ongoing costs are presented below and have been carefully estimated by Council. Council has made provision for culture hub operational costs in the ongoing Long Term Financial Plan. These budgeted amounts will be reviewed on an ongoing basis as part of the annual budget cycle. The table following illustrates figures up to year 7 (post development) only.

<table>
<thead>
<tr>
<th>Barossa Regional Culture Hub</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenses</td>
<td>696,300</td>
<td>703,710</td>
<td>718,280</td>
<td>733,288</td>
<td>748,748</td>
<td>764,672</td>
<td>786,512</td>
</tr>
<tr>
<td>Total Maintenance Expenses</td>
<td>24,078</td>
<td>24,680</td>
<td>25,297</td>
<td>25,929</td>
<td>26,577</td>
<td>32,242</td>
<td>33,048</td>
</tr>
<tr>
<td>Total per annum</td>
<td>720,378</td>
<td>728,390</td>
<td>743,577</td>
<td>759,217</td>
<td>775,325</td>
<td>796,914</td>
<td>819,560</td>
</tr>
</tbody>
</table>

Source: Barossa Council

2.6 Project plan/Gantt chart
2.7 Financial viability

Financial viability is the ability to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow growth while maintaining service levels. There are several factors which contribute to this project’s financial viability.

Firstly, the Barossa Region is one of the most well-known wine destinations in Australia. Its capacity to produce exceptional food and wine has created a strong economic foundation for the region both as a producer/manufacturer and as a key tourism destination. The Tourism and Transport Forum report titled, CULTURAL & HERITAGE TOURISM IN AUSTRALIA APRIL 2016, identified that 54% of all international visitors to Australia and 26% of domestic (overnight) visitors participated in cultural and heritage activities in 2015 and cultural and heritage visitors generated a higher yield on average, spending more and staying longer.

Secondly, these trends in the tourism industry suggest there is a significant opportunity to increase income and investment in cultural tourism in the region. To take advantage of this opportunity, The Barossa Regional Culture Hub will allow the region to develop its cultural tourism offerings, encourage increased viistation and extended stays.

Government is well placed to play a role in addressing existing or potential market failure in relation to the provision of arts and cultural goods and services in a region. Government interventions – which can include direct ownership of major institutions, subsidisation of non-government organisations and regulation of arts production – can also ensure equitable access to such goods and services for the benefit of all members of the community.

The vision for the Barossa Regional Culture Hub is to develop a unique cultural and creative space that activates cultural activity across the region, showcasing Barossa stories and music in contemporary and interactive ways.

2.7.1 Revenue projections

The third contributor to the project’s viability is the operating revenue. Council has developed income projections based upon a number of revenue streams post development. The figures up to year 5 are provided in the table below and show a steady increase in revenue.

<table>
<thead>
<tr>
<th>Operating revenue</th>
<th>Year1</th>
<th>Year2</th>
<th>Year3</th>
<th>Year4</th>
<th>Year5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artist Studio Tenancy</td>
<td>25,338</td>
<td>25,971</td>
<td>26,621</td>
<td>27,286</td>
<td>27,968</td>
</tr>
<tr>
<td>Triple B Lease</td>
<td>4,371</td>
<td>4,502</td>
<td>4,637</td>
<td>4,776</td>
<td>4,919</td>
</tr>
<tr>
<td>Liedertafel Lease</td>
<td>1,803</td>
<td>1,857</td>
<td>1,912</td>
<td>1,970</td>
<td>2,029</td>
</tr>
<tr>
<td>Music Incubator Lease</td>
<td>10,300</td>
<td>10,609</td>
<td>10,927</td>
<td>11,255</td>
<td>11,593</td>
</tr>
<tr>
<td>Barossa Players Lease</td>
<td>3,825</td>
<td>3,939</td>
<td>4,057</td>
<td>4,179</td>
<td>4,305</td>
</tr>
<tr>
<td>Concert Income</td>
<td>8,687</td>
<td>8,948</td>
<td>9,216</td>
<td>9,493</td>
<td>9,777</td>
</tr>
<tr>
<td>Door Donations</td>
<td>10,300</td>
<td>10,609</td>
<td>10,927</td>
<td>11,255</td>
<td>11,593</td>
</tr>
<tr>
<td>Venue Hire</td>
<td>4,120</td>
<td>4,244</td>
<td>4,371</td>
<td>4,502</td>
<td>4,637</td>
</tr>
<tr>
<td>Workshop Fees</td>
<td>8,240</td>
<td>8,487</td>
<td>8,742</td>
<td>9,004</td>
<td>9,274</td>
</tr>
<tr>
<td>Commission on Sales / Mechandise Sales</td>
<td>41,097</td>
<td>42,330</td>
<td>43,600</td>
<td>44,908</td>
<td>46,255</td>
</tr>
<tr>
<td>Project Funding / Signature Events</td>
<td>61,800</td>
<td>63,654</td>
<td>65,664</td>
<td>67,531</td>
<td>69,556</td>
</tr>
<tr>
<td>Artist Residency Sponsorship</td>
<td>6,180</td>
<td>6,365</td>
<td>6,556</td>
<td>6,753</td>
<td>6,956</td>
</tr>
<tr>
<td>Heritage Sponsorship</td>
<td>10,300</td>
<td>10,609</td>
<td>10,927</td>
<td>11,255</td>
<td>11,593</td>
</tr>
<tr>
<td>Artist Residency Fee for Service Income</td>
<td>12,618</td>
<td>12,996</td>
<td>13,386</td>
<td>13,787</td>
<td>14,201</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>208,978</strong></td>
<td><strong>215,120</strong></td>
<td><strong>221,444</strong></td>
<td><strong>227,954</strong></td>
<td><strong>234,656</strong></td>
</tr>
</tbody>
</table>

Source: Barossa Council 2019
The table following details the forecast revenue and annual costs associated with the project.

<table>
<thead>
<tr>
<th>Operating annual revenue</th>
<th>Year1</th>
<th>Year2</th>
<th>Year3</th>
<th>Year4</th>
<th>Year5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total revenue</strong></td>
<td>208,978</td>
<td>215,120</td>
<td>221,444</td>
<td>227,954</td>
<td>234,656</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual costs</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Expenses</td>
<td>696,300</td>
<td>703,710</td>
<td>718,280</td>
<td>733,288</td>
<td>748,748</td>
</tr>
<tr>
<td>Total Maintenance Expenses</td>
<td>24,078</td>
<td>24,680</td>
<td>25,297</td>
<td>25,929</td>
<td>26,577</td>
</tr>
<tr>
<td><strong>Total costs per annum</strong></td>
<td>720,378</td>
<td>728,390</td>
<td>743,577</td>
<td>759,217</td>
<td>775,325</td>
</tr>
<tr>
<td><strong>Net Cost Of Services</strong></td>
<td>517,367</td>
<td>519,412</td>
<td>528,457</td>
<td>537,773</td>
<td>547,371</td>
</tr>
</tbody>
</table>

Source: Barossa Council

The final factor to consider is that The Barossa Council has undertaken an extensive analysis of the financial impact of the culture hub over a 35 year financial model. The financial analysis has been embedded in Councils Long Term Financial Plan and this plan demonstrates that Council will continue for the foreseeable future (noting it is a 10 year financial plan):

1. Operating with a combined net operating surplus;
2. Have sufficient cash resources to support the construction and operation of the project;
3. Will not have to adversely increase its rate charges over and above that already forecast in the long term financial plan and maintain existing levels of service.

The Barossa Council as required by Section 48 of the Local Government Act has undertaken an independent prudential management report, which includes the culture hub project and it supports the internal analysis of the strategic, operating and financial position of the project.
### PART 3

### 3 CONTEXT AND PROJECT NEED

The benefits from the ‘Barossa Regional Culture Hub’ will be seen across National, State, Regional and Local stakeholders and are summarised below:

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>State</th>
<th>Regional</th>
<th>Local</th>
</tr>
</thead>
</table>
| • Supports and promotes economic growth  
• Promoting growth in regional towns i.e. redirecting population growth  
• Enhanced cultural and tourism experience | • Supports and promotes economic growth and improving the nation’s productivity  
• Promoting growth in regional towns i.e. redirecting population growth  
• Maintains and develops a high level of facilities and services for businesses and resident  
• Supports and promotes economic growth and increased tourism  
• Enhanced cultural and recreational opportunities for the community | • Induced development and encourages private investment  
• Improves productivity of the region  
• Support growth industries and increased output  
• Increased visitor expenditure through growth and extended stays  
• Develops civic areas  
• Promotes a regional identity  
• Encourages population growth which in turn support CBD activity and business expansion | • This project will provide a place for respite from the hard times being experienced in regional areas in a venue which is not only easily accessible but also creative and entertaining  
• Provide a place for art and cultural sector businesses to work together, be creative, support each other, grow their individual business and discover a new and exciting future  
• Enhanced tourism experiences as visitors will be able to flock to one space, making it easier for them to enjoy their holiday and extend their stay  
• Increased tourism, events and extended stays  
• Encourages private investment i.e. retail expansion, new retail and commercial developments  
• Makes the region more attractive to current and future residents  
• Provides for a sustainable future for the region  
• Provides growing businesses with access to skilled personnel  
• Helps to develop community cohesion  
• Develops local jobs  
• Provides a range of business opportunities  
• Increased local competitiveness with neighbouring LGAs  
• Address social disadvantage by providing greater opportunities for social connections, cultural experiences, increased employment and volunteering  
• Address youth unemployment  
• Provide greater volunteer opportunities  
• Create a central, accessible gathering place for the entire community to come together  
• Improves access a range of cultural experiences and increased participation in the Arts. |
3.1 Why is the project needed?

There are a number of key arguments for this project to be undertaken. The various benefits are quantified further within this report. The table below summarises the issues being experienced and the solution proposed by this project.

<table>
<thead>
<tr>
<th>The challenge</th>
<th>Objectives and solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to expand tourism numbers, extend tourism stays, reduce the seasonality of tourism, diversify the economic base, provide new job opportunities and support increased access to the arts.</td>
<td>Provide regional cultural facilities that support the visitor economy, resulting in:</td>
</tr>
<tr>
<td></td>
<td>• jobs growth,</td>
</tr>
<tr>
<td></td>
<td>• economic diversification; and</td>
</tr>
<tr>
<td></td>
<td>• increased participation in the arts.</td>
</tr>
</tbody>
</table>

3.1.2 Current infrastructure at the Tanunda Soldiers Memorial Hall does not meet the identified need

The Tanunda Soldiers Memorial Hall is located on Basedow Road, Tanunda. The original hall was built in 1913 by the Tanunda Club to provide a larger space for performances and social events and became the Tanunda Soldiers Memorial Hall after World War 1. It has remained a civic and cultural facility and memorial building for Tanunda and the Barossa region, and is listed on the Local heritage register.

The facility is owned and operated by Council. It is managed by Council staff (1 current part time staff member) and volunteers including a management committee established under Section 41 of the South Australian Local Government Act 1999.

Facilities and infrastructure are utilised by a broad range of user groups for cultural, artistic and community-based activities.

Historically the facility has performed the role of a cultural location for the region. At over 100 years old, the current infrastructure is not sufficient to leverage the economic, commercial and community benefits that a contemporary centre for the creative arts, industries and culture can offer.

Even though some essential upgrades have been undertaken, there is a common theme of the potential for much greater and aspirational outcomes restricted by the lack of suitable facilities which also pose safety issues and restrict access.

3.1.2.1 Current operating challenges

Current operating challenges which will be addressed by this project include:

- No air conditioning in the main auditorium which renders the venue un-useable for events in winter and summer. The Barossa experiences cold winters and very hot summers.
- Limited storage capacity including a lack of climate control for archival and art storage
- Limited loading dock access
- No green / change room facilities for performers
- No reception / foyer area
- After-hours access is difficult
- Electrical supply is at capacity – wiring is contemporary but any additional load causes facility to trip out.
- Additions incorporated over time have resulted in changes in levels that make it a difficult building to navigate and access.

Following are a series of images which demonstrate some of the issues to be addressed by this project.
Access and manual handling issues

- Lack of appropriate storage and manual handling dangers

- Areas between galleries present access issues

Source: Barossa Council

Change in toilet levels

- Change in toilet levels

- Unsuitable office area

- Inadequate storage and climate control

Source: Barossa Council
3.1.3 The current creative climate in Barossa and why it should be supported

CULTURAL LANDSCAPE – COMMUNITY
Alongside the Barossa Regional Gallery, which is situated at the Tanunda Soldier’s Memorial Hall, there are a number of community organisations that manage cultural facilities and deliver cultural programs throughout the Region. Many of these rely on community and volunteer support and are under-resourced. Whilst the work they do is vita, they have limited capacity to grow and very few are able to develop cultural tourism opportunities and attract visitors. Organisations include a range of historical societies, community radio, an arts council and heritage site care-taker groups.

CULTURAL LANDSCAPE – COMMERCIAL
The local wine industry, particularly through the network of cellar doors provides a range of cultural activities including, exhibitions, live music, theatre and heritage tours and local pubs and bars present live music reasonably regularly. The Barossa Arts and Convention Centre (BACC) is situated at Faith College on the edge of Tanunda – it offers a range of live theatre and music performances, which are open to the public but its continued role as a performing arts centre that is open to the public, is tenuous. Whilst it is not confirmed, it is anticipated that the school will convert the facility into an internal school resource only within the next 2 – 3 years. Local music business, Stella One Studio, has a professional recording studio located in Tanunda, is a local entertainment booking agent, nurtures the local music scene and hosts a regular open mic night.

ADJACENT BUSINESS DEVELOPMENT
Immediately east of the Barossa Regional Culture Hub site, wine producer and cellar door, Chateau Tanunda is establishing a 5-star lifestyle hotel with 100 – 120 rooms, a Culinary Institute for education, training and food tourism and a function and conference centre. The Barossa Council has entered into a public/private partnership with Chateau Tanunda to support the development of this landmark facility. The Barossa Regional Culture Hub is expected to enhance this initiative providing opportunities for visitors to the Chateau to immerse themselves in the culture of the region more fully and offer additional break out space for functions and events that over-flow from the conference centre.

The Tanunda Clubhouse, which is located directly west of the Barossa Regional Culture Hub site is a popular Barossa venue for casual dining and entertainment. They have plans to develop accommodation on their site of between 8 and 10 suites that will complement their existing services.

The Tanunda main street hosts a vibrant retail and café scene with over 20 food outlets that range from inexpensive take-away to fine dining. Over the last three – four years several new boutique wine businesses and cafes have successfully opened on the Tanunda main street, reflecting the confidence of the local business community. With the Barossa Visitor Centre also situated in the main street, the township is considered an important hub for the broader Barossa Region and is the primary landing site for visitors who come to the region.

LOCAL FESTIVALS
There are a number of festivals presented in the local area but based on the Barossa Regional Events Strategy developed in 2013 there are considerable opportunities to build the events market both locally and regionally. Tourism Barossa presents the Barossa Vintage Festival biennially and the Barossa Gourmet Weekend, which has recently transformed into a quarterly festival program. The Barossa Baroque and Beyond is a boutique music festival presented annually in October and the South Australian Living Artist (SALA) Festival has a significant presence in the region.

Source: Barossa Council

3.1.3.1 Value of Arts and Culture
In December 2013 a report by the Creative Industries Innovation Centre, was published titled ‘Valuing Australia’s Creative Industries Final Report’. This report provides a definition for the Creative Industries
As a most basic definition, creative industries can be distinguished from other industries in that creativity is used to create value for their consumers. While all industries will include an element of creativity within them to a greater or lesser extent, creative industries are different because they use creativity to create value for their clients and the products or services created are intellectual property.

Due to their dynamic nature, the creative industries are not simply defined and consist of a wide variety of businesses and individuals. They include cultural sectors like the visual and performing arts, as well as those sectors that are often dubbed digital media or multi-media including film and television, broadcasting, computer animation, web design and music. They also include a range of other sectors like architecture and urban design, industrial design, designer fashion, writing and publishing.

The creative industry segments

The creative economy in Australia can be divided into distinct segments. The following segments will be supported by the Barossa Culture Hub and therefore help to increase productivity in these sectors resulting in economic growth, diversification and employment.

MUSIC AND PERFORMING ARTS - Directly supported by the Barossa Culture Hub

In 2011/12, music and performing arts contributed around 2% of total IGP and 3% of total employment for the creative industries. In 2011, the music and performing arts segments workforce totalled 34,277 people. Embedded creatives make up the majority of this workforce at 52.2%.

FILM TELEVISION AND RADIO - Directly supported by the Barossa Culture Hub

In 2011/12, the film, television and radio segment contributed around 14% of total IGP and 11% of total employment for the creative industries. Pay television experienced the highest growth in IGP between 2004/5 and 2011/12 at around 6%. Overall, the film, television and radio segment has performed significantly below the GDP for the broader economy. In 2011, total workforce in the film, television and radio segment totalled 42,688 people. Around half of this workforce are support workers.

DESIGN AND VISUAL ARTS - Directly supported by the Barossa Culture Hub

In 2011/12, design and visual arts contributed around 6% of total IGP and 9% of total employment for the creative industries. Growth in IGP for design and visual arts is much lower than GDP growth with professional photographic services experiencing significant decline between 2004/5 and 2011/12. In 2011, the design and visual arts workforce was 94,140 people. The largest proportion of the workforce is embedded workers which represent 62.2% of the workforce.

3.1.3.2 Regional arts and culture scene

THE RISE OF THE REGIONAL BOHEMIANS

Regional Australia Institute

May 2017

There is a prevailing, metro-centric view of arts in Australia; that artists have to go to metropolitan areas if they are to succeed. This is a central proposition in Lindy Hume’s recent Platform Paper Restless Giant: Changing cultural values in regional Australia. In fact, Hume argues, many artists make a conscious effort to move to regional places because of the various benefits regional communities have to offer: creative inspiration, affordability, quiet working environment, and community values.

The arts are an important part of regional economies. In 2013, regional Australia produced $2.8 billion in arts and cultural industry output (Gross Value Added, or ‘GVA’); approximately 24 per cent of the national arts and cultural output.[1] Metropolitan cities, by contrast, produced $9.1 billion GVA from arts and culture, or 76 per cent of national output.
Beyond the arts sector itself, creative people play a vital role in economic development. The Regional Australia Institute’s (RAI) Innovation index now tracks the strengths of a region’s entrepreneurial business engine, along with the traditional measures of research and development. The business engine component includes trademark applications, a measure which joins creative and commercial business development, and the Institute’s mapping finds many regions with high levels of outright and per capita trademark applications.

Clearly, regional Australia includes many creative hubs that will continue to see economic benefit from arts and culture in years to come. This optimistic reimagining of regional arts and culture underlies Lindy Hume’s paper. In highlighting the excitement and enthusiasm around regional arts, Hume dispels the misconception that regional communities lack the creative fervour or cultural clout of metropolitan cities. Hume finds world-class artists thriving in regional areas, and is troubled that touring arts funding is almost exclusively aimed at supporting visits to regional areas by metropolitan artists, rather than fostering a two-way flow.

Hume notes the imbalance of resources directed to regional Australian arts and culture compared with metropolitan cities (for instance, for major performing arts company tours, regional Australia only receive 3 per cent of the national funding budget). Hume argues that this imbalance contributes to a lack of connection between the major metro-based performing companies and their regional counterparts, and limits the work produced in regional Australia for tours to metro cities...

### 3.1.4 The need to support economic diversification

The Barossa region is heavily reliant upon agriculture sector which continues to be drought affected. ABS Census data states that Agriculture, Forestry and Fishing is the sixth highest employing industry sector of residents and the sixth largest employer in The Barossa Council area itself, making up 6.7% of total employment. The top ten employing sectors in the Barossa LGA are shown in the table following. Note that Manufacturing is the highest employer in the region with many businesses directly linked to the agricultural sector.

<table>
<thead>
<tr>
<th>Employment by Industry sector</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>2,575</td>
<td>25.5</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>1,063</td>
<td>10.5</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1,049</td>
<td>10.4</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>835</td>
<td>8.3</td>
</tr>
<tr>
<td>Education and Training</td>
<td>734</td>
<td>7.3</td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>675</td>
<td>6.7</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>634</td>
<td>6.3</td>
</tr>
<tr>
<td>Construction</td>
<td>394</td>
<td>3.9</td>
</tr>
<tr>
<td>Industry not classified</td>
<td>334</td>
<td>3.3</td>
</tr>
<tr>
<td>Other Services</td>
<td>332</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: ABS CENSUS 2016, Profile ID

Economic diversification is the process of shifting an economy away from a single income source toward multiple sources from a growing range of sectors and markets. Traditionally, it has been applied as a strategy to encourage positive economic growth and development. Economic diversification helps ease the effects of cyclical downturns, including cyclical unemployment.

This project actively supports this strategy as the current infrastructure is not sufficient to leverage the economic, commercial and community benefits that a contemporary centre for the creative arts, industries and culture can offer. Businesses, community organisations and schools both locally and across this drought affected region are looking to link with artisans, in practical ways to strengthen the cultural capacity of the region. In this way the Barossa Regional Culture Hub project will be a catalyst and incubator for further community and cultural development and investment. The additional and critical benefit here is the resulting boost to the tourism sector that is likely to occur post development.
3.1.4.1 Addressing the seasonality issue of tourism
Ensuring active cultural, artistic and creative tourism offerings will reduce the seasonality of the tourism industry, as it will invite tourists to experience Barossa on a new level. This will also encourage increased extended stays which again will impact upon businesses and create new employment opportunities as patronage of shops, services, etc, increases.

Programming Themes
The programming themes provide focus for the artistic direction of the Barossa Regional Culture Hub. By identifying on two thematic streams The Hub program can focus investment to achieve greater impact. Both the themes respond to existing strengths of the Barossa, Gallery and Organ programs and the broader heritage values espoused throughout the Barossa community. The programming themes will also address gaps and offer opportunities to develop unique and impressive experiences.

<table>
<thead>
<tr>
<th>Programming Theme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Barossa Live!</strong></td>
<td>Showcasing music, live performance, broadcasting and the interactions between audience and artist, this theme focuses on creating and sharing music and art on an interactive level. The Hub will be a place for exceptional live performances and a place where people can learn, experiment and create new work to share with others. A place where the audience can get up close and personal with the performers, the makers and the creators – live!</td>
</tr>
<tr>
<td><strong>Barossa Stories</strong></td>
<td>Celebrating the heritage of the region, both past and present, this theme focuses on the telling of stories using contemporary approaches and tools. Combining new technologies and artistic interpretation to tell our stories in captivating and unique ways. It will build our collective memory and enable others to share in the character of the locals. The Hub will take heritage to the next level.</td>
</tr>
</tbody>
</table>

Barossa Live! builds on years of music excellence from the region. Strong music education programs, the Barossa Music Festival, which ran for over 15 years, the Hill and Son Grand Organ – a world renowned instrument, a strong organ culture, the Song Room and Candlelight Concerts, pub gigs and the Barossa Baroque and Beyond Festival have contributed to the development of a vibrant live music scene in the Barossa. Extending on this success the Barossa Live! theme will encompass live theatre, radio broadcasting, music production and live interaction with visual artists in studio and exhibition environments. A music incubator will also be established at the Hub that is positioned as a home for music development for the region.

Barossa hangs its hat on heritage and it has long been mentioned as its greatest asset beyond food and wine. To ensure unique and authentic programming within The Hub, a focus on Barossa stories and heritage is both strategic and logical. It will provide a place for existing and new heritage assets to be reinterpreted in immersive and creative ways. From stories of German and English forefathers, to the tales of contemporary wine makers that reside in the valley today, the history of the region will be interpreted and showcased in ways never seen before. Artists will design new works that emerge from the heritage of the region and visitors will immerse themselves in Barossa’s heritage using the latest digital technology. There will be a story bank that grows with each creative interaction on site – connecting people to the past present and future. The Barossa Stories Theme offers memorable experiences that immerse people in the connective tissue of the Barossa.

Source: Barossa Council

3.1.4.2 Cultural tourism
Storytelling and cultural tourism is one of the largest and fastest-growing global tourism markets. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Many locations are now actively developing their tangible and intangible cultural assets as a means of developing comparative advantages in an increasingly competitive tourism marketplace, and to create local distinctiveness in the face of globalisation.

The OECD Tourism Committee has carried out an extensive research into the role of culture and tourism in enhancing destination attractiveness and competitiveness. The work has also focused on country practices in this area. This publication concludes that culture and tourism have a mutually beneficial relationship which can strengthen the attractiveness and competitiveness of destinations, regions and countries. Culture is
increasingly an important element of the tourism product, which creates distinctiveness in a crowded global marketplace.

At the same time, tourism provides an important means of enhancing culture and creating income which can support and strengthen cultural heritage, cultural production and creativity. Creating a strong relationship between tourism and culture can therefore help destinations to become more attractive as well as more competitive as locations to live, visit, work and invest in.

Source: The Impact of Culture on Tourism P3

3.1.4.3 The Value of Tourism in the Barossa

The South Australian Tourism Commission publishes a one page fact sheet of tourism statistics for the region: Results for Year Ending December 2018. This gives an insight into the tourism market in the region.

The data clearly shows that tourism expenditure continues to grow reaching $213 million in December 2018, a 37% increase on 2013 figures. Growth is expected to continue placing the Barossa in an excellent position to take advantage of this growth.

3.1.4.4 Tourism trends

Tourism continues to grow in the Barossa region with tourism expenditure and overnight visitors to the region steadily increasing every year. This project will help businesses and the community to capitalise on this growth by improving the visitor experience and encouraging more frequent and extended stays in the region.

Tourism overnight visitors reached 245,000 in 2014/15 with tourism expenditure reaching $187 million representing an increase of $18 million from 2013-14. Latest figures from Tourism Research Australia indicates that in 2018, there were 901,000 visitors to the Barossa LGA. This represented an increase of 40,000 visitors or 5% from 2017 figures of 861,000. This increase is demonstrated in Figures 3.2.4.3 a and 3.2.4.3 b.

Figure 3.2.4.3a Visitors Numbers to the Barossa LGA 2014-18

![Visitor Numbers to Barossa LGA 2014 - 2018](chart)

Source: TRA Tourism Profiles 2014-2018, A.P. SHEERE CONSULTING

Figure 3.2.4.3b Tourism metrics for Barossa LGA - 2018
KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th></th>
<th>INTERNATIONAL</th>
<th>DOMESTIC OVERNIGHT</th>
<th>DOMESTIC DAY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia

This development is expected to have a positive impact upon visitors and help to address the issue of seasonality in the tourism sector. By encouraging visitors to the region throughout the year will result in increased economic activity, increased exposure to to greater market base for local artists and performers and a range of job and volunteer opportunities.

Case study

Barossa tourism continues to boom
Bunyippress.com.au
April 2017

THE Barossa’s unique wine and food experiences have contributed to the region’s record number of domestic visitors in the past year, according to a local tourism industry expert.

The Federal Government’s newly released International Visitor Survey reveals the Barossa attracted a record 199,000 domestic visitors, who stayed 493,000 nights, in the 12-month period to December 2016.

The statistics also found the region continues to boost the state’s visitor economy, with tourism-related expenditure reaching a record $6.3 billion. Regional Development Barossa chief executive Anne Moroney said the region’s tourism sector continues to grow and is an attractive destination for the emerging Chinese market.

“Tourism is an increasingly important industry in a service-driven economy and, with the Barossa’s tourism assets, the region has a big opportunity in leveraging that,” she said. “Whilst Barossa wine is well-known for its tourism appeal, visitors to a region usually seek diverse experiences and our historical precincts, events, trails and cycle paths, parks, wildlife and cooking classes, restaurants and educational institutions offer a richness of experiences.

“With the growth of the Chinese tourism market, it is a good investment to have a little information in Mandarin available, and understand a few courtesy, or dietary, expectations of this market.” Mrs Moroney said the recent tourism campaign ‘Barossa Be Consumed’, and other major events, attracted more visitors to the region.
“The ‘Barossa Be Consumed’ campaign rekindled a lot of interest in the region and RDA is working with regional partners in tourism, wine, arts, recreation and natural resources, as well as education, to grow our share of the tourism pie,” she said. Mrs Moroney said collaborating and co-operating with other businesses, along with sharing information, would continue to help drive visitor numbers.

“All businesses should be aware that the visitor also has many choices, and if we want them to come into our business, or sample our products and experiences, then we have to offer excellent service and pay attention to the little things that matter,” she said.

“Understanding your town’s image, or brand identity, also helps people with consistent messaging and impact.”

3.1.4.5 Benefits of events

Festivals and events have been identified as a key source of economic regeneration that leverage the cultural heritage of a region. Festivals and other regional arts events attract audiences, increase tourism, increase visits to other local attractions and provide a flow on effect for economic activity in local shops, restaurants, cafes and accommodation. Arts programs/festivals/events that encourage visitors to stay longer provide greater opportunities to increase spending in regional areas.

Arts events attract visitors who may otherwise have limited awareness of the area. Arts events and venues such as galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places. Places with cultural attractions and creative industries can attract particular demographic groups with disposable income, either as visitors or new residents.

*Events are an important driver of visitation and engagement; they encourage visitors to stay longer and spend more. Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who we are and what the region is.*

(Source: Tourism Barossa Strategic Plan 2017-18).

*A Barossa Culture Hub is well positioned to grow the tourism economy in both value and diversity through authentic, immersive and high quality cultural events, festivals and experiences. National data shows 54% of all international visitors to Australia and 25% of domestic (overnight) visitors participate in cultural and heritage activities, and cultural and heritage visitors generate a higher yield on average.*

(Source: Tourism and Transport Forum 2016).

3.1.4.6 Current events

The region currently hosts a range of events. The current hall also hosts some events and workshops, however, it is severely constrained by various issues such as inadequate space, access, amenities, etc. The table below lists the current events hosted at the Soldier’s Memorial Hall alongside a list of the proposed new events to hosted post development.

It is anticipated that many of these new events will incur a fee and this has been taken into consideration for the Cost Benefit Analysis. However, in addition to this, the attendees themselves are also likely to incur additional spending in the region too which will have a positive effect on local and regional businesses.

<table>
<thead>
<tr>
<th>Programs / Events</th>
<th>Is this a current or new event?</th>
<th># current attendees</th>
<th># new attendees</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa Regional Gallery Workshop Program</td>
<td>Existing</td>
<td>10 to 20</td>
<td></td>
<td>40 per annum</td>
</tr>
<tr>
<td>Barossa Baroque and Beyond</td>
<td>Existing</td>
<td>250</td>
<td>Plus 250</td>
<td>annual</td>
</tr>
<tr>
<td>Barossa Vintage Festival</td>
<td>Existing</td>
<td>300</td>
<td>Plus 700</td>
<td>Bi annual</td>
</tr>
<tr>
<td>SALA</td>
<td>Existing</td>
<td>500</td>
<td>Plus 700</td>
<td>annual</td>
</tr>
<tr>
<td>Culture Markets</td>
<td>Existing 1 existing</td>
<td>2 new</td>
<td>500</td>
<td>2 per annum</td>
</tr>
</tbody>
</table>
3.1.4.7 Benefit of visiting artists and artists in residence

An artist residency is an opportunity provided by a host organisation that enables a guest artist to work in a new environment, often away from the restrictions and pressures of their everyday lives. Artist residencies are about providing the time and space for a guest artist to develop work and creatively explore new ideas. Artist residencies are important because they provide opportunities for artists from around the world to spend time in a new atmosphere and environment. They support cultural and artistic exchange, nurture experimentation and new ideas, and support research and the development of new work. Motivations for hosting artist residencies are many and varied. In this case the following motivations and benefits apply:

- raise the profile of the Culture hub and Barossa region and encourage increased tourism and extended stays and patronage of the hub and associated events/activities
- provide professional development and networking opportunities for both visiting artists and the host...
community, with opportunities for a community to be invigorated through an exchange of ideas and new ways of working.

- cultivate relationships with other artists and exchange opportunities with distant arts organisations.
- promote a particular art form or practice
- encourage experimentation or facilitate exchange across art forms.
- support artists at a particular stage in their careers or from a particular background.
- increase access opportunities to a specialist facility or resource.

Source: ArtsACT

### 3.1.4.8 Value adding to food and wine sector

Increased tourism resulting from the various activities and events undertaken by the new development will also have an impact upon the local wineries which the region is famous for. Many tourists visit the Barossa to experience the world renowned wine but there is a trend towards these tourists wanting a more cultural experience as well. This project will complete the wine sector but extending that cultural experience by offering additional reasons to not only visit but stay for longer.

Many sectors will benefit from this increased patronage as the culture hub compliments so many industry sectors in the region. An additional benefit of the increase in patronage are the additional benefits in the form of employment and volunteer opportunities that will be created not only at the new Culture Hub but also in the various businesses operating within the LGA. Supporting the opportunity for cellar door sales to increase, is another benefit of this project.

### 3.1.5 Support greater opportunities for increased employment, volunteering, social connections and cultural experiences,

#### 3.1.5.1 Address Youth unemployment

The Barossa may have one of the lowest adult unemployment rates in Australia, yet the region has one of the highest youth unemployment rates in South Australia and Australia. Unemployed people in this category are defined as those people aged 15-24 years who, in the week prior to Census night, did not have a job but were actively looking for either full or part-time work.

Figure 3.1.5 illustrates the extent of youth unemployment across the Barossa LGA. This project will provide a number of workshops to provide an educational and hands on experience in everything from art, craft, song, food and wine. It will also provide greater job and volunteer opportunities throughout the year through its new program of events and the increase in tourism which is anticipated.

Figure 3.1.5 Youth unemployment across the Barossa LGA

Following is a media article which also demonstrates the extent of the youth unemployment issue.

Case study

Youth unemployment in Adelaide’s north continues to rise
Tuesday March 27, 2018

Northern Adelaide’s youth unemployment rate has risen to 18.4 per cent, making it one of the worst youth jobless hotspots in the nation.

Northern suburbs youth workers say the closure of Holden’s Elizabeth factory had a big impact on young people’s job hopes.

A new report from the Brotherhood of St Laurence found that northern Adelaide had the ninth worst youth unemployment rate in the nation, while Adelaide’s west was thirteenth worst. Overall, South Australia continues to have the highest level of youth unemployment in the nation, currently sitting at just below 16 per cent unemployment for those aged 15-24.

The anti-poverty group used data from the Australian Bureau of Statistics to collate the report An Unfair Australia? Mapping Youth Unemployment Hotspots, released yesterday.

The report shows the Adelaide North region, which has traditionally been the worst unemployment region for those aged 15-24 in South Australia, increased its youth unemployment rate by almost two percentage points since January 2016.

Adelaide West, which currently has 17 per cent youth unemployment, featured as one of the regions with the biggest unemployment increases – up 4.6 percentage points in two years.

Brotherhood of St Laurence executive director Conny Lenneberg said hotspots in outer suburbs and rural areas were carrying the heaviest burden of youth unemployment.

“The modern economy is creating new risks for Australia’s emerging generation,” she said.

“Disadvantaged young people, in particular, are facing barriers in their effort to secure work [and] to meet this challenge, we need action from governments as well as tapping into efforts of employers in local communities.

“Stubborn rates of youth unemployment are not just a concern for families or the welfare sector.”

Northern Area Community and Youth Services CEO Clare Dilliway said the closure of Holden’s Elizabeth factory in October last year had a big impact on how young people viewed their job prospects.

“Here, there were a lot of young people who were really inspired to work at Holden and saw that as their job future,” Dilliway said.

“When Holden closed that sense of hope for a better future really died, especially for those that came from families dealing with intergenerational poverty.”

Dilliway said northern suburbs schools and youth organisations were now working to develop young people’s entrepreneurial skills to equip them for the future job market.

“We have a program we’ll be launching [in July] called ‘Dare to Dream’ which is about if you have an idea for a small business, this is what can be done to make it a reality,” she said.

“It’s an acknowledgement that enterprise will be a future skill for the next generation and there’s
different possibilities."


### 3.1.5.2 Workshops to help the youth gain employment

Extensive research carried out by council in developing our Barossa Community Plan 2016-2036 revealed the opportunity to target youth unemployment through providing quality entry level jobs and training in the region, thus increasing their opportunity to grow their careers from early on. To do this jobs and traineeships and volunteer opportunities need to be created.

The Department of Industry and Skills have at least two specific programs which are relevant to this project and will be supported by the Barossa Regional Culture Hub.

1. **RAMP - Regional Music Program**
   
   This is designed to support regional venues and musicians to host touring musicians and understand what’s needed to ‘ramp up’ music events in regions.

2. **Skilling South Australia - Creative Industries**
   
   The Skilling South Australia Program - [http://www.vet.skills.sa.gov.au/](http://www.vet.skills.sa.gov.au/) is a partnership between the State and Commonwealth Governments. The program aims to support an additional 20,800 apprentices and trainees over the next four years - an increase of 52% above our current baseline.

   As part of this program The Department of Industry and Skills are developing projects to support those in, and entering, the creative industries to access training.

   Through the traineeship structure of earning and learning, the initiative aims to create recognised, sustainable pathways into the creative industries. The Barossa Regional Cultural Hub would be an effective asset to enable the Department of Industry and Skills to support local artisans and musicians to access apprenticeship and traineeships.

   Furthermore, through the **Employ Your First Person** program, the hub could support local entrepreneurs in the creative industries to grow their business and employ.

### 3.1.5.3 New job opportunities post development

A number of new jobs will be created post development. This is further discussed in **Section 4.6 Other Economic Impacts**. A summary is of these potential new job opportunities is provided below:

<table>
<thead>
<tr>
<th>Direct jobs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa Culture Hub</td>
<td>Manager, Barossa Regional Culture Hub</td>
</tr>
<tr>
<td>Barossa Culture Hub</td>
<td>Programs Officer</td>
</tr>
<tr>
<td>Barossa Culture Hub</td>
<td>Heritage Officer</td>
</tr>
<tr>
<td>Barossa Culture Hub</td>
<td>Admin Officer</td>
</tr>
<tr>
<td>Barossa Community Club (accommodation)</td>
<td>Artisan Guest Suites – Receptionist</td>
</tr>
<tr>
<td>Barossa Community Club (accommodation)</td>
<td>Artisan Guest Suites - Service Attendant</td>
</tr>
<tr>
<td>Barossa Community Club (accommodation)</td>
<td>Artisan Guest Suites – Cleaner</td>
</tr>
</tbody>
</table>

### 3.1.5.4 Encourage greater community volunteering in Barossa

Volunteering is time willingly given for the common good and without financial gain. Volunteering continues to play a role central to Australia’s identity as a nation, with 5.8 million Australians or 31 per cent of the population volunteering, making an estimated annual contribution of $290 billion to our economic and social good. (Source: [https://www.volunteeringaustralia.org/](https://www.volunteeringaustralia.org/)).
The benefits for volunteering directly flow on from the benefits from the networks with the community institutions.

Providing a central point to network for our arts and cultural groups, community service and related groups, who are largely volunteers grows the collective strength of the volunteering sector. The term ‘volunteering’ covers a wide diversity of activities and the volunteers who will be using the Culture Hub are an accurate reflection of this diversity. From the volunteers in the radio station, to the guides in the gallery, to the community performances. Immense diversity in the usage, but with a common theme of time willingly given for the common good and without financial gain.

Volunteers are an integral part of the social capital of Tununda and the region and the Culture Hub provides the central location and benefit of a network of very diverse in many ways, but very common in others, volunteering groups.

3.1.5.5 Current volunteer rates in the Barossa
ABS Census 2016 analysis of the voluntary work performed by the population in the Barossa Council area compared to Greater Adelaide, shows that there was a higher proportion of people who volunteered for an organisation or group. Overall, 29.4% of the population reported performing voluntary work, compared with 19.5% for Greater Adelaide. The number of volunteers in The Barossa Council area increased by 890 people between 2011 and 2016.

3.1.5.6 Current volunteer activities at the Tanunda Soldiers Memorial Hall
There are currently 55 volunteers who regularly assist at the Tanunda Soldiers Memorial Hall. The 55 volunteers contributed a total of 3,227 volunteer hours in 2017/18. A summary is provided in the table below.

<table>
<thead>
<tr>
<th>Gallery Volunteer Hours (2017/2018 year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer role</td>
</tr>
<tr>
<td>Sitters and shop</td>
</tr>
<tr>
<td>Organ Volunteers</td>
</tr>
<tr>
<td>Exhibition Volunteers</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

SOURCE: BAROSSA COUNCIL

Barossa community restores 20-tonne pipe organ to former glory
7.30 South Australia
By Mike Sexton
ABC 28 Aug 2014, 2:32pm

After almost a quarter of a century of trial and error, one of the most dramatic organ transplants has taken place in the Barossa Valley.

A Hill and Son grand pipe organ will this weekend make its debut in the Tanunda Soldiers’ Memorial Hall.

“It is wonderful she has been able to regain her rightful place in South Australia as an instrument of prestige,” said Secretary of the Organ Historical Trust of Australia Steve Kaesler (OHTA). “She is an instrument that really has a personality of its own.”

The instrument came to Australia from England in 1875 and two years later was installed in Adelaide Town Hall.

At the time Melbourne was the only other town hall in the country with a similar pipe organ.
The instrument was painted white in keeping with fashion in the 1930s. In 1970 it was given a major overhaul in an attempt to modernise it.

The work did not improve the instrument and by 1990 it was considered to be in such a poor state that the council replaced it.

That was when Steve Kaesler and the OHTA asked to have the remains of the original organ and began the task of restoring it to its original glory.

**Original design drawings and old photos used for restoration**

Restoration work began with master organ builder George Stephens testing the 2,260 pipes.

Once they had been modified, repaired or replaced, volunteers rebuilt the case, bellows and structure that housed them.

Without any original design drawings, they relied on old photos and information from the Goulburn Cathedral in New South Wales where a similar organ is housed.

Every Saturday for more than 20 years, volunteers have gathered to restore and rebuild the organ.

Each original piece was stripped and cleaned and new pieces manufactured.

The restored organ weighs 20 tonnes and stands 10 metres tall.

“It represents the pinnacle of the industrialised age of the 1800s, and it’s a work of art as well as a musical masterpiece,” Mr Kaesler said.

The community raised about $400,000 to pay for professional work and estimated another $600,000 was supplied in-kind by donations from the community.

“It was like an enormous jigsaw,” said benefactor Margaret Lehmann.

“They were told it couldn’t be done and what I really like is that they took no notice of that and just kept putting one foot in front of the other.”

Having been restored as a community effort, the committee believes the instrument belongs to the Barossa Valley where music is as much a part of its heritage as food and wine.

“It is not under glass, it is for everyone and especially we hope young people will be inspired,” Mrs Lehmann said.

A series of concerts this weekend will mark the next stage in the musical career of the grand old instrument.

**3.1.5.7 New volunteer opportunities post development**

It is anticipated that post development a significant number of additional volunteer opportunities will arise. Roles just as additional guides, front of house, marketing, ticket collection, sales, event assistants, etc, will be created. Currently there are 55 volunteers contributing a total of 3,227 volunteer hours. 3,227 hours across 55 volunteers, is 58.67 hours per volunteer, per annum.
### Gallery Volunteers Hours (2017/2018 year) Total - 3,227

<table>
<thead>
<tr>
<th>Volunteer role</th>
<th>Volunteer hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sitters and shop</td>
<td>1827 (formally gathered)</td>
</tr>
<tr>
<td>Organ Volunteers</td>
<td>1000</td>
</tr>
<tr>
<td>Exhibition Volunteers</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,227 hours (55 volunteers)</strong></td>
</tr>
</tbody>
</table>

Source: Barossa Council

It is estimated that post development, volunteer numbers will reach 90 persons (equivalent to 35 additional volunteers) with 6,450 predicted hours contributed to the Culture Hub. This equates to approximately 71.66 hours per volunteer per annum.

## Triple B radio

In addition to this, the community radio station that is proposed to be relocated into the facility – Triple B - is currently run purely by volunteers. The station will relocate to the Barossa Culture Hub post development (they need to move from their current premises). They currently have 37 volunteers providing 8580 hours of broadcasting and other volunteer input.

It is anticipated that Triple B volunteer activity will increase by 30% to 48 volunteers (equivalent to 11 additional volunteers) post development who will contribute 11,154 volunteer hours per annum.

## Why are volunteer opportunities important?

These volunteer opportunities will result in a number of benefits such as social inclusion, meeting new people, building healthy relationships and work experience. Volunteering strengthens residents' ties to the community and can also help to develop a solid support base thereby supporting mental health and employment prospects. Work experience opportunities in a number of roles which will be of particular benefit to the youth in the community.

## 3.1.6 The importance of participation and access to the arts and culture

Social inclusion entails removing barriers to increase participation and build sustainable communities that facilitate action and co-operation for mutual benefit. Therefore, a key part of creating social inclusion is to remove barriers to participation that may otherwise cause social isolation. Social isolation occurs when people do not feel connected to community.

Experiencing social isolation can cause harmful thoughts, loss of self-esteem, fear and anger, social rejection, punishing the self, and exclusion. Motivations to access mental health services can be a challenge due to limited mental health services offered in regional and remote areas.

Social inclusion entails enabling full participation in community life, part of which is engagement with the arts, their organisations and its diversity of cultural expression. Social inclusion entails ‘an inclusive environment where individuals from diverse cultural backgrounds are given an opportunity to participate in and contribute towards the socioeconomic development of society.

The arts can assist marginalised individuals, such as low-income earners, older people and individuals with ill health and from diverse cultural backgrounds, through integrating them into business processes. Increased participation from marginalised groups improves self-esteem and confidence, leading to improved employment opportunities, higher income and better health.

Hence, the arts bring people together in a professional capacity to create art, rehearse, and take part in performances, contributing towards a collective sense of identity and place.

Source: Regional Arts Australia Stats and Stories: The Impact of the Arts in Regional Australia
3.1.6.1 The importance of connections and inclusion

In a socially inclusive community, residents have opportunities to participate fully in the social, economic and cultural life of their community. Such major infrastructure projects further result in a sense of community pride and positivity in seeing improvements made to a home town.

Due to the size of the Tanunda Township and its relationship to the outlying smaller village settlements, almost all residents in the Barossa LGA will have a direct interest in this project.

Connection and inclusion are critical in small communities like Tununda. It has been described as safe and relaxed, quiet, and a family and elderly friendly place to live and when the community is asked to say what makes their life meaningful, they refer to their relationships.

Tununda residents have a strong community focus with multiple clubs and volunteer groups, strong family and friendship groups and good general community interactions. People have the opportunities to meet lots of different people in their communities and build support networks. Towns with larger population would not have as many opportunities for social inclusion and enabling people to participate fully in the social and economic life of the community.

As shown by the partnership letters, by building the Culture Hub works, we are not only building the economy but providing for connection between different industries or arts, events, wine and tourism. We are providing venues for sharing, for community grow as a place to be. As an established socially inclusive community, new residents will have a rare opportunity to immediately participate fully in the social, economic and cultural life of the Tununda community. These socially inclusive community groups provide community connections with opportunities to build support networks allowing new residents and families to participate fully in the social, economic, cultural and sporting life of our community.

By providing a place to meet and to tell stories, we are providing a place for connection.

3.1.7 Make the region more attractive to residents and investors

Arts and culture also contribute directly to the ‘liveability’ of a region, in particular through vibrant and diverse activities such as cultural events and celebrations. The arts, and public artwork, also contribute to well-designed public spaces, creating attractive, accessible places where people want to meet and create new social connections.

This project will result in new galleries and artists studios which will tell the visual story and increase economic output in the region whilst encouraging participation in the arts, which will attract many including those interested in expanding their artistic creativity.

Council is aiming to create liveability benefits for the entire community, in addition to the tourists and visitors. The Barossa Regional Culture Hub will be a place for residents to hold and attend events and provide for everything from art, craft, song, food and wine.

A new events space will tell the story of Barossa in theatre, dance and song and the audience will be both tourists and local residents.

This project will ultimately make the Barossa region a more attractive region in which to live, invest and visit.

3.1.7.1 Support regional population growth

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.
From 2016 to 2051 (the minimum 35 year horizon of this investment), population in the Council area being the whole catchment for this investment is estimated to grow by 15,784 (66.9%) people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016. The following graphs highlight current and forecast changes.

**Historical and Current Population**

![Population Chart]

Source: Barossa Culture Hub Feasibility Study

**Forecast Population Growth**

![Population Forecast Chart]

Source: Barossa Culture Hub Feasibility Study
3.2 Strategic alignment

This section assesses the alignment of the Project with current Federal and State Government and Council policies, strategies and initiatives.

<table>
<thead>
<tr>
<th>Strategic Policy</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Government: Regions 2030</td>
<td>Culture hub is using a unique story telling approach to contribute to national growth, attract more investment, create and maintain jobs and unlock their economic potential.</td>
</tr>
<tr>
<td>Tourism Australia</td>
<td>The Barossa Culture Hub is a project that aligns with Tourism Australia policy to make Australia the most desirable destination on earth. The project is part of the broader objective to influence people to travel to Australia and influence people travelling to Australia to travel throughout Australia. The additional alignment is that we are meeting the need for Tourism 2020 to have projects and locations that focus on improving the industry’s performance and competitiveness with new opportunities for growth and addressing supply-side factors</td>
</tr>
</tbody>
</table>
| South Australian Tourism Plan 2014                    | • Work collaboratively with partners to use experiences to drive conversion  
• Develop innovative partnerships across sectors and different industries that deliver outcomes for tourism, such as food and wine and the arts  
• Further strengthen the delivery of high quality experiences to ensure strong satisfaction, repeat visitation and word of mouth marketing  
• Encourage visitors to disperse around South Australia through regional events and festivals |
| Tourism Barossa Strategic Plan 2017-18                | • Support the development of a broad portfolio of trade-ready, commissionable product  
• Deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region  
• Develop the culinary and cultural tourism potential of the region with emphasis on the Barossa’s unique heritage legacy, authenticity and excellence in product and service  
• Amplify unique Barossa stories and experiences through media, trade and partners |
| RDA Regional Roadmap 2014-17                          | • Interactive art spaces, music recording and performance facilities |
| Regional Events Strategy 2014-16                       | • Annual events calendar which is consumer focused and uses key underlying themes of food, wine and heritage  
• Barossa Vintage Festival is on its way to reclaim its lead in Australian Food and Wine Festivals, with three other events which have Hallmark capability  
• Consumer intimacy and connecting with them through events will provide a point of difference for our region  
• Strategic alliances developed outside the region including with Adelaide based events  
• A growth in business events by maximising this opportunity |
| South Australian International Wine Tourism Strategy 2018 | • Drive awareness and appeal of South Australian wine tourism products which in turn results in increased visitor numbers and expenditure in our wine regions  
• Drive collaboration across key partners and work with wine regions and wineries that deliver high quality experiences to increase visitation and expenditure from international markets  
• Ensure key events drive appeal for, and visitation to, South Australian wine regions  
• Drive awareness of regional wine festivals to international audiences |
| Country Arts SA Strategic Plan 2016-2020               | • Produce and present new work  
• Enable regional artists to raise their profile  
• Make more art in our spaces  
• Increase average audiences/participants per activity  
• Embed digital engagement, communication and presentation across all programs  
• Seek new opportunities to upgrade and refresh our arts centres, infrastructure and technologies |
| **The South Australian Music Industry Strategy (Music Development Office) 2018** | • Overcome challenges of:  
• Small population  
• Touring difficulties due to geographical remoteness  
• Lack of major labels and publishers  
• Culture of slow ticket sales  
• Reduction of street press and business  
• Social media presence and websites |
| --- | --- |
| **Regional Heritage Strategy 2014-2020** | • Maintain a strong, knowledgeable and collaborative community heritage sector for the region  
• Establish a strong presence in the cultural tourism sector and establish heritage experiences which contribute to the social, environmental, cultural and economic status of the community  
• Ensure the community are informed about issues and concerns related to the community heritage sector and they have access to opportunities where they can engage with heritage experiences, organisations and issues |
| **Barossa Community Plan 2016-2036** | • Support the development of activities that celebrate the history and culture of the Barossa and its people  
• Support a vibrant and growing arts, cultural, heritage and events sector  
• Invest in, and advocate for, community facilities that support cultural and community participation  
• Work closely with State Government, Federal Government and stakeholders to support economic growth, development and job creation |
| **Council’s Strategic Management Plans 2016** | • Move from Annual Budgeting to Long Term Financial Planning for all asset classes  
• Annually review Asset Management Plans  
• Refine Long Term Financial Plan covering 10 years  
• Continue to incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets.  
• Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.  
• Report Council’s financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.  
• Ensure Council’s decisions are made from accurate and current information in asset registers, on service level performance and costs and ‘whole of life’ costs.  
• Report on Council’s resources and operational capability to deliver the services needed by the community in the Annual Report.  
• Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.  
• Implement an Improvement Plan to realise ‘core’ maturity for the financial and asset management competencies  
• Report to Council, Audit Committee and CEO on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans |
3.3 Stakeholder consultation and community support

The Barossa Culture Hub Master plan developed by a large community stakeholder group (including representatives from regional tourism, wine and food bodies and RDA). Smaller working groups went out for community consultation in June of this year including circa 7,000 social media hits from Council’s online posts and video content. Initiatives to engage with relevant stakeholders also include:

- Stakeholder meetings
- Stakeholder emails
- Partner enewsletters – RDA Barossa, Tourism Barossa, Art Music Design Barossa, Barossa Visitor Centre, BGWA
- Visual displays – Nuriootpa administration centre, Barossa Regional Gallery, branch libraries
- Triple Bfm radio interview (15 March, 2018)
- Community liaison – Tanunda Kindergarten, Tanunda Club, Triple Bfm

A Barossa Culture Hub COMMUNITY ENGAGEMENT SUMMARY DOCUMENT 30 APRIL-21 MAY, was developed to summarise all the engagement activities undertaken.

Community support for the project is demonstrated by the participation and feedback acquired during the community consultation process. It is also demonstrated by the letters of support received which are supplied separately.
An economic appraisal has been undertaken to determine the magnitude of benefits generated relative to the expenditure required to develop the ‘Barossa Regional Culture Hub Project’.

4.1 Objectives, options and scope

The objective of this economic appraisal is to assess whether undertaking the Barossa Regional Culture Hub Project would be more beneficial for the community as a whole than a ‘without project’ case scenario.

This economic appraisal uses a cost benefit framework (CBA) to assess the desirability of each option. The appraisal focuses on the benefits and costs accrued by users (Barossa LGA, visitors to the region and the community as a whole), which include savings in business growth constraints, social costs and encouraging further investment and increased tourism. Benefits arising from each option are based on net decreases in user costs relative to the ‘without project’ case.

There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

To compensate for this, this study separately identifies, in a qualitative way, the full range of program outcomes, including economic, social and environmental costs and benefits. This approach is outlined in the Qualitative Assessment.

4.1.1 Scope Assessment

Scenario 1 – ‘status quo’ It is assumed that development in the project area would remain largely unchanged, resulting in a number of detrimental situations including:

• increased youth unemployment
• less competitive than other wine regions resulting in a decline in tourist numbers
• less access to arts and culture
• fewer employment opportunities
• less community cohesion
• less CBD and regional activation
• no catalyst for attracting additional private investment into the region
• no additional jobs being created within the local community
• less community infrastructure
• less attractive to current and future residents
• lost opportunities to develop the character of the Barossa

Scenario 2 – with the Barossa Regional Culture Hub Project, It is assumed that each action is completed in the next 2-10 years resulting in:

• improved destination image, competitiveness and sustainability
• creation of a central place for storytelling
• greater social cohesion and sense of belonging
• improved liveability of the region
• population growth as the region becomes more attractive to residents
• greater volunteer opportunities
• workshops assisting people into new employment roles
• reduction in youth unemployment
• new training opportunities
• support a generation of new entrepreneurs in the creative industries
• the region has an additional drawcard to compliment its already renowned reputation as global wine city
• local employment opportunities created
• more business opportunities
• induced/leveraged development
• induced visitor numbers and expenditure (increased length of stay)
• induced local expenditure (retention of local expenditure)
• increased output for a number of growth industry sectors including tourism
• greater access to the arts and culture
• reduction in seasonality of tourism

4.2 Quantitative assessment of benefits

Modeling for the economic appraisal has been carried out according to Treasury Guidelines.

Costs and benefits that can be directly expressed in economic terms are referred to as ‘quantitative’. Costs or benefits that cannot be quantified in economic terms are referred to as ‘qualitative costs’ and ‘qualitative benefits’. It is important here to understand that ‘quantitative’ in this sense means quantified in monetary terms. Even though something can be expressed numerically, it may not necessarily be able to be quantified in the economic sense by the assignment of a monetary value.

4.2.1 General parameter values

The following general parameter values have been used for the ‘Barossa Regional Culture Hub Project’ user cost benefit analysis.

• Base Year - The base year considered for discounting purposes is 2018.
• Discount Rates - A discount rate of 7% has been used to discount future capital costs and user costs to the base year. Discount rates of 3% and 10% have also been used for the purpose of sensitivity analysis.
• Evaluation Period - An evaluation period of 30 years has been used for the economic analysis.
• Dollar values - All dollar values are based on the Australian dollar using estimated 2018/19 figures.
• Construction of the ‘Barossa Regional Culture Hub Project’ is proposed to begin in 2020.

4.2.2 Monetised benefits

The benefits of the ‘Barossa Regional Culture Hub Project’ are further detailed below and have been estimated as the sum of:

• increase in visitor numbers and subsequent spend:
  • International Overnight Visitors
  • Domestic Overnight Visitors
  • Daytrip Visitors
• various revenue streams from workshops in the hub and leases
• increased volunteer activities

In order to quantify these impacts, unit values for each parameter are required. These have been derived
by referencing other reports and surveys and through discussions with local agents and businesses. Where dollar values were not available, this has been highlighted. In order to quantify these impacts, unit values for each parameter are required. These have been derived by referencing other reports and surveys and through discussions with local agents and businesses. All calculations are considered to be conservative.

A summary of the monetised benefits and their characteristics have been provided in Table 4.2.2.

<table>
<thead>
<tr>
<th>Benefit type</th>
<th>Benefit $ value first year post development only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitor numbers and subsequent spend:</td>
<td></td>
</tr>
<tr>
<td>• 2.5% inc. International Overnight Visitors (staying 1 night only)</td>
<td>$21,000</td>
</tr>
<tr>
<td>• 2.5% inc. Domestic Overnight Visitors (staying 1 night only)</td>
<td>$1,076,950</td>
</tr>
<tr>
<td>• 2.5% inc. Daytrip Visitors</td>
<td>$1,911,600</td>
</tr>
<tr>
<td>Various revenue streams from workshops in the hub and leases</td>
<td>$203,011</td>
</tr>
<tr>
<td>Increased volunteer activities</td>
<td>$210,280.26</td>
</tr>
</tbody>
</table>

### 4.2.2.1 Increase in visitor numbers and subsequent spend

Using the Tourism metrics for Barossa LGA - 2018 from Tourism Research Australia 2018 (SEE APPENDIX A), it has been estimated that post development tourism numbers will increase by (a conservative) 2.5% per annum.

As a result the following conservative increase in tourist numbers, the following increase in expenditure is estimated:

<table>
<thead>
<tr>
<th>2018 visitors</th>
<th>% increase</th>
<th>Av. spend per night/day</th>
<th>Total $ First year</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>12,000</td>
<td>2.5% increase = 300</td>
<td>$70</td>
</tr>
<tr>
<td>Domestic overnight</td>
<td>181,000</td>
<td>2.5% increase = 4,525</td>
<td>$238</td>
</tr>
<tr>
<td>Domestic day</td>
<td>708,000</td>
<td>2.5% increase = 17,700</td>
<td>$108</td>
</tr>
</tbody>
</table>

**Increased tourism expenditure total** $3,009,550

Source: TRA 2018 LGA Profile; A.P. SHEERE CONSULTING

### 4.2.2.4 Revenue streams from the new Hub

A number of revenue streams will provide income on an annual basis post development. The table below provides a summary of these income streams.

<table>
<thead>
<tr>
<th>Revenue stream</th>
<th>Note</th>
<th>First year of income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artist Studio Tenancy</td>
<td>Based on full capacity of five studio spaces leased for $95 per week over 48 weeks. And one emerging artist studio leased for $40 per week. Year 3 and Year 4 at 60% and 80% of capacity</td>
<td>24,720</td>
</tr>
<tr>
<td>Triple B Lease</td>
<td>Leasing Payment which includes Utilities</td>
<td>4,244</td>
</tr>
<tr>
<td>Liedertafel Lease</td>
<td>at existing levels</td>
<td>1,750</td>
</tr>
<tr>
<td>Music Incubator Lease</td>
<td>First two years will be at minimal cost given as a subsidy to nurture the new creative business – this could vary depending on the size of the space allocated to the Music Incubator. Their lease fee would also allow them to use other spaces for music-based activities for free or reduced cost in exchange for some broader facility support in terms of supervision of the black box space and tech support.</td>
<td>10,000</td>
</tr>
<tr>
<td>Barossa Players Lease</td>
<td>This is based on what commission they currently provide to BACC for ticket sales.</td>
<td>3,713</td>
</tr>
<tr>
<td>Concert Income</td>
<td>Shared with the Friends of the Hill and Son Organ 25% of ticket income</td>
<td>8,434</td>
</tr>
</tbody>
</table>
4.2.2.5 Increased volunteer activities

“Volunteers are the lifeblood of so many facets of our society, including aged care, emergency services, environmental management, health care, sport and tourism – all of which simply could not operate effectively without them.” Minister for Citizenship and Communities NSW.

In 2014 research by Dr Lisel O’Dwyer from Flinders University calculated that volunteering contributes $290 billion to the Australian economy each year – almost 50 percent more than the $200 billion estimated in 2012. The Economic Value of Volunteering in South Australia report showed that South Australia’s volunteers’ contribution, based on 2006 data, was valued at more than $4.89 billion annually.

This equates to $6,329,240,616.82 in 2018 (using the RBA inflation calculator). According to the 2016 ABS Census, there were 1,383,650 volunteers in South Australia making a contribution of over $6 billion to the SA and National economy. This equates to approximately $4,574.31 per volunteer per annum.

It is estimated that an additional 35 volunteers will be engaged in activities at the Barossa Regional Culture Hub post development. Plus an additional 11 volunteers working for the Triple B radio station.

Using this average figure of $2,570 per volunteer, if we estimate that these additional 46 volunteers are recruited, then this would equate to an estimated $210,280.26 (46 x $4,574.31) in value per annum to the local economy per annum. For the purposes of this CBA the number of volunteers has been conservatively increased by 2 volunteers per annum.

4.3 Cost Benefit Analysis Summary

To provide the total present value of benefits for undertaking the Barossa Regional Culture Hub Project the resultant time-stream of cost savings (or increases) were discounted and summed over the 30 year evaluation period from opening the new facility.

A similar process of discounting and addition was carried out for the capital and maintenance costs previously identified, to provide the equivalent present value of costs for each option. A summary of the results for the economic analysis in terms of Net Present Value (NPV) and Benefit Cost Ratio (BCR) are provided below. These were calculated from the estimates of Present Value Benefits and Present Value Costs assessed in accordance with the method outlined above. See Figure 4.4 for calculations at a 7% discount rate.

A Benefit Cost Ratio greater than 1 means that the benefits outweigh the costs and the investment should be considered. If the ratio is less than 1, the costs outweigh the benefits. If the BCR is equal to 1, the benefits equal the costs. Using a real discount rate of 7 per cent, the total project generates a net present value of over $31.5 million with a benefit cost ratio of 2.35.
A benefit-cost ratio of 2.35 means that policymakers can expect $2.35 in benefits for every $1 in costs. A summary is provided below:

- Discount rate - 7%
- Present value of costs - $23,346,629.41
- Present value of benefits - $54,910,024.67
- Net present value - $31,563,395.26
- Benefit cost ratio - 2.35
- Internal rate of return - 21%

Figure 4.3 BCR at 7% discount rate

4.4 Sensitivity Analysis

The sensitivity analysis was carried out using a Discount Rate of 3% and 10%. The results of the sensitivity analysis are summarised here:

- NPV with 3% discount rate - $61,545,909.16
- Benefit cost ratio - 2.95
- NPV with 10% discount rate - $19,746,447.02
- Benefit cost ratio - 1.98
4.5 Qualitative Assessment

A qualitative assessment has been undertaken to support the Cost Benefit Analysis to highlight a range of potential costs and benefits associated with the project that cannot be assigned a value or easily costed.

**Improved Livability**

The contribution of an arts/cultural program to liveability may be evidenced by:

- improved residents’ perceptions of the place where they live
- increased social capital – the norms and networks that enable collective action
- greater participation and contribution by volunteers
- stronger public/private/voluntary sector partnerships

**Valuing Diversity**

With one quarter of Australians born overseas many regional areas are linguistically and culturally diverse. This creates potential benefits for production, innovation and creativity.

Participation in multicultural arts activities leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of art forms is important in creating a cohesive society. In 2014 the Australia Council for the Arts found that 92% of people surveyed agreed that Indigenous arts are an important part of Australian culture. Indigenous artists practicing traditional and contemporary art are supporting better understanding and reconciliation across the regions.

**Feeling Part of Society**

Problems such as unemployment or family breakdown are alleviated when people feel included in society. Social inclusion is a determinant of mental health and well-being. The arts play a vital role in reaching and engaging people. They provide social opportunities and entertainment alongside other activities such as sports or gaming. Volunteering is a key activity that brings people together and creates social capital. Most arts organisations in regional areas rely on volunteers, and provide the opportunity for people to engage and connect. Volunteering builds networks, skills and professional experience and has positive effects on people’s physical and mental vitality.

**The Value of Civic Pride**

Civic pride in a community can improve social behaviour and encourage people to care for the neighbourhood and the environment. A community which prides itself can generate a feeling of well-being for residents, which in turn boosts internal and external perceptions of a region.

The arts provide many opportunities for individuals and groups to generate civic pride. Public celebrations and local festivals engage people and enable community self-determination. Festivals and arts events give regional communities an opportunity to communicate the vision and values of a place and help a regional community to form a strong and distinct shared identity.

Public art projects engage people. They often create a physical expression of local cultural values.

**The Value of Local Groups**

Many regional arts activities and organisations are small, local and community-focused. Local community choirs, small theatre or dance groups, a gallery society or a group of artists all serve the local community, creating a sense of community identity.

The critical importance of the role of these community associations involved in visual arts and crafts, music, theatre, dance and other arts is widely recognised by community development, health and academic institutions.
Arts Projects Can Re-Define Locations

Rural, regional and remote locations are unique, complex and a significant part of Australian identity, defined in part by history and landscape. Many are now adversely affected by shifts in local economies and populations. Arts activities and projects can re-define such locations in new and positive ways, providing both residents and visitors with a strong sense of a community’s unique identity. The First Coat mural festival and project in Toowoomba has been credited with reducing vandalism from tagging and graffiti, changing the nature of the CBD, attracting tourists and bringing the region to national and international attention.

4.6 Other economic impacts

4.6.1 Direct jobs

It is estimated that 3.6FTE jobs will be created post development at the Barossa Regional Culture Hub. A summary of the roles are as follows:

- **Manager, Barossa Regional Culture Hub** - The primary objective of this position is to plan, lead and manage the Barossa Regional Culture Hub to deliver a unique cultural and creative space that activates cultural activity and supports creative industries across the region.
- **Programs Officer** - To support the effective operation of the Barossa Regional Culture Hub through the development and co-ordination of a range of program activities providing a premiere cultural experience for the local community and visitors to the region and promoting creative industries.
- **Heritage Officer** - To support the effective operation of the Barossa Regional Culture Hub through management of the heritage collection, program development and implementation as well as providing high level customer service to deliver a premium cultural experience for the local community and visitors to the region.
- **Admin Officer** - To ensure the effective operation of the Barossa Regional Culture Hub through providing general administration support as well as a friendly, effective and comprehensive information and booking service for visitors and the general community to deliver a unique arts and cultural experience.

It is estimated that 3 FTE jobs will be created post development at the Barossa Community Club. A summary of the roles are as follows:

- **Artisan Guest Suites – Receptionist** - This position is responsible for providing professional, friendly and comprehensive information and booking services for hotel guests.
- **Artisan Guest Suites - Service Attendant** - This position is responsible for providing high quality, efficient and professional food and beverage services to hotel guests and customers.
- **Artisan Guest Suites – Cleaner** - This position is responsible for providing professional and comprehensive cleaning services to hotel facilities, amenities and guest accommodation.

There is also the potential to leverage further jobs if the occupancy projections for the accommodation are realised and to support increased demand for related restaurant, bar and catering services generated by patronage of the expanded and new cultural hub facilities (potentially up to 5 further positions during the subsequent 5-year period).

4.6.1 Multiplier impacts - construction jobs

This project will have a significant economic impact on a number of business sectors and the local community in general.

ABS National Accounts: Inputs-Outputs data show that for every $1 million spent on construction work gives rise to 9 FTEs in the construction industry (the initial employment effect). The construction of this project is a $11.7 million investment. Based on this approach this would lead to potentially over 105 FTE construction job years during the construction period.
The 1996-1997 ANA Input-Output Tables identified Employment Multipliers for first round industrial support and consumption induced effect of 0.33, 0.45 and 2.33 respectively for every job year in direct construction. Therefore, for the $11.7 million in construction costs, a total of 432 full time FTE jobs could be generated in the economy including the 105 FTE jobs generated during construction (Table 4.6 below).

The jobs created by the project arise as a result of increased demand for construction materials and derived demand for associated goods and services. Construction workers, consultants, contractors and engineers will spend a portion of their salaries on food, accommodation and recreation in the vicinity of the construction area. There are a number of social and environmental impacts that cannot be valued due to limited information about the valuations of social and environmental benefits and costs associated with certain elements of the project.

Note that the multiplier effects are national, and not necessarily local. The ABS states that:

“Care is needed in interpreting multiplier effects; their theoretical basis produces estimates which somewhat overstate the actual impacts in terms of output and employment. Nevertheless, the estimates illustrate the high flow-on effects of construction activity to the rest of the economy. Clearly, through its multipliers, construction activity has a high impact on the economy.”

Table 4.6 Employment multipliers

<table>
<thead>
<tr>
<th></th>
<th>Initial effects (1)</th>
<th>Firstround effects (2)</th>
<th>Industrial support effects (3)</th>
<th>Production induced effects (4=2+3)</th>
<th>Consumption induced effects (5)</th>
<th>Total multiplier (6=1+4+5) FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction-total job years generated</td>
<td>105</td>
<td>34.65 (105 x 0.33)</td>
<td>47.25 (105 x 0.45)</td>
<td>81.90</td>
<td>244.65 (105 x 2.33)</td>
<td>431.55</td>
</tr>
</tbody>
</table>

Direct allocation of imports method, ABS ANA Input-Output Tables
LOCAL GOVERNMENT AREA PROFILES, 2018*
BAROSSA (DC), SOUTH AUSTRALIA
AREA POPULATION*: 24,808

TOURISM BUSINESSES*

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-employed</td>
<td>106</td>
</tr>
<tr>
<td>1 to 4 employees</td>
<td>76</td>
</tr>
<tr>
<td>5 to 19 employees</td>
<td>52</td>
</tr>
<tr>
<td>20 or more employees</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
</tr>
</tbody>
</table>

TOP INTERNATIONAL MARKETS

<table>
<thead>
<tr>
<th>Country of Residence</th>
<th>Visitors ('000)</th>
<th>Nights ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>United States of America</td>
<td>np</td>
<td>np</td>
</tr>
<tr>
<td>New Zealand</td>
<td>np</td>
<td>np</td>
</tr>
</tbody>
</table>

KEY TOURISM METRICS FOR BAROSSA (DC)

<table>
<thead>
<tr>
<th>Metric</th>
<th>International</th>
<th>Domestic Overnight</th>
<th>Domestic Day</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors ('000)</td>
<td>12</td>
<td>181</td>
<td>708</td>
<td>901</td>
</tr>
<tr>
<td>Nights ('000)</td>
<td>172</td>
<td>438</td>
<td>-</td>
<td>611</td>
</tr>
<tr>
<td>Average stay (nights)</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Spend ($m)</td>
<td>12</td>
<td>104</td>
<td>77</td>
<td>193</td>
</tr>
<tr>
<td>Average spend per trip ($)</td>
<td>1,010</td>
<td>576</td>
<td>108</td>
<td>215</td>
</tr>
<tr>
<td>Average spend per night ($)</td>
<td>70</td>
<td>238</td>
<td>-</td>
<td>191</td>
</tr>
<tr>
<td>Average spend (commercial accommodation) per night ($)</td>
<td>80</td>
<td>257</td>
<td>-</td>
<td>209</td>
</tr>
</tbody>
</table>
7.2.1 EXECUTIVE SERVICES – CHIEF EXECUTIVE OFFICER REPORT

7.2.1.2 RESPONSE TO 5G DEPUTATION

20/12767

PURPOSE

This report is in direct response to the Deputation provided by Ms Linda Moulle and Ms Soli Goodes at the Council Meeting held on 28 January 2020.

RECOMMENDATION

That Council receive and acknowledge the deputation and the analysis against the salient points in this report and:

(1) The Chief Executive Officer writes to the deputees outlining the summary in this report;
(2) The Mayor writes to the Minister for Communications and ARPANSA seeking to understand what additional research is being undertaken and will the results be made public and will there be an ongoing monitoring program; and
(3) Note that development applications and other activity will be managed in accordance with the regulatory frameworks applicable in South Australia and in the context of the current position of ARPANSA.

REPORT

Introduction

Ms Linda Moulle recently spoke at Council Meeting 28 January 2020 and provided Council with a 5G Information Kit, with her request being that Council invokes the Precautionary Principle in relation to the 5G roll out and technology.

The deputation expressed concerns about the health risks of exposure to microwave radiation from the 5G and 4GX network and in particular the 2.4 GHz frequency it is/will be delivered on.

In a recent letter provided to Council by the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) Council was assured that they have no role in promoting the deployment of the 5G networks and no decision-making role regarding the regulatory arrangements. The Australian Communications and Media Authority (ACMA) regulates radio waves from mobile phone base stations and other communications installations. The ACMA’s regulatory arrangements require base stations to comply with the exposure limits in ARPANSA’s Radiation Protection Standard for Maximum Exposure Levels to Radio frequency Fields -3 kHz to 300 GHz. The ARPANSA RF Standard is designed to protect people of all ages and health status against all known adverse health effects from exposure to radio waves.

Council has also been advised by ARPANSA that the Commonwealth Government recently announced a $9 million program over four years to provide additional
funding for research and to deliver accessible information to communities about the safety of regulated radio waves from telecommunications facilities.

**Discussion**

Ms Moulle and Ms Goodes have requested the following be actioned:

<table>
<thead>
<tr>
<th>Deputation Matter Raised</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request to refuse all planning applications for new towers and upgrades to existing towers and small cell installations unless proven safe and a complete Environmental impact is done.</td>
<td>The assessment of development applications for the installation of towers and other infrastructure is a matter to be determined on a case by case basis in accordance with the Development Act and Planning, Development and Infrastructure Act and the relevant state planning controls. This is also coupled with considerations against the Commonwealth Telecommunications Act which may preclude some forms of development. To refuse such applications would likely put council in a position of non-compliance with current planning laws and will lead to challenges from applicants which would be difficult to defend in light of the current regulatory bodies position outlined above in the introduction.</td>
</tr>
<tr>
<td>Council to request real time monitoring and real field measurements of EMF’s to be undertaken of the existing structures.</td>
<td>Noted Council could ask of the regulatory body what monitoring is undertaken and if results can be provided to the deputees.</td>
</tr>
<tr>
<td>Request to halt the 5G roll out.</td>
<td>The current regulatory bodies have determined the technology is safe and to request such action is not supported at this time, noting the bodies will continue to undertake further research.</td>
</tr>
<tr>
<td><strong>Stop spending funds on Smart Cities and Suburbs Program</strong></td>
<td>We are not currently spending any funds on the Smart Cities and Suburbs Program. When weighing up the risks versus benefits as they are currently understood, limiting access to future avenues for funding in the current environment would be unwarranted and place future opportunities for the community at risk</td>
</tr>
<tr>
<td>Does Council’s public and product liability insurance cover electromagnetic radiation</td>
<td>Yes we have unlimited and wide ranging public liability insurance. Product liability insurance is not considered relevant however we have such cover.</td>
</tr>
<tr>
<td>Tree Management</td>
<td>The construction of any relevant infrastructure would be assessed on a case by case basis and there are planning and native vegetation controls</td>
</tr>
</tbody>
</table>
that would see Council determined developments against these controls.

| EMF Friendly Areas | Council will not consider such zones at this time as one the matter is outside of our control and secondly the regulatory bodies currently indicate the technology is safe. |

**Other Considerations Assessed as Part of This Response**

Officers in assessing the deputation considered other legislative mechanism but in general considered that the regulatory bodies consider the technology current safe, Telecommunication Act considerations and powers contained in the following Act are unable to provide any further guidance:

- Environmental Protection Act;
- South Australian Public Health Act; and
- Litter and Nuisance Act.

There are obviously controls contained within the Local Government Act as to the construction of infrastructure on our land or road reserves. They again would be managed on a case by case basis and assessed against the current regulatory bodies’ position and also consistent use of the land against Council Community Land Management Plans.

**Summary and Conclusion**

Whilst there are some concerns around modern technology the matters raised are somewhat beyond our powers. The Commonwealth Government have identified further research requirements and coupled with this deputation to question the monitoring seems a valid extension to this work.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 – Copy of Deputation
Attachment 2 – Letter from ARPANSA
Attachment 3 – Commonwealth Government 5G research funding

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

**Community Plan**

- Natural Environment and Built Heritage
- Community and Culture
- Health and Wellbeing
- How We Work – Good Governance

1.4 Develop and maintain streetscapes that reflect the character and heritage of the region.
2.8 Provide opportunities for the community to participate in local decision-making.
4.8 Promote a healthy community through a planned approach to public health.
Legislative Requirements
Telecommunication Act
Environmental Protection Act
South Australian Public Health Act
Litter and Nuisance Act
Local Government Act
Development Act
Planning Development and Infrastructure Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
No additional resources required. Risk management and insurance matters included in the report.

COMMUNITY CONSULTATION
There has been no community consultation on this report. Any applications for development or use on Council land may trigger future consultation requirements.
Barossa Council Deputation

Request for Precautionary Principle to be enacted with the 5G Deployment

28th January, 2019

Thank Mayor Lange and elected members for our chance to be heard today.

My name is Linda Moullae from Melrose St, Mt Pleasant and this is Soli Goodes from Sandy Creek.

We are here today to request Council invoke the Precautionary Principle in relation to the 5G rollout and technology. We believe it is Council’s due diligence to ensure duty of care as per the Barossa Council Strategic Plan and public health and environmental protection to invoke the Precautionary Principle and protect our community by halting the roll out of 5G unless it can be verified through rigorous, independent testing that this technology will have NO adverse impacts on public health and safety, wildlife and the environment.

Firstly, we would like to assure Council we are not anti-technology we all use technology and it brings us great convenience, productivity and benefits but we need to advocate for promoting safe technology. It’s risks vs benefits. And the benefits with 5G do not outweigh the risks.

Is faster internet worth exposing our families and communities 24/7 to the increased microwave radiation that comes with the increased data speed?

Secondly, I would like to remind everyone that all of us have always been exposed to natural electromagnetic fields, 7.83 Hertz being the average pulse or frequency of the earth up to nearly 100 Hertz and is dependent on the Schumann Resonance ¹. So, our exposure to electromagnetic fields is not new. Our bodies also produce electrical currents, that is what gives us life and what is measured on ECGs (hearts) and EEGs (brains). We are here today because we have credible concerns about the health risks of exposure to microwave radiation from the 5G and 4GX network and in particular the 2.4 GHz frequency it is/will be delivered on. This is a proven additional burden for our health.

Due to time constraints, we'll assume that councillors have knowledge of 5G. For those of you who don't, we've compiled and provided a list of resources which include informative lectures, talks and articles and a fraction of the evidence available from Scientists, Doctors and researchers throughout the world that all cautioned against this new military technology to critically examine the evidence on what is being labelled the 5G crisis.

I'm here to address a few key points: There are concerned residents that do NOT want 5G in the Barossa Valley Council area. Our streets would be filled with thousands of tiny antennas pumping out inescapable wireless radiation 24/7 to all our houses. No exceptions.

According to the 5G Space Appeal, “the deployment of 5G constitutes an experiment on humanity and the environment that is defined as a crime under international law”. Over 100,000 signatories from at least 187 countries have signed, including scientists, doctors, environmental organisations.

Over the last 6 months: • Brussels and Florence have refused permissions for 5G. • 13 councils in the U.K have opposed the 5G roll out. Italy there are 67 cities • At least 21 US cities have passed ordinances restricting “small cell” installation, and many are charging “recertification fees” to make it unprofitable for the wireless industry. There are many more examples of cities putting the brakes on 5G.

3 days ago on the 25th January -protests were staged around the world, including Melbourne, Sydney and Perth occurred in relation to halting 5G and the military millimetre wave frequencies it will utilise – none of the protests were mentioned in mainstream media.

On the 13th September last year, the Minister of Communications the Hon Paul Fletcher MP called for an Inquiry into 5G in Australia of which nearly 500 submissions were received. This appeared as a positive move to those that oppose or have just concerns of Electromagnetic radiation and approximately 90% of those submissions called for the halting of 5G or a call for more studies.

The Committee have had two hearings from those submissions to date, but have only considered the 10% supporting the rollout and ignored the majority and credibility of other relevant concerns, the new science and data available.
Yet the Government did announce and commit to a $9 million advertising campaign to tell us it is safe.

Herman P Schwann – A scientist and pioneer in Biomedical Engineering, set what happens to be, the current Australian standard of exposure. This was based on his findings back in 1953. Curiously he stated that there are no thermal effects felt at this exposure, but in his text book and a published study titled “Effects of microwave radiation at the cellular and molecular level “back in 1977, he showed pictorially, how blood cells reacted to wireless radiation and he termed the effects “vesicle ejection”. This describes what current research is naming voltage calcium channels. This historical study confirms that microwave technology (3, 4 & 5G) does in fact penetrate enough of the skin to cause consequences that is detrimental to all living creatures and the planet. Ironically, they will accept this famous scientists maximum EMF exposure rate but not his biomedical findings.

It is increasing obvious that Profits are being put well in front of the Health of the People and Environment.

Some Questions for Council?

1. We call on council to refuse all planning applications for new towers and upgrades to existing towers and ‘small cell installations’ unless proven safe and a complete Environmental impact is done. We cannot rely on the integrity of ARPANSA's safety standards. From what we understand only a third of the towers required for this rollout have been built so there are many more to come. Along with more devices for the Internet of Things, can Council request real time monitoring and real field measurements of EMF’s to be undertaken, not calculated behind a desk, of the existing structures.

2. We call on council to investigate and use its powers under the Local Government Act, the Environmental Planning and Assessment Act, and the Mobile Phone Base Station Deployment Code, along with any other council legislation, to halt the 5G roll out.

3. If Council has already committed the Barossa to the Smart Cities and Suburbs Program, an initiative that’s reliant on 5G. We call on Council to immediately stop spending funds on Smart Cities and the surveillance
technology that it is installing and that relies on 5G technology. We ask 
consideration be given to the paper “Building science and 
radiofrequency Radiation: What makes smart and healthy buildings” by 
Frank Clegg et al. 2 (The former President of Microsoft Canada). Also, if 
SMART LED street lighting has or is about to be installed, have they got 
the blue light diffusers?

4. Worldwide we have seen topography and landscapes change with the 
culling of trees to areas were 5G antennae are deployed. Has or Will 
Community consultation occur prior to any culling in our streets?

5. Does Council hold insurance certificates from the radiation emissions for 
each tower or 5G Cell installed by the Telcos. Does the Council’s public 
and product liability insurance cover electromagnetic radiation?

6. Millions from all over the world flock to beautiful iconic Barossa to slow 
down and enjoy what our region offers. 5G will heat us up and speed us 
up. It will manipulate the atmosphere and destroy the essence of what 
makes the Barossa unique. 5G and Smart technology not only affects the 
people opposing it, it will affect all of us especially the most 
vulnerable in our community- infants and children. We need to seriously 
help promote safe technology and become an even greater reason to 
visit, live, work and play in the Barossa Valley. There are more groups of 
people calling for destinations to go where they will not be involuntarily 
subjected to this radiation. Will the Council consider stop the roll out 
and consider establishing “white zones” or EMF friendly areas for the 
Community and Visitors to the region?

Rolling out 5G also breaks UNESCO’s (the United Nations Educational, Scientific 
and Cultural Organisation) “Precautionary Principle”, which states that: “When 
human activities may lead to morally unacceptable harm that is scientifically 
plausible but uncertain, actions shall be taken to avoid or diminish that harm.” 
Rolling out 5G without a truly independent, impartial task force of scientists 
with zero conflict of interest to further research and understand the health 
implications associated with this new technology, flies in the face of this 
Precautionary Principle and breaks international law. The strongest evidence

has impelled international experts to call for an urgent stop to the deployment of 5G technology. This should sufficiently warrant the council to take the precautionary principle.

Thank you for your time and consideration in this very important and controversial matter.
Australian Government
Australian Radiation Protection and Nuclear Safety Agency

Attachment 2

5 facts on 5G
5G is the 5th generation in mobile phone technology.

5G emits radio waves, also called radiofrequency electromagnetic energy (RF EME).

There are no established short term or long term health effects to people or the environment from radio waves at the power levels used for 5G.

5G will initially use the same type of radio waves as 4G. In the future, 5G will use 'millimetre waves'. Millimetre waves cannot travel as far as those used in 4G, so more small cell base stations are required.

ARPANSA maintains the health standard for all RF EME. The Standard is consistent with international best practice and is reviewed regularly as new research emerges.

For more information visit arpansa.gov.au
3 February 2020

Mayor Bim Lange, Mr Martin McCarthy
The Barossa Council
PO Box 867
NURIOOTPA SA 5355

Re: Public concern around 5G mobile networks and impact on people and the environment

Dear Mayor Lange and Mr McCarthy

I am writing to you with information about the new generation of mobile phone technology - 5G. In recent months, the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) has received a growing number of enquiries from local governments around Australia with respect to 5G mobile networks and concerns about the impact on the health of individuals or the environment. As such, I wanted to take the opportunity to provide you with some technical information that may assist should you receive similar enquiries.

ARPANSA is the Australian Government’s primary authority on radiation protection and nuclear safety. This includes electromagnetic radiation, including from radio waves like those used in wireless communications, such as 5G mobile networks. In order to provide the best advice on the protection of the Australian public from the effects of radiation, ARPANSA undertakes its own research and reviews relevant scientific research. This includes research and reviews of exposure to radio waves from telecommunications sources such as mobile phone base stations — sometimes called ‘towers’.

ARPANSA has no role in promoting the deployment of the 5G network, and no decision-making role regarding the regulatory arrangements. The Australian Communications and Media Authority (ACMA) regulates radio waves from mobile phone base stations and other telecommunications installations. The ACMA’s regulatory arrangements require base stations to comply with the exposure limits in ARPANSA’s Radiation Protection Standard for Maximum Exposure Levels to Radiofrequency Fields - 3 kHz to 300 GHz (‘ARPANSA RF Standard’). The ARPANSA RF Standard is designed to protect people of all ages and health status against all known adverse health effects from exposure to radio waves.

Exposure to sufficiently high levels of radio waves can heat biological tissue and potentially cause tissue damage. However, the amount of environmental radio waves routinely encountered by the general public from telecommunications sources is far too low to produce significant heating or increased body temperature. At low levels of exposure to radio waves (that is, intensities lower than those that would produce measurable heating) the evidence for harmful health effects is ambiguous and unproven. Although there have been studies reporting a range of biological effects at low levels, there has been no indication that such effects might constitute a hazard to human health or the environment.
In a 2016 measurement survey that ARPANSA conducted on radio wave levels in the environment, we found that exposure to traditional radio broadcasts, particularly AM radio, continues to be the most dominant source of background exposure for radio waves, with exposure 50,000 times below the safety limit in the ARPANSA RF Standard. Deployment of technologies to support 5G mobile networks including small cells in close proximity to people’s homes is unlikely to change this situation, with the radio wave exposure from current mobile networks currently being on average 500,000 times below the safety limit.

The 5G mobile networks in Australia will initially use frequencies in the current mobile phone network, then move to higher frequencies in the future. It is important to note that higher frequencies do not mean higher exposure. It’s not expected that the higher frequencies from 5G technologies, where they are still below the limits of the ARPANSA RF Standard, will cause any health effects or impact to the environment.

Authorities around the world including ARPANSA and the World Health Organization have examined the scientific evidence regarding possible health effects from base stations and mobile phones. Current research indicates that there are no established health effects, including cancer, from the low exposure to radio waves from mobile phone base station antennas.

ARPANSA continues to review the research into the potential health effects of radio wave emissions from base stations and other sources in order to provide accurate and up-to-date advice to the Government and the Australian people. Further information or fact sheets on this and other topics can be obtained from the ARPANSA website (https://www.arpansa.gov.au). We also operate a Talk to a Scientist program that provides a unique opportunity for the public and community to talk directly with our scientists on issues about radiation exposure and protection in Australia. You are welcome to refer any individuals seeking information on 5G technologies to this program via the details on the ARPANSA website (https://www.arpansa.gov.au/talk-to-a-scientist).

You may also be aware that the Commonwealth Government recently announced a $9 million program over four years\(^1\) to provide additional funding for research and to deliver accessible information to communities about the safety of regulated radio waves from telecommunications facilities. Relevant departments and agencies including ARPANSA are working on the detail and deployment of this program, and I expect further information will be provided in future.

I hope this information provides some assurance around the state of the science, and assists you with managing any concerns raised in your local government area.

Yours sincerely

\[\text{Signature}\]

Dr Gillian Hirth
Chief Radiation Health Scientist
Australian Radiation Protection and Nuclear Safety Agency

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7.2.1 EXECUTIVE SERVICES - CHIEF EXECUTIVE OFFICER

7.2.1.3 TIME AND PLACE OF ORDINARY MEETINGS OF COUNCIL - AMENDMENT
B10322 20/12029

PURPOSE
The 2021 January meeting must be moved as it falls on the Australia Day public holiday.

RECOMMENDATION
That Council amend resolution 2018-22/5 of 26 November 2018 as follows:

That for the term of the Council Ordinary Meetings:

(1) Will be held on the third Tuesday of the month, with the exception of:
   (a) the January ordinary meeting which shall be held on the fourth Tuesday of January but that the January 2021 meeting shall be held on Wednesday, 27 January 2021 so that it does not fall on a public holiday;
   (b) the November 2022 meeting which shall be held on the Tuesday prior to polling day

(2) Shall commence at 9.00am and;

(3) Shall be held in The Barossa Council Chamber, 43-51 Tanunda Road, Nuriootpa

REPORT
Background
Council on the 26 November 2018 set Council meetings to be held on the third Tuesday of each month except for January were they were set for the fourth Tuesday. January meetings are set a week later to avoid the holiday period and timeframes for the preparation of the agenda. The approved resolution follows.
**MOVED** Cr de Vries that for the term of the Council Ordinary meetings:

(1) Will be held on the third Tuesday of the month, with the exception of:
   (a) the January ordinary meeting which shall be held on the fourth Tuesday of January; and
   (b) the November 2022 meeting which shall be held on the Tuesday prior to polling day.

(2) Shall commence at 9.00am and;

(3) Shall be held in The Barossa Council Chamber, 43-51 Tanunda Road, Nuriootpa.

**Seconded** Cr Hurn  

**CARRIED 2018-22/5**

**Introduction**

The Council meeting for January 2021 will fall on the Australia Day public holiday which is not allowed under the Local Government Act 1999 Section 81(5).

It is suggested either Council move it back to the third week of January 2021 or forward one day to Wednesday the 27 January 2021, being the preference to allow time to prepare the agenda after the holiday period.

The amendment is being put forward pursuant to the powers provided to the Chief Executive Officer under Regulation 21 of the Local Government (Procedures at Meetings) Regulations of 2013. Which states that “The chief executive officer may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council”. I have considered this an amendment as it does not change the primary intent of the original motion.

**Summary and Conclusion**

The meeting of January 2021 be moved to comply with the Local Government Act and not be held on a public holiday.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Nil

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

**Community Plan**  
How We Work – Good Governance

**Corporate Plan**

6.1 Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members.

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

**Legislative Requirements**

Local Government Act Section 81(5)  
Local Government (Procedure at Meetings) Regulations – Regulation 21
<table>
<thead>
<tr>
<th><strong>FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nil</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>COMMUNITY CONSULTATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>No consultation is required, relevant notices will be made in local newspapers and on our website and Facebook to alert the community to the changed meeting day.</td>
</tr>
</tbody>
</table>
7.2.1 CHIEF EXECUTIVE OFFICER - DEBATE

7.2.1.4
SECTION 270 LOCAL GOVERNMENT ACT – INTERNAL REVIEW OF COUNCIL DECISION – MATTER OF BIG PROJECT PRIORITISATION AND FINANCIAL MODELLING
B10150

Author: Governance Advisor

PURPOSE
Council is asked to receive and consider the report and recommendation given by Ms Felice D’Agostino of Norman Waterhouse Lawyers in her report entitled ‘The Barossa Council – Section 270 Review – Final Report – Matter of the Big Project Prioritisation and Financial Modelling’, which was received by officers on 25 February 2020 as regards an application made to review Council’s decision of 20 August 2019 to review the work to prioritise and financially model The Big Project Next Phase and endorse the associated plan.

RECOMMENDATION 1
That the matter relating to Council meeting agenda item of 17 March 2020 Item 7.2.1.4 – Section 270 Local Government Act – Internal Review of Council Decision – Matter of Big Project Prioritisation and Financial Modelling lie on the table pending consideration of the Confidential Council agenda item 8.1.1 titled ‘Section 270 Local Government Act – Internal Review – Consideration of Legal Advice to Council’ and that Council bring forward agenda item 8.1.1 immediately for discussion.

Following consideration of the Confidential agenda item 8.1.1 titled ‘Section 270 Local Government Act – Internal Review – Consideration of Legal Advice to Council’:

RECOMMENDATION 2

RECOMMENDATION 3
That Council, having received and considered the documents:

(i) The independent external party review report and attachments provided by the external reviewer, Ms Felice D’Agostino of Norman Waterhouse Lawyers on 25
February 2020 as regards an application made to review Council’s decision of 20 August 2020 to review the work to prioritise and financially model The Big Project Next Phase and endorse the associated plan (Attachment 1);

(ii) The agenda and attachments, and associated minutes relating to agenda item 7.2.1.8 of the Council meeting of 20 August 2019, being the Chief Executive Officer Report titled ‘The Big Project Prioritisation and Financial Modelling – The Next Phase’ (Attachment 2);

and Council having given due consideration to whether or not the applicant, Ms Helen Szuty, who has made an application for internal review pursuant to section 270 of the Local Government Act to review Council’s decision of 20 August 2020 to review the work to prioritise and financially model The Big Project Next Phase and endorse the associated plan (the “Decision”), has sufficient interest in the Decision:

(1) That Council is satisfied that the applicant, Ms Helen Szuty does not have sufficient interest in the Decision on the basis that:

(a) the applicant has stated her interest is that of being a resident and elector in the Council’s area and having experience in local government and an interest in democracy, good governance, transparency, accountability and community engagement;

(b) the applicant’s stated interest in the Decision is not over and above the interest of an ordinary resident/elector in the Council’s area;

(c) there is no basis for the Council to use its discretion to consider the application notwithstanding the applicant does not have a sufficient interest in the Decision;

(2) That the Council refuse to consider the application to review the Decision pursuant to section 270 of the Local Government Act, on the basis that the applicant does not have sufficient interest in the Decision.

(3) That the Chief Executive Officer notify the applicant of Council’s decision and reasons why Council has refused to consider the application.

REPORT

Background
At its meeting on 20 August 2020, Council resolved to review and endorse the prioritisation and financial modelling of The Big Project, the Decision being:

MOVED Cr Johnstone

(1) That Council having considered, reviewed and analysed The Big Project masterplans, community needs and benefits as gathered through the master planning and community engagement processes over the past 33 months, financial modelling and ability to fund projects, economic development opportunities, third party and grant funding alignment endorse the “Target Next Phase Priorities and Associated Analysis – August 2019” document as presented at the Attachment.
(2) That Council noting that current 2019-20 financial year programs being the Angaston Railway Station masterplan implementation, Tanunda Recreational Park acceleration works, Nuriootpa Centennial Park multi-use change rooms and Old Talunga Recreation Park tennis/netball upgrades are approved projects that are below the thresholds of the Prudential Management Policy under to Section 48(aa1) of the Local Government Act for a full independent prudential report proceed as budgeted.

(3) That Council noting that the “Target Next Phase Priorities and Associated Analysis – August 2019” include some projects that are above the expenditure threshold for a full independent prudential management report as contemplated by the Prudential Management Policy under to Section 48(aa1) of the Local Government Act undertake the required full prudential management report as outlined by Clause 4.3 of the policy on the remaining projects in totality and that the Chief Executive Officer proceed to engage an independent consultant to undertake the work.

(4) That Council acknowledge that the target plan will be adjusted and revised depending on the availability and success of grant applications, annual funding allocations, changing community need, and resourcing needs to deliver this aspirational target plan.

(5) That the Mayor release a public statement relative to this resolution of Council.

Seconded Cr Angas

On 16 September 2019, Council’s Governance Advisor received an application from Ms Helen Szuty, to carry out an internal review of the aforementioned Decision, pursuant to section 270 of the Local Government Act 1999 (the “Act”).

On 17 October 2019, the Chief Executive Officer notified the applicants that, due to the decision of which review is sought being a decision of the Elected Body, he had determined to appoint an external reviewer to provide an independent investigation and recommendation, in accordance with Council’s Internal Review of Council Decision Policy and supporting Process (the “Policy” and “Process” respectively). The external reviewer appointed to conduct the review was Ms Felice D’Agostino of Norman Waterhouse Lawyers.

Introduction

Ms D’Agostino has finalised her investigation, and subsequently her report and recommendations are presented for Council’s consideration at Attachment 1 to this report.

The Act provides at section 270(4) that Council may refuse to consider an application for review if, amongst other things, ‘the applicant does not have sufficient interest in the matter’. Similarly, the Policy sets out the considerations of section 270(4) at clause 2.2. The Process also states at clause 4.2.1 that ‘[a] person with a sufficient interest in a decision of Council, or its delegate, may make a written application for a review of that decision’. However, the Process also notes that ‘[a] person who is not the direct subject of a decision may still have a sufficient interest in the decision to seek a review under this Process. For example, a person may have a sufficient interest in a Council decision regarding the number of dogs which may be kept within a neighbour’s property’.

675
Council should bear in mind that the Policy and Process note that "[r]efusing an application for review will not be done lightly and reasons for the refusal will document the evidence on which a refusal is based".

Discussion
Procedural fairness was observed throughout the process so that the applicants were informed of the proposed findings and recommendations of the external reviewer and had the opportunity to make submissions on the provisional report to Ms D’Agostino and have these submissions taken into account, however, the applicant declined to do so. Ms D’Agostino did not have a bias or perceived bias when making her assessment.

In her report, having considering the applicant’s stated interest in the matter, the external reviewer found that Council may refuse to consider the application on the basis that the applicant does not have a sufficient interest in the Decision. She has recommended:

8.1 That the Council refuse to consider the Review Application as the Applicant does not have sufficient interest in the Decision on the basis that:

8.1.1 The Applicant has stated her interest is that of being a resident and elector in the Council’s area and having experience in local government and an interest in democracy, good governance, transparency, accountability and community engagement;

8.1.2 the Applicant’s stated interest in the Decision is not over and above the interest of an ordinary resident/elector in the Council’s area;

8.1.3 there is no basis for the Council to use its discretion to consider the Review Application notwithstanding the applicant does not have a sufficient interest in the Decision.

Should Council consider that the applicant has sufficient interest they should instruct the Chief Executive Officer appropriately with the following recommendation to be considered in that case in place of the recommendation in the report:

(1) That the Council is not satisfied that the applicant, Ms Helen Szuty does not have sufficient interest in the Decision;

(2) That Council directs the Chief Executive Officer to appoint an external reviewer to carry out a review of the Decision, in accordance with Council’s Internal Review of Council Decision Policy and Process; and

(3) That the Chief Executive Officer notify the applicants of Council’s decision.

Summary and Conclusion
Council is now asked to receive and consider the report and recommendation given by Ms Felice D’Agostino of Norman Waterhouse Lawyers in her external party review report and make a determination on whether or not the applicant has sufficient interest in the Decision; and whether the Council should refuse to consider the application on that basis.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 2: Agenda and associated minutes relating to agenda item 7.2.1.8 of the Council meeting of 20 August 2019, being the Chief Executive Officer Report titled ‘The Big Project Prioritisation and Financial Modelling – The Next Phase’ (20/11740 and 20/11741)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

- Community and Culture
- How We Work – Good Governance

Corporate Plan

2.3 Support and promote community involvement and networks and provide opportunities for participation in local decision making.

6.7 Implement strategies for the community to be actively engaged in Council decision making through sound information and communication.

Legislative Requirements

Local Government Act 1999, Sections 270

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS


Pursuant to the Chief Executive Officer’s appointment of an external reviewer, the total cost will be reported via the annual reporting requirements.

COMMUNITY CONSULTATION

The Barossa Regional Culture Hub draft Master Plan underwent public consultation, and the results of the consultation were presented to Council at its meeting on 27 June 2018, whereupon Council endorsed the Draft Master Plan subject to amendment and budget considerations, and determined to move ahead with the next stages of the project.

Council decisions relating to the Barossa Culture Hub, as well as the related Chateau Tanunda land exchange matter (made by Council at its Special Meeting of 26 April 2018 and 27 June 2018 respectively) have both been previously reviewed pursuant to Section 270 of the Local Government Act 1999, with the current applicant initiating the review of the aforementioned Barossa Culture Hub decision. An external reviewer was appointed to conduct an investigation and present their recommendations to Council, in both cases. In both instances, Council resolved that the original decision made by Council was the best and/or preferable decision and reaffirmed the original decisions.
It should also be noted that the Ombudsman’s office received complaints in relation to those matters, and made an assessment that:

- the conclusion reached in relation to the section 270 review was reasonably open to the reviewer;
- in relation to the complaints received, based on the evidence available, it did not appear that Council had acted in a way that was unlawful, unreasonable or wrong within the meaning of the Ombudsman Act 1972.
THE BAROSSA COUNCIL

SECTION 270 REVIEW

FINAL REPORT

MATTER OF THE BIG PROJECT PRIORITISATION AND FINANCIAL MODELLING
1. **SECTION 270 APPLICATION**

1.1 The Council has received from Ms Helen Szuty (the Applicant) a request pursuant to Section 270 of the *Local Government Act 1999* (the Act) for a review of the Council’s decision made at its meeting of 20 August 2019 regarding the Big Project Prioritisation and Financial Modelling. A copy of the Applicant’s request is attached at Appendix A (the Review Application).

1.2 The Council has engaged Norman Waterhouse to assist it with its consideration of the Review Application.

2. **SECTION 270 LOCAL GOVERNMENT ACT 1999**

2.1 Section 270 of the Act requires the Council to, amongst other things, establish procedures for the review of decisions of the Council, employees of the Council and other persons acting on behalf of the Council.

2.2 The Council may, pursuant to Section 270(4) of the Act, refuse to consider an application for review if:

   ‘(a) the application is made by an employee of the council and it relates to an issue concerning his or her employment; or
   
   (b) it appears that the application is frivolous or vexatious; or
   
   (c) the applicant does not have a sufficient interest in the matter.’

3. **THE DECISION**

3.1 The decision the subject of the Review Application is the following decision made by the Council at its meeting of 20 August 2019:

   ‘(1) That Council having considered, reviewed and analysed the Big Project masterplans, community needs and benefits as gathered through the master planning and community engagement process over the past 33 months, financial modelling and ability to fund projects, economic development opportunities, third party and grant funding alignment endorse the “Target Next Phase Priorities and Associated Analysis – August 2019” document as presented at the Attachment.

   (2) That Council noting that current 2019-20 financial year programs being the Angaston Railway station masterplan implementation, Tanunda..."
Recreational Park acceleration works, Nuriootpa Centennial Park multi-use change rooms and Old Talunga Recreation Park tennis/netball upgrades are approved projects that are below the thresholds of the Prudential Management Policy under to Section 48(aa1) of the Local Government Act for a full independent prudential report proceed as budgeted.

(3) That Council noting that the “Target Next Phase Priorities and Associated Analysis – August 2019” include some projects that are above the expenditure threshold for a full independent prudential management report as contemplated by the Prudential Management Policy under to Section 48(aa1) of the Local Government Act undertake the required full prudential management report as outlined by Clause 4.3 of the policy on the remaining projects in totality and that the Chief Executive Officer proceed to engage an independent consultant to undertake the work.

(4) That Council acknowledge that the target plan will be adjusted and revised depending on the availability and success of grant applications, annual funding allocations, changing community need, and resourcing needs to deliver this aspirational target plan.

(5) That the Mayor release a public statement relative to this resolution of Council.

4. REVIEW – POLICY AND PROCESS

4.1 The Council’s Internal Review of Council Decision Policy includes Section 270(4) of the Act as set out in clause 2.2 herein.

4.2 The Council’s Internal Review of Council Decision Process (the Process) provides:

‘Who can apply for a review

A person with a sufficient interest in a decision of Council, or its delegate, may make a written application for a review of that decision.

A person who is not the direct subject of a decision may still have a sufficient interest in the decision to seek a review under this Process. For example, a person may have a sufficient interest in a Council decision regarding the number of dogs which may be kept within a neighbour’s property.

…
Refusing an application for review will not be done lightly and reasons for the refusal will document the evidence on which a refusal is based.

4.3 The Applicant was asked about her interest in the Decision by email correspondence of 16 September 2019. The Applicant provided a response dated 14 October 2019 as follows:

‘I have been a resident of Tanunda since 2011 and have been enrolled to vote in Barossa Council elections since that time. The definition of Applicant in the Barossa Council Internal Review of Council Policy document on page 4 includes “residents”. I have extensive experience in local government and a demonstrated interest in democracy, good governance, transparency, accountability and community engagement.’

A copy of the aforementioned request to the Applicant and the Applicant’s response is attached at Appendix B.

5. SUFFICIENT INTEREST

5.1 General Principles

5.1.1 The Act does not define what ‘sufficient interest’ means in Section 270(4)(c).

5.1.2 In administrative law, the issue of whether a person has the right to bring proceedings challenging an administrative decision is referred to as ‘standing’. Standing enables some applicants to access the Courts whilst other applicants are excluded from gaining access. Standing requirements apply at common law and can apply under legislation.

5.1.3 Some legislation enables any person to challenge a decision or make an application and other legislation limits the person who can challenge a decision or make an application. Standing rules seek to ensure that the most appropriate person to challenge the decision does so:

‘[T]he Courts should decide only a real controversy between the parties each of whom has a direct stake in the outcome of the proceedings.’

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5.1.4 In Bateman’s Bay Local Aboriginal Land Council v Aboriginal Community Benefits Fund Pty Ltd (1998) 194 CLR 24, the High Court held that standing will accrue to a party seeking to enforce adherence to any statutory provisions, if failure to comply with those provisions would adversely affect the party.

5.1.5 A general test as to what is a sufficient interest in any given case is that stated by Gibbs J in Australian Conservation Foundation Inc v Commonwealth (1980) 146 CLR 493, it is likely the applicant will have a sufficient interest if he or she is likely to gain some advantage if the action they have brought succeeds or suffer some disadvantage if it fails.

5.1.6 In relation to the ability of local residents to gain standing, if a resident is a member of the community with an objection to an activity occurring in the community, he or she will not have a special interest but only the interest of an ordinary member of the community. The Victorian Supreme Court has held that the citizens of a town have standing to challenge a decision when the decision will have ‘significant economic and social consequences for the residents of the district.’

5.2 **What is a Sufficient Interest in Section 270(4)(c)?**

We have had regard to the specific objects of the Act in Section 3 which include:

- *encouraging the participation of local communities in the affairs of local government and providing local communities through their councils with sufficient autonomy to manage the local affairs of their area;*

- *ensuring accountability of councils to the community;*

- *encouraging local government to provide appropriate services and facilities to meet the present and future needs of local communities.*

We have considered the Process and the example provided as to when a person will have a sufficient interest in a matter.

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2 Australian Conservation Foundation Inc v Minister for Resources (1989) 76 LGRA (FCA), Davies J at 207.

We consider it appropriate to interpret Section 270(4)(c) as a limitation on the persons who may seek a review of a decision under Section 270. We consider that limitation is similar to the rules of standing in administrative law. We consider interpreting Section 270(4)(c) in that way is consistent with the objects of the Act and the Council’s Process.

Accordingly, we are of the view that for the Applicant to have a sufficient interest in the Decision, she must have an interest in the Decision over and above the interest of an ordinary member of the community. In our view, the Decision must in some way affect the Applicant more greatly, or in a different way, than other members of the community. This accords in our view with the Council’s Process. We note the example in the Process of a decision regarding the number of dogs which may be kept in premises and that a neighbour may have a sufficient interest in that decision notwithstanding that the neighbour is not the direct subject of that decision. In that case, the neighbour would be more greatly affected by the decision than a person who lived even a block away from the premises.

5.3 The Applicant’s Interest

5.3.1 The Applicant states her interest arises from being a resident and elector in the Council’s area since 2011 and as a result of her extensive experience in local government and interest in democracy, good governance, transparency, accountability and community engagement.

5.3.2 The Decision is made up of five components which we summarise as follows:

5.3.2.1 endorsing a document setting out the target priorities and analysis of a number of projects (the target plan);

5.3.2.2 proceeding with the following projects which have been previously approved by the Council and budgeted in the 2019/2020 financial year:

- Angaston Railway Station Masterplan Implementation;
- Tanunda Recreational Park acceleration works;
- Nuriootpa Centennial Park multi-use change rooms;
- Old Talunga Recreation Park tennis/netball upgrades;

5.3.2.3 engaging consultants to undertake prudential reviews in accordance with Section 48 of the Act for those projects set out in the target plan that meet the requisite financial threshold triggering the requirements to undertake a prudential review under the Act;

5.3.2.4 acknowledging the target plan will be adjusted and revised depending on a number of factors including funding and community need;

5.3.2.5 seeking the Mayor release a public statement.

5.3.3 In our view, the Applicant’s stated interest in the Decision is not one which is over and above the interests of all other residents or electors in the Council's area. The Applicant has not demonstrated she is more greatly affected or affected in a different way by the Decision than other residents/electors.

5.3.4 The Council can notwithstanding the Applicant's lack of sufficient interest in the Decision consider the Review Application if it so wishes.

6. **DRAFT REPORT**

6.1 We prepared a draft report outlining our provisional views regarding the Review Application.

6.2 A copy of our draft report was provided to the Applicant and the Applicant was invited to make submissions however, the Applicant declined to do so. A copy of the Applicant’s letter is attached at Appendix C.

7. **PROVISIONAL DETERMINATION**

7.1 In our view, the Council may refuse to consider the Review Application on the basis that the Applicant does not have a sufficient interest in the Decision.
7.2 We do not consider that there are any circumstances or factors that would warrant the Council considering the Review Application notwithstanding the Applicant’s lack of sufficient interest in the Decision.

8. **RECOMMENDATION**

8.1 That the Council refuse to consider the Review Application as the Applicant does not have sufficient interest in the Decision on the basis that:

8.1.1 the Applicant has stated her interest is that of being a resident and elector in the Council’s area and having experience in local government and an interest in democracy, good governance, transparency, accountability and community engagement;

8.1.2 the Applicant’s stated interest in the Decision is not over and above the interest of an ordinary resident/elector in the Council’s area;

8.1.3 there is no basis for the Council to use its discretion to consider the Review Application notwithstanding the Applicant does not have a sufficient interest in the Decision.
16 September 2019.

Ms Ruggiya Martin,
Internal Review Contact Officer,
The Barossa Council,
43 – 51 Tanunda Road,
Nuriootpa SA 5355.

Dear Ms Martin,

I am applying for a review of a council decision in accordance with The Barossa Council’s Internal Review of a Council Decision Policy and Process under Section 270 – Procedures for review of decisions and requests for services under the Local Government Act 1999.

The decision I am seeking to review is the decision taken by the Elected Body at the Ordinary Council Meeting of the 20th of August 2019 7.2.1.8 The Big Project Prioritisation and Financial Modelling – The Next Phase B5601.

"MOVED Cr Johnstone

(1) That Council having considered, reviewed and analysed The Big Project masterplans, community needs and benefits as gathered through the master planning and community engagement processes over the past 33 months, financial modelling and ability to fund projects, economic development opportunities, third party and grant funding alignment endorse the "Target Next Phase Priorities and Associated Analysis – August 2019" document as presented at the Attachment.

(2) That Council noting that current 2019-20 financial year programs being the Angaston Railway Station masterplan implementation, Tanunda Recreational
Park acceleration works, Nuriootpa Centennial Park multi-use change rooms and Old Talunga Recreation Park tennis/netball upgrades are approved projects that are below the thresholds of the Prudential Management Policy under to Section 48 (aa1) of the Local Government Act for a full independent prudential report proceed as budgeted.

(3) That Council noting that the “Target Next Phase Priorities and Associated Analysis – August 2019” include some projects that are above the expenditure threshold for a full independent prudential management report as contemplated by the Prudential Management Policy under to Section 48 (aa1) of the Local Government Act undertake the required full prudential management report as outlined by Clause 4.3 of the policy on the remaining projects in totality and that the Chief Executive Officer proceed to engage an independent consultant to undertake the work.

(4) That Council acknowledge that the target plan will be adjusted and revised depending on the availability and success of grant applications, annual funding allocations, changing community need, and resourcing needs to deliver this aspirational target plan.

(5) That the Mayor release a public statement relative to this resolution of Council.

Seconded Cr Angas."

I note that Councillor Haebich proposed the following amendment:

“To remove the Barossa Culture Hub from the Big Project and park for a period of 5 years in order for Council to concentrate on the remaining projects that affect the majority of ratepayers and their families.”

I further note that "Mayor Lange ruled that the amendment would substantially change the intent of the motion and the amendment as proposed by Cr Haebich was not accepted. Much discussion ensued.”

According to the Debate Agenda for The Barossa Council Meeting of the 20th of August 2019, 7.2.1.8 The Big Project Prioritisation and Financial Modelling – The Next Phase B5601, The Barossa Culture Hub is not identified in the summarised priority outcomes of which there are 7 at a proposed cost of over $29 million. It is envisaged that a maximum of 40% of funding from grant and third party applications will be required to meet loan repayments over a 25 year period. Many Barossa ratepayers will be paying for the anticipated infrastructure long after they have been able to enjoy the benefits. Although it is stated that much discussion ensued, unless a person happened to be present at the Council Meeting at the time, one would not be aware of or know what was said because the proceedings are not recorded and are not publically available.
"The motion was put and Cr Haebich called for a division. Mayor Lange set aside the decision. Mayor Lange asked those voting for the motion to stand. Those voting for the motion: Crs Johnstone, Troup, Miller, Angas and Schilling Those voting against the motion: Crs Wiese-Smith, Haebich, Barrett and Humn Mayor Lange declared the motion CARRIED 2018-22/280\”

The Big Project had its genesis in the 2016 The Barossa Council Community Plan. The 2016 Barossa Council Community Plan has been identified by The Barossa Council as a Strategic Management Plan under Section 122 – Strategic Management Plans under the Local Government Act 1999. Section 122 (4) states:

“A council may review its strategic management plans under this section at any time but must –

(a) undertake a review of –
   (i) its long-term financial plan; and
   (ii) any other elements of its strategic management plans prescribed by the regulations for the purposes of this paragraph,

   as soon as practicable after adopting the council’s annual business plan for a particular financial year; and

(b) in any event, undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.”

Section 122 (6) states:

“A council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans.”

It is well and truly time for this Strategic Management Plan Review to take place. Best practice community engagement processes need to be utilised by The Barossa Council
to ensure that its community can genuinely and meaningfully participate in a properly conducted public consultation process. In the minutes of the Barossa Council Meeting of the 20th of August 2019 it is stated at COMMUNITY CONSULTATION that:

"Extensive community engagement and consultation has been undertaken over the past three years and will be ongoing on a project by project basis."

This is a piecemeal process which I do not believe meets the requirement of a Strategic Management Plan Review.

According to “Building the Barossa” published by The Leader newspaper and inserted inside the newspaper on Wednesday the 28th of August 2019, the Big Project now has a 2050 Vision. It is also highly likely that the information which was provided to the publication by The Leader was prepared prior to discussion, debate and voting by the Elected Body of The Barossa Council at the Ordinary Council Meeting held on the 20th of August 2019.

The Barossa Council has already had two grant applications for the Barossa Culture Hub declined and yet continues to propose pursuing further grant applications for the Barossa Culture Hub requiring the expenditure of public resources to pursue its objective. Grant applications, whether they be to the Federal Government, the State Government or Local Government are asking for public resources.

To my knowledge to date an assessment has yet to be undertaken by The Barossa Council of existing arts and cultural facility assets referred to in 2018 which may be jeopardised as a result of the establishment of the Barossa Culture Hub.

I have been informed that The Barossa Council still needs to allocate a further $7 million to fund its commitments to the Barossa Rex Centre which was completed many years ago.

I believe that the decision taken by the Elected Body at the Ordinary Council Meeting of the 20th of August 2019 7.2.1.8 The Big Project Prioritisation and Financial Modelling – The Next Phase B5601, is wrong, needs to be reviewed and is not in the best interests of the Barossa community.

I look forward to hearing from you.

Yours sincerely,

Helen Szuty.
APPENDIX B
Hi Helen,

Thank you for your email.

Pursuant to clause 4.2.4 of the Internal Review of Council Decisions Process, in relation to your request, could you please clarify the following:

1. I note that the decision made by Council at its meeting on 20 August 2019 includes several parts to it. What is the specific decision that you wish to have reviewed, and what is your interest in that decision;

2. In relation to (1) above, why do you believe the decision that was made, was wrong; and

3. Lastly, what is the outcome that you are seeking from the review?


Please do not hesitate to contact me via return email if you have any questions.

Many thanks.

Kind regards,
Rugiyya

---Original Message---

From: Rugiyya Martin
Sent: Monday, 16 September 2019 12:50 PM
To: Helen Szuty
Subject: Request for Internal Review of a Council Decision

Hi Hugo,

Please find attached my Request for an Internal Review of a Council Decision. I look forward to hearing from you and can be contacted by return email or on my mobile phone number:

Regards,
Helen Szuty.
14 October 2019.

Ms. Rugiyya Martin,
Internal Review Contact Officer,
The Barossa Council,
43 – 51 Tanunda Road,
Nuriootpa SA 5355.

Dear Ms. Martin,

Thank you for your email dated Monday the 16th of September 2019 seeking clarification of my request for an Internal Review of a Council Decision in relation to 7.2.1.8 The Big Project Prioritisation and Financial Modelling – The Next Phase BS601. I apologise for the delay in responding to you.

In your email you referred to a number of matters. I will address each of these in turn.

“1. I note that the decision made by Council at its meeting on 20 August 2019 includes several parts to it. What is the specific decision that you wish to have reviewed and what is your interest in that decision;”

As the decision is comprised of 5 separate clauses, I do not believe it would be possible to consider separate elements of the decision in the context of the review. Councillor Haebich proposed the following amendment:

“To remove the Barossa Culture Hub from the Big Project and park for a period of 5 years in order for Council to concentrate on the remaining projects that affect the majority of ratepayers and their families.” I note from the Minutes of the Council Meeting
on the 20th of August 2019 that "Mayor Lange ruled that the amendment would substantially change the intent of the motion and the amendment as proposed by Councillor Haebich was not accepted."

This ruling was not challenged by Elected Members at the Council Meeting.

I have been a resident of Tanunda since 2011 and have been enrolled to vote in Barossa Council Elections since that time. The definition of Applicant in The Barossa Council Internal Review of Council Policy Document on page 4 includes ‘residents’. I have extensive experience in local government and a demonstrated interest in democracy, good governance, transparency, accountability and community engagement.

I note in Part 2 – Internal review of council actions

270 – Procedures for review of decisions and requests for services at (a2):

The policies, practices and procedures required under subsection (a1)

“(a1) A council must develop and maintain policies, practices and procedures for dealing with –

(a) any reasonable request for the provision of a service by the council or for the improvement of a service provided by the council; and
(b) complaints about the actions of the council, employees of the council, or other persons acting on behalf of the council.

must be directed towards –

(a) dealing with the relevant requests or complaints in a timely, effective and fair way; and
(b) using information gained from the council’s community to improve its services and operations."

"2. In relation to (1) above, why do you believe the decision that was made, was wrong; and"

I have already indicated in my application why I believe that the decision that was made was wrong. The Barossa Community Plan 2016 – 2036 is due for community review. It has been identified by The Barossa Council as a Strategic Management Plan under Section 122 – Strategic Management Plans under the Local Government Act 1999. It
would be prudent to review the Plan and The Big Project Prioritisation prior to additional ratepayers' monies being spent and requests for additional public funding made.

“3. Lastly, what is the outcome that you are seeking from the review?”

The outcome of the review enables The Barossa Council to reconsider the decision that it has made. As stated in The Barossa Council’s Internal Review of a Council Decision Process on Page 3:

"Internal review of a Council decision enables the Council to reconsider all the evidence relied on to make the original decision, and additional available evidence if relevant."

I do not wish Ms. Felice D’Agostino, Principal, Norman Waterhouse Lawyers to undertake the Internal Review. I was dissatisfied with her previous review regarding 2.1.2 Barossa Culture Hub – Outcome of Community Consultation Process B8073, application dated the 12th of July 2018. I provided an initial 13 page response and a follow up 2 page response to her Preliminary Report into the matter. Only five additional clauses were added to the Preliminary Report prior to publication of the Final Report, dated the 5th of October 2018.

I look forward to hearing further from you.

Yours sincerely,

Helen Szuty.
APPENDIX C
10 February 2020.

Ms. Felice D’Agostino,
Principal,
Norman Waterhouse Lawyers,
GPO Box 639,
Adelaide SA 5001.

The Barossa Council – Section 270 Review – Draft Report
Matter of The Big Project Prioritisation and Financial Modelling

Dear Felice,


Yours sincerely,

Helen Szuty.
7.2.1 DEBATE AGENDA – CHIEF EXECUTIVE OFFICER

7.2.1.8 THE BIG PROJECT PRIORITISATION AND FINANCIAL MODELLING – THE NEXT PHASE

B5601

PURPOSE
To review the work to prioritise and financially model The Big Project Next Phase and endorse the associated plan.

RECOMMENDATION 1

(1) That Council having considered, reviewed and analysed The Big Project masterplans, community needs and benefits as gathered through the master planning and community engagement processes over the past 33 months, financial modelling and ability to fund projects, economic development opportunities, third party and grant funding alignment endorse the “Target Next Phase Priorities and Associated Analysis – August 2019” document as presented at the Attachment.

(2) That Council noting that current 2019-20 financial year programs being the Angaston Railway Station masterplan implementation, Tanunda Recreational Park acceleration works, Nuriootpa Centennial Park multi-use change rooms and Old Talunga Recreation Park tennis/netball upgrades are approved projects that are below the thresholds of the Prudential Management Policy under to Section 48(aa1) of the Local Government Act for a full independent prudential report proceed as budgeted.

(3) That Council noting that the “Target Next Phase Priorities and Associated Analysis – August 2019” include some projects that are above the expenditure threshold for a full independent prudential management report as contemplated by the Prudential Management Policy under to Section 48(aa1) of the Local Government Act undertake the required full prudential management report as outlined by Clause 4.3 of the policy on the remaining projects in totality and that the Chief Executive Officer proceed to engage an independent consultant to undertake the work.

(4) That Council acknowledge that the target plan will be adjusted and revised depending on the availability and success of grant applications, annual funding allocations, changing community need, and resourcing needs to deliver this aspirational target plan.

(5) That the Mayor release a public statement relative to this resolution of Council.
Background and Introduction
Council in 2016 endorsed a report to commence an ambitious project to fundamentally develop a generational plan for the future. This became known as The Big Project and officially commenced in November 2016. Resources have been devoted to developing the masterplans through engagement and consultation on a raft of plans in four key outcome areas:

1. Recreation and Sporting Facilities;
2. Aquatic Strategy;
3. Cycle and Leisure Tourism;
4. Arts Culture and Heritage Tourism.

The level of work has reached a level of maturity for the new Council to set a plan for the future. The outcomes of the work over the past 6 months by Council supported by staff is the Target Next Phase Priorities and Associated Analysis – August 2019 (“target plan”) document as presented at the Attachment. The target plan provides relevant extract plan details, financial analysis and prioritisation, resourcing and grant program assessments.

Discussion
The ultimate role of Council is to plan and set strategy for the future. The past Council commenced this thinking by developing an aspirational vision through its 20 year Community Plan and then committing to The Big Project. As a result of that platform the current Council has been working towards an informed assessment of all the various projects. In order to undertake this work Council has:

1. Reviewed the masterplans including site visits to many;
2. Considered ways to assess the many competing demands across multiple facilities by assessing (some and not limited to) the following factors supported by the information in the Attachments:
   a. Vision of the plans and community;
   b. Economic development and growth opportunities especially culture, art and recreational and sporting tourism;
   c. Needs analysis;
   d. Participation and population;
   e. Renewal and upgrade priorities versus new infrastructure;
   f. Ability to attract and align with understood State and Commonwealth grant programs and strategies;
   g. Third party funding support;
   h. Shared use and multi-use efficient infrastructure opportunities;
   i. Upstream project needs to achieve main targeted outcomes;
   j. Risk profile.

Some overriding project principles were identified:
- Retaining a decentralised / local approach to recreational facilities rather than a centralised, greenfield approach.
- Shared use facilities wherever practicable.
- Maintaining Business as Usual investments and strategies without impact from The Big Project deliverables.
- Leveraging matched funding, co contributions, partnership approaches wherever possible.
The second clear role for Council was to allocate future budgeted resources based on its assessment of the above factors and assess the downstream impacts and outcomes.

The results of the analysis and many discussions is a target plan for the next phase of implementation projects, noting many projects of The Big Project have either commenced or are already concluded being:

1. Opening of the Warren Reservoir to recreational use;
2. Implementation of a replacement bridge to Williamstown recreation park;
3. Tanunda oval enlargement, lighting, electrical capacity upgrade and upgrade/extension of the show hall;
4. Angaston Railway Precinct masterplan implementation;
5. Nuriootpa Centennial Park multi-use change rooms;
6. Purchasing land for the future expansion needs of Nuriootpa Centennial Park;
7. Angaston number two oval is in the early stages of planning and a grant submission being made, if successful implementation will then commence (most likely in 2020-21);
8. Old Talunga Recreation Park upgrade to tennis and netball courts is also in the early stages of planning and subject to a grant application.

After assessing the array of projects and considerations the summarised priority outcomes are:

1. Recreation and Sporting Facilities;
   a. Tanunda recreation park – part investment of $6,918M (additional to accelerated projects in progress);
   b. Southern Recreational Hub – Lyndoch Recreational Park – part investment $6,968M which at this time includes Rugby relocation but only playing infrastructure, Council has indicated an interim move is likely to be required;
   c. Nuriootpa Centennial Park – part investment $6,520M ($1M already funded in multi-use change rooms);
   d. Talunga and Old Talunga Recreation Park – part investment $2,872M
   e. Murray Recreation Park – part investment $145K;
   f. Stockwell Recreation Park – part investment $2,428M; and
   g. Angas Recreation Park – part investment $3,353M.

2. Aquatic Strategy is currently still before Council and will be discussed further at this time. No modelling included as is not part of the target plan priorities.

3. Cycle and Leisure Tourism will continue to be pursued separately through the Adelaide Wine Capitals Trail across the current six Council initiative.

4. Arts Culture and Heritage Tourism will be pursued through the Barossa Culture Hub which includes activation of other halls in accordance with the decentralised model and relevant programs and is included in the target plan.

There are many assumptions in the financial modelling estimates and the target plan. The key assumptions to achieving the target plan are:

1. Borrowings are secured at 4.2% or lower over a 25 year repayment timeframes;
2. Delivery of the program is over a minimum of 5 years, likely to be longer;
3. Grant funding is achieved at the estimates provided;
4. Third party funding contributions from clubs, groups and other bodies is provided to support construction costs (cash and/or in kind) either directly or amortised over a period of time;

5. Grant and third party contributions are generally a maximum 40% of the infrastructure construction estimates (some grants and third party contributions already received) to give applications a better chance of support;

6. Inflationary pressures remain stable and do not extend beyond a real level of 2.1% as it applies to local government (for clarity not the consumer price index);

7. Revenues and existing service levels remain as they are currently budgeted in the estimated 10 year long term financial plan period;

8. Final design, procurement and other construction models used to achieve approved projects.

Clearly one of the challenges for Council is prioritising a long term aspirational vision and plan, which means the allocation of scarce resources (in the sense of economic definition of scarce resources). It means it will take at least a decade, if not more, to deliver on all the main aspects of the plan. The total costs of The Big Project items at present are estimated in the order of $88M; noting the last masterplan is still being developed, Springton Recreation Park. Council has predicated The Big Project on maintaining existing service levels for items not within its scope, to proceed on a basis of $88M would not meet this outcome without serious service level reductions, borrowing levels that would be unreasonable and significant increased risk to Council and associated rates increases.

The target plan has expenditure thresholds of some of the projects that triggers the requirements of Section 48 of the Local Government Act and the supporting Prudential Management Policy thereby requiring a full independent prudential report. Rather than undertaking a report for each individual project that reaches the threshold test in the Local Government Act and associated policy it is recommended that the target plan, excluding those already approved 2019-20 projects which do not meet the threshold test (which is all of them) be done in totality. Doing a full prudential report will test the target plan and its level of spending and more efficiently address the financial, economic, strategic and operating risk and sustainability matters in a single process/report.

Summary/Conclusion
The Big Project has now reached a level of maturity that has seen it transitioning from planning to implementation, the attached target plan has been developed over six months and is now tabled for formal consideration and endorsement.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment - The Big Project Target Next Phase Priorities and Associated Analysis – August 2019

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Community Plan
- Natural Environment and Built Heritage
- Community and Culture
- Infrastructure
All strategies under the community plan

Legislative Requirements
S8, S48 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial and Resources
The final document in the target plan presented at the Attachment addresses resourcing issues. Clearly a plan of this size cannot be resourced by existing resources. Depending on the success or otherwise of grant applications and third party funding, resourcing will be structured around the best and appropriate delivery model based on the assessment of annual business plans and budget settings. The financial model estimates include significant external and/or internal resourcing increases to appropriately manage project delivery, engagement, financial, strategic, construction and operational risk.

The financial model estimates provided in the Attachment are summarised as follows. The estimates are based on the best information we have and can materially change based on the eight key assumptions outlined in the body of this report:

1. Total cost is $38.962M which includes escalation costs over the current five year timeframe and includes upstream projects that would need to happen to achieve the project outcomes.
2. Total borrowings to achieve this will be $22.4M.
3. Current budgeted amounts in the long term plan are $28M spend with $13M borrowings.
4. The third party funding and grants target is $14.806M, grants are set for a target of $12.566M being 32.25% of the cost.
5. Over the 10 year estimates operating costs and borrowing impacts are:
   a. Operating costs are in the order of $15.798M over 10 years including depreciation the cash cost being $7.845M – this is total cost not incremental and a large portion of the estimates associated with the original budgeting of $28M expenditure are already in the long term plan;
   b. Depreciation is estimated at $7.953M.
   c. Interest costs are $7.601M.
   d. Net operating impact is an operating loss of $5.174M.

The long term financial plan estimate impacts over 10 years are:

1. Operating profit reduced but over a 10 year period remains in surplus of $1.277M the impact being $5.174M. Importantly the operating profit dips into deficit for four years ranging from $458K to $7K and continues to rise thereafter.
2. The cash position remains viable over the 10 year estimate including paying the final Rex balloon payment in total, the cash impact over this period is $22.84M.
3. Debt levels peak around year 4 at $28.0M or net debt to income ratio of 65.32% this is the equivalent of a household owning a $300,000 house in the valley and owing $195,960 on that house.

Please note this does not include any of the Nuriootpa pool or alternative modelling, as Council has laid the matter on the table for further discussion. The current estimates for the water play area ranging to the full idea:

1. Water Play Area component - $2.675M
2. Swimming Pool component - $5.864M
3. Full initial scope - $11.893M.

It is considered that the inclusion of any of these items will have a material effect on the financial model and at this time cannot be accurately modelled and on the balance of probability would require Council to reduce other expenditure in the target plan.

Importantly the estimates provided based on the eight key assumptions and subject to a prudential assessment by an independent consultant, an ability to achieve the plan within existing long term budget settings.

**Risk Management**

Broad risk management principles have been applied to the project planning stages. Further the financial, economic, strategic and operating risk matters will be assessed as part of the full independent prudential management report. Each project will be risk assessed as part of implementation processes as and when they are fully funded.

**COMMUNITY CONSULTATION**

Extensive community engagement and consultation has been undertaken over the past three years and will be ongoing on a project by project basis.
Target Next Phase Priorities and Associated Analysis

August 2019
Introduction

The contents of this analysis are subject to future change including design, timing and prioritisation and must be understood to be a target implementation and prioritisation model.

There are a range of variables that will influence the achievement of the next phase projects including but not limited to:

1. Contributions from third parties to achieve the targets;
2. Success of grant contributions;
3. Final design and market approach outcomes;
4. Internal and external resourcing capacity to deliver;
5. Unknown future issues that may impact the capacity of Council to devote borrowings, revenue and future expenditures to The Big Project such as disasters, need for other infrastructure upgrades not within the scope of The Big Project.

It is stressed the The Big Project was predicated on a multigenerational approach over a 35 year timeframe.

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   b. Angas Recreation Park
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   l. Nuriootpa Pool Concept Only
3. Prioritisation Outcome
4. Financial Modelling for Next Phase Projects
5. Timing, Resourcing and Grant Identification Assessment
Barossa Culture Hub
Concept
Materials: Responsibly sourced, comforting, soft, layering
Size & Scale: Human, embracing
Atmosphere: Calm, welcoming, accessible, interesting, textured
Lighting: Warm, comfortable
Active environment that ebbs and flows

BAROSSA REGIONAL CULTURE HUB
DRAFT CONCEPT MASTER PLAN - REV E
22 JANUARY 2018

BASEDOW ROAD ELEVATION

Historical Culture
Honouring spaces. The essence of where Barossa culture came from captured in photographs, historical stories, literature, examples.

Today's Culture
Nurturing spaces. Tell cultural stories about today's artists and musicians through arts, crafts and performance.

Growing Culture of Tomorrow
Spaces that grow, inspire and flourish the creativity and skill development of the Barossa people.
### Indicative Prioritisation Arising from Working Group Discussions

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<th>#</th>
<th>Description of Item</th>
<th>Comments</th>
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<td>1</td>
<td>Full implementation of project proposed</td>
<td>- Staged implementation process has not been looked at in detail, has the potential to add to overall cost of construction and dilute project outcomes from a funding application perspective</td>
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THE BAROSSA CULTURE HUB

**Key Themes**
- Music: Building on unique organ, choral and Lutheran heritage, UNESCO City of Music and Song Room Concerts for local and international audiences.
- Heritage: Celebrating Aboriginal, German and English heritage from both an historic and contemporary perspective.
- Art + Creativity: Experimentation & Innovation, Interpretation, Making, Exhibiting.
- Participation + Collaboration: Active experiences, involvement in culture, local history research and preservation.
- Creating Links: Sharing information and encouraging collaboration between community and business.

**Why is it Important?**
- Competitive Positioning: To maintain the Barossa's reputation as a premier tourist destination and diversify our tourism offer—providing more reasons for people to visit.
- Growth Opportunities: Contribute to the economy through a culture of creativity and innovation and take advantage of unique cultural characteristics, undiscovered gems and hidden treasures.
- Preservation: Engagement with stories, places and artefacts to ensure they are protected, celebrated and enjoyed by future generations.
- Wellbeing: Providing opportunities to interact with culture is essential for community health and wellbeing.

**What Will It Look Like?**
- Striking: Combining heritage and contemporary architecture.
- Flexible & Accessible: Multi-functional facilities and resources that people of all abilities can use.
- Specialised: Exhibition, studio, performance, research, storage and meeting spaces with appropriate tech and resources.
- Expansive: Expansion of existing spaces and capitalising on existing strengths.

**What Will Happen There?**
- Making: Artisan wares, music, artwork, connections.
- Preserving: Research and interpretation of stories and the restoration of artefacts.
- Innovation: Development of creative industries and collaboration between arts, business and tourism.
- Promotion: Encourage people to engage with other cultural, heritage and retail offerings.
- Learning: Education programs, workshops and residencies.
- Engagement: Exhibitions, performances, research, participation.
- Support: Existing organisations and events to improve content and visitation.

**Who Is It For?**
- Visitors: Tourists and visiting family and friends.
- Businesses: Local and regional businesses wanting to engage culturally.
- Schools: From the region and further afield.
- Artists: Local and visiting to create, learn, work and collaborate.
- Community: The Barossa Community whose culture is reflected within the space.
Barossa Regional Culture Hub Proposal

The Barossa Council, as part of the “Big Project” initiative has developed a concept to develop a Regional Culture Hub. This would be situated at the Tanunda Soldiers Memorial Hall, which currently houses the Barossa Regional Gallery and the Hill and Son Grand Organ. The concept involves an upgrade of existing facilities and an expansion, with the potential to include multipurpose studio and workshop spaces, a heritage library and resource centre and meeting and function rooms.

WHY?

The facility will provide a premium cultural experience for the local community and for visitors to the region - strengthening our position as a destination for food, wine and cultural experiences. The development is important because...

OUR STORIES

We have such rich stories that we want to share! We need a place for collecting, preserving and showcasing our past and present in captivating and interesting ways.

OUR POSITION

Our visitors love wine and food but they also want culture! We need to expand and strengthen our arts and cultural offerings. The Barossa has lots to offer but it's important that we make the most of these – we don't want to be left behind!

ITS WHO WE ARE

We are a clever, generous and hospitable community and we deserve a place to show off, share our stories, have fun and encourage creativity, learning and innovation. Important things for a strong and prosperous community
An Integrated Approach

The plans attached to this document provide an overview of what is possible in terms of the physical nature of the building – they are concept plans only. What happens inside the facility in terms of programs and activities and its reach out into the community is all so a crucial part of the development. Our integrated approach sees the development of programs, resources and physical infrastructure in a complementary way.

Having great facilities but making sure we make the best of these on a local and regional level.

OUTREACH

The Barossa Regional Culture Hub will foster development and creativity beyond the physical structure in Tanunda. A “hub and spoke” model, will be core to the operations of the facility ensuring what happens inside is of benefit culturally, socially and economically for the whole region.

The facility will give people a reason for visitors to come to Barossa and enjoy a premiere cultural experience but it will also act as a landing site, encouraging people to further explore all that the region has to offer. The exhibitions, performances and activities will link to other places and other stories – like a cultural tasting plate, visitors will enjoy interesting morsels that build an appetite for further discovery.

Investment will be made to link with businesses, community organisations and schools both locally and further afield. Exchanges that strengthen the cultural capacity of the region will be a priority with the Barossa Cultural Hub a catalyst for further development and investment.

CORE PROGRAMMING THEMES

Barossa Stories

Celebrating the heritage of the region, both past and present, this theme focuses on the telling of stories using contemporary approaches. Combining new technologies and artistic mediums to tell our stories in captivating and unique ways, the Hub we want to take heritage to the next level.

Barossa Live

Showcasing music, live performance and the interactions between audience and artist, this theme focuses on creating and sharing music and art on an interactive level. The Hub will be a place to see exceptional live performances, where people can learn, experiment and create new works. A place where the audience can get up close and personal with the performers, the makers and the creators – live and in the flesh.
The Experience

The following concept program provides an idea of what people could experience at the Barossa Regional Culture Hub.

Visual Art

As you walk into the gallery the size and colour of the artworks take you by surprise. Its an exhibition of works by Albert Namatjira, borrowed from the Art Gallery of SA collection. One of the most famous artists from the Hermannsburg School, Namatjira’s works are accompanied by an interpretive installation and program of activities that tell the story of the two Barossa missionaries that set up the Hermannsburg community in 1877.

On your way out you meet a young artist painting in one of the studios. He’s the resident artist, visiting as a result of a partnership with with Tandanya, South Australia’s leading Indigenous cultural institution. Her work is similar to Namatjira but more edgy – a contemporary interpretation of the Namatjira style. Nearby are some of the artworks made by local school kids, created as part of a workshop with the resident artist.

Live Music

After picking up your son from his jam session at one of the studio spaces, you stop by the front desk to purchase your tickets for the concert on Saturday night. The Australian Chamber Orchestra are performing in the auditorium - its there only regional show in SA! Your membership includes a discount if you buy your tickets for next month’s acoustic performance by Pete Murray, so you pick up those up as well.

There are a crowd of people streaming through the main doors as you leave, there is an organ concert tonight, its the first of a series of concerts involving new musical works designed to showcase the Hill and Son and other organs located in churches throughout the Barossa. The local community radio station is broadcasting from their studio on site and you can tune in the car radio on the way home.

Heritage Interpretation

This is your first visit to the Barossa and the Visitor Centre insisted you start here! The interactive story board is amazing – visually stunning as it projects objects holographically in front of you connecting each item with a person and yet more fascinating stories that tie in with many of the region’s icons and undiscovered gems.

You take a seat in one of the story pods and trace the ancestral links of the region and how both Germans and English migrants established the region. Their skills as growers and makers still influencing the food & wine you are off to enjoy later in the day.

The next pod offers you a sample of Barossa soundscapes and oral histories. You listen for five minutes, captivated and then download the rest onto your phone so you can listen to it in your car. Its part story, part personal tour guide it compels you to explore further.

As you move on, the kids in the next pod creating digital photo collages – creating their own piece of Barossa history.

Markets, Makers & Meetings

Its the first Sunday afternoon for the Spring and the Hub courtyard is packed. A pre-cursor to the region’s Gourmet Festival. Food producers and wineries are offering tastings and you can pre-purchase your festival tickets.

You wander into the studios to watch the artists at work. The kids sit down at the workshop table an artist is working on a collaborative print and the kids start dabbling.

You buy a scarf from the textile artist working in the next studio and she tells you about the workshops she’s got on offer next month – you can learn to make your own.

After checking out the latest exhibition inside you grab a glass of wine and take a seat in the courtyard – your friends arrive, the kids are happy and now its time to relax, unwind and listen to the acoustic music on offer.
Needs Analysis – completed by working group during master planning phase

Stakeholder discussion and engagement has spanned the past 15 years, and various sites, models and facilities have been proposed. These historic discussions have consolidated community demand for a premier cultural facility that:

- Is a catalyst for economic, social and cultural engagement, investment and growth
- Aligns with and enhances the Barossa brand and reputation
- Attracts intra and inter-state visitors; encourages them to explore the region and stay longer; and encourages repeat visitation
- Drives ongoing jobs growth through investment in cultural infrastructure and services
- Offers exceptional cultural experiences which are both captivating and unique across all artforms
- Preserves local history and heritage and showcases it in contemporary and captivating ways
- Fosters a community of innovation, creativity and quality design
- Nurtures the live music industry across the region across the spectrum of genres and with appeal across the generations
- Capitalises on the value and reputation of the Hill and Son Grand Organ, which is considered world-renowned instrument
- Provides a place for community and cultural organisations to operate from and meet, and provides a platform for cross-collaboration
- Supports businesses and community groups, on a practical level, to develop cultural tourism offerings and attract visitors
- Supports the development of creative industries and helps to grow and sustain career opportunities for local and visiting artists and increased the number of cultural jobs in the region
- Develops cultural knowledge and creatives skills through education programs
- Is a platform for the development of new festivals and events

(Source: Barossa Culture Hub Business Case 2018)

To gain a greater understanding of the needs of users, Council reengaged with the community to develop a contemporary master plan over a 9 month development period and conducted targeted consultation in May 2018 with key users and stakeholders as well as the broader Barossa community.

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. Pop-ups were held at Barossa History Fair, Barossa Regional Gallery, Mount Pleasant Farmers Market and Williamstown town centre. People were invited to provide feedback at these sessions or via online platforms. Refer Attachment 2 – Community Consultation Plan. Attachment 3 Engagement Summary. Targeted consultation including needs analysis was also undertaken with individual user groups.

The social media reach of the promotional exercise was 7000 with 121 direct submissions during community consultation.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around cultural and heritage considerations. Responses are summarised by theme as follows:
1. **Internal / Facility Detailed Design Considerations**
   Issues arising with the concept such as detail of: increase in exhibition space; air conditioning and climate control; ensuring wet spaces/water supply to studios; new grand piano; storage; green room (location/spec) reception amenities etc.

2. **Importance of providing a dedicated / meaningful cultural space (including references to Germanic and Aboriginal heritage)**
   - The importance of an arts profile for a tourism region and for local residents
   - Capacity of the Hill and Son Organ to draw people from around the world
   - Support the Barossa to be known for arts as well as wine and food
   - Build on musical heritage that has been a longstanding feature of regional culture
   - Lack a current, culturally focused facility
   - Sports get the lion's share of resources, time some money was spent on the arts
   - Culture Hub concept has great value – ensure inclusion of indigenous heritage
   - The Barossa is on the world stage and visitors expect something more from us when they arrive
   - Arts and Culture resources are of high interest
   - Hub will network and enhance what already exists as well as offer new experiences, potentially bringing in more tourism creating an increase in employment for people in our region
   - Potential to add Arts, Culture and Heritage to our wonderful Food and Wine stories

3. **Concerns with external design / visual appearance of concept plan and place making considerations**
   - External architectural design does not complement the vernacular of the buildings in the town centre of Tanunda and does not consider the broader locality
   - Box like structures bring no architectural merit and not appropriate for prevailing summer and winter weather conditions
   - No sense of an entrance statement
   - Impacting peoples’ view of the consultation presentation
   - Hard to visualise the plan
   - New additions do not consider the integrity of the current historical building – large flowing spaces required as opposed to little huts
   - Existing design looks tacky. No attempt to design a building in sympathy with the charming original Tanunda Institute building
   - No imaginative use of surrounding historic area that could generate a lively cultural precinct for visitors and locals to explore rather than just one building
   - Consideration of use of old Tanunda Primary School building

4. **Traffic / Parking considerations**
   - Access and parking issues for Clubhouse and Kindergarten
   - Basedow Rd is a high traffic zone with blind corners and traffic conflict
   - Impact of associated Hub parking on local businesses
   - Impact on caravan and bus parking currently using the land adjacent to the gallery
   - Accessible parking an issue
   - Current pressure on available parking spaces when events are on at the Gallery and congestion with Clubhouse requirements
   - Inadequate parking
5. Facility not needed / not a priority / cost or not good use of public funds and resources / function of Council
  - Tanunda has so many things already attracting tourists, maybe another town may benefit from having something to draw in more visitors
  - Established visitor destination - not needed
  - Puts at risk other arts and cultural facilities throughout the Barossa
  - Not wish to contribute to a levy to subsidise a regional culture hub
  - Would benefit more by a new hospital
  - Visitor Centre provides past, present and cultural information. Can't see the point of doubling up
  - No need to relocate Heritage/Historical library services from Nuriootpa
  - Existing performance space is adequate (including Barossa Arts and Convention Centre)
  - Greater community needs exist
  - Census of local businesses required
  - Expensive for ratepayers to support. Additional facilities and services more appropriately provided by private sector
  - Who identifies the hub as a priority?
  - Not needed to support the Barossa Brand
  - Hub concept is not viable. If it were a green field site would provide better access

6. Importance of providing appropriate historical archival repository / storage.

7. Support for artist studios / workshop spaces
  - Lack of affordable, professional art work space/studio in the Barossa where I live - commuting to Adelaide
  - See artists at work and importance of artists being able to bounce off each other and be included in something that makes them a part of something
  - Idea of workshops and temporary accommodation for visiting artists is commendable (actual plans questioned)
  - Idea for separate spaces for workshops is good

8. Tree removal and use of outside space

9. Concern re appropriate management of existing Council assets (underutilised assets)

10. Concerns with proposed location
  - Green field site options
  - Use of old Tanunda Primary School
  - Use of Coulthard House

11. Logistics / operational considerations
    Particular reference to Tanunda Clubhouse operations and Kindergarten

12. Support for co-location Triple B radio
In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups. This research identified a range of strengths, weaknesses, opportunities which were influenced by varying factors. A summary is as follows:

### Strengths
- Central Barossa location with existing infrastructure
- Tanunda's reputation/profile as a tourism landing point
- Site can spatially accommodate facilities
- Proximity of Chateau Tanunda as a collaborative partner in tourism destination development and to support mutually beneficial outcomes
- Strong user group cohesion within the Barossa Regional Gallery framework
- Support from volunteer/network/artistic community to deliver on Culture Hub potential
- Unique selling propositions and identity well supported: Barossa Stories and Barossa Life; a unique point of difference
- Strong artistic offering underpinned by Barossa Brand
- Volunteer base
- Broader stakeholder support for tourism, culture and economic outcomes i.e RDA Barossa, Tourism Barossa, Barossa Grape and Wine, Barossa Visitor Centre; Wine Capital of the World alignment
- Hill and Son Organ culture and Lutheran Baroque traditions; investment to-date in organ
- Access to existing Barossa archives for use in digital collection
- Excellent acoustics for live performance

### Weaknesses
- No contemporary centre for the arts and culture of a regional standard, in keeping with the Barossa’s profile as a tourism and wine destination
- Infrastructure aging in some instances; no climate control for gallery and art spaces expected of a contemporary facility
- Lack of appropriate facilities constrains number, quality and diversity of exhibitions
- Insufficient storage
- Limited exhibition space
- Shared use of spaces; no dedicated space for artist and community workshops limits the scope and potential for growth
- Limited paid staff; reliance on volunteers
- No studio space; green room
- No reception/foyer area
- Accessibility compromised for people with disability/mobility impairment
- WHS issues in old library/council chambers
- Configuration generally causes inefficiencies
- Restricted access to Soldiers Memorial Hall and memorial located on mezzanine
- Shared arrangements and infrastructure with Clubhouse
- Parking issues; shared use and inefficient use
- Poor visibility from main street
- Visual appearance

### Opportunities
- Development of a contemporary centre for the arts and culture of a regional standard, in keeping with the Barossa’s profile as a tourism and wine destination
- Associated economic and tourism benefits; drawcard for visitors
- Better utilization of public spaces and Council assets
- Increased collaboration across wide ranging user groups, stakeholders and networks
- Improved community resilience arising from investment in arts and culture

### Threats
- Failure to take strategic approach to regional arts and culture – missed cultural and economic opportunities
- Fragmented arts and culture activity across the region
- Continued inefficient use of spaces constrains growth and ROI opportunities
- Competition in the marketplace; Barossa loses market share
- Barossa Stories at risk of being lost
- Smaller arts facilities less sustainable in the long term; underutilization of Council assets
Demographic Assessment

The Barossa Culture Hub Report draws on a range of sources of information including feedback from stakeholder surveys, strategic documents, demographic data, site assessments and planning requirements, mapping of existing services assessment. Analysis of this data has informed recommendations for infrastructure investment to deliver long-term sustainable use of community cultural assets.

The facility is located on Basedow Road, Tanunda. The original hall was built in 1913 by the Tanunda Club to provide a larger space for performances and social events and became the Tanunda Soldiers Memorial Hall after World War 1. It has remained a civic and cultural facility and memorial building for Tanunda and the Barossa region, and is listed on the Local heritage register.
The facility is owned and operated by Council. It is managed by Council staff (1 current part time staff member) and volunteers including a management committee established under Section 41 of the South Australian Local Government Act 1999. Facilities and infrastructure are utilised by a broad range of user groups for cultural, artistic and community-based activities. User groups and uses are explored in further detail in 2.2. There is a common theme of the potential for much greater and aspirational outcomes restricted by the lack of suitable facilities. Discussion about the opportunity for development is engendering a wave of excitement and expectation at a level that the current amenity cannot support.

Directly east of the facility is Chateau Tanunda, the site of a proposed $30 million development incorporating international standard hotel accommodation and culinary institute. Directly west is Tanunda community Clubhouse, the site of a proposed $1 million development comprising eight artisan guest suites and available to support the proposed artist in residence programming at the Culture Hub and with potential to directly access the Clubhouse’s restaurant facilities.

Also in close proximity is the co-located Tanunda Library and Barossa Visitor Centre situated at 66-68 Murray Street Tanunda, a primary landing site for visitors to the Barossa. The operational and strategic nature of these facilities is significant, as is the physical relationship to Tanunda Soldiers Memorial Hall.

The Tanunda main street hosts a vibrant retail and café scene with over 20 food outlets and a number of emerging boutique wine businesses and bars.

**Subject area – Population – Demographic Data**

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the minimum 35 year horizon of this investment), population in the Council area being the whole catchment for this investment is estimated to grow by 15,784 (66.9%) people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

The following graphs highlight current and forecast changes.

**Historical and Current Population**
Population demographics indicate an increasing population in the all age sectors from 0-4, 5-34, 35-64 and 65+ years of age. Trends indicate that the growth will be strongest in the 35-64 and 65+ age bracket; this is supportive of the creative industries sector.

Regional Population Growth

The South Australian Government State Planning Commission population statistics projected to 2051 indicate the Barossa, Light and Lower North Region will grow at 63.2% (from 2016) or 45,867. Based on this growth rate the 2051 regional population would reach 118,409. The current growth rate for the Barossa, Light and Lower North Region is the equal highest growth rate for all South Australian regions (equal with the Fleurieu and Kangaroo Island Region). Importantly the 30 Year Greater Plan for Adelaide identifies various significant growth areas in northern Adelaide for greenfield sites that reside either in or near the...
Barossa, Light and Lower North Region and which in The Barossa Council area includes Concordia development of approximately 20,000 people which is currently being master planned.

This is likely to accelerate population growth further in the region due to its close location to the northern suburbs of Adelaide and accessibility to employment lands through upgraded public transport via electrified rail at Gawler and investment in the Northern Connector road infrastructure further opening up efficient and acceptable transport access.

Further the accessibility to the Barossa and close proximity to Adelaide, Adelaide’s northern, eastern and western suburbs provides significant capture with travel of approximately 1 hour to the area meaning a population base of 1,155,496 in 2051 is on the doorstep of this initiative. The relevant population areas of the Adelaide, Adelaide’s northern, eastern and western suburbs will increase by a projected 301,578 or 35.3%. 

Barossa Light and Lower North Regional Population Forecast

![Barossa Light and Lower North Regional Population Forecast Chart]
Angas Recreation
Park
1. Establish heritage entrance off Washington Street as a pedestrian access—support the use of this area for walking, passive recreational activity and reduction of traffic flows into the Park.

2a. Establish Washington Street as main match day and event entrance/exit—support more direct access to main parking areas, reduced traffic flow around the Park, improved safe pedestrian movement.

2b. Establish Park road as additional entrance and/or exit during high traffic periods dependent on availability of volunteers or event staff.

3. Two additional netball/tennis courts

4. Extended court amenities

5a. Demolish and rebuild Show Hall—current site requires additional facilities not available in current building such as: kitchen, toilets, improved services and storage. Consider reallocate for the cost of duplicating facilities that are also located nearby. (Detailed design required). Consider use of recycled materials elsewhere in Park.

5b. Demolish and build a new Show Hall facility in new location—link to extended clubroom and function facility to enable shared use of some components (e.g., kitchen, toilets) and maximise investment of money in undercover show exhibition space. Tender to requirements of other community users (e.g., personal fitness, indoor sports, events, displays). Bring the Show Hall into the communal heart of the Park. (Detailed design required)

6. Multi function pedestrian village precinct

7. Main carpark terrace—refer Traffic Management Assessment (August 2017)

8. Toilet/outbuilding/storage—opportunity to incorporate within a combined relocated Show Hall facility (refer Stairs above)

9a. Extended multi function clubroom/spectator facility

9b. Dedicated change room facility

10. Pool—upgrade drainage and implement ongoing maintenance plan

11. Grandstand

12. Feature picket fence section (frames pedestrian precinct area only)

13. Cricket nets

14. Junior oval / second multi use recreational space—not fenced, no dedicated lighting

15. Bare shed


17. Pedestrian access/paths between oval and oval car parking

18. Pedestrian crossover points—traffic calming platforms—road to open up and close off to support traffic management requirements at periodic match days and events.

19. Extended MAV / State Park (detailed design required)

20. Picnic and playground area—extra BBQ, seating and shade (potential to reuse materials from demolished show hall)

21. Passive recreational spaces: personal walking and fitness trails areas—supports tree management approach

Other:

- Better management of traffic flows, parking and pedestrian access to improve safety and reduce traffic management issues resulting from road realignment
- Traffic calming measures—align with contemporary standards; engineering and landscaping approaches to support traffic management
- Improved lighting
Angas Recreation Park
<table>
<thead>
<tr>
<th>Needs Analysis – completed by sporting clubs and groups during master planning phase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current user base/numbers</strong></td>
</tr>
<tr>
<td>Senior players base/numbers</td>
</tr>
<tr>
<td>Junior Players</td>
</tr>
<tr>
<td>Junior Players</td>
</tr>
<tr>
<td>Women’s Teams</td>
</tr>
<tr>
<td>AusKick</td>
</tr>
<tr>
<td><strong>Growth past</strong></td>
</tr>
<tr>
<td><strong>Predicted growth – 5 yrs</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Trends</strong></td>
</tr>
<tr>
<td>Days of use – practice (if applicable)</td>
</tr>
<tr>
<td>Other factors</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Other Users</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Recreational Usage</td>
</tr>
</tbody>
</table>
- Tree management needs to be addressed on a formal, structured and consistent basis and a budget staged throughout the development period with appropriate species selection.
- If the second oval is supported then it should be green open space with no structures around it.
- Recover materials from tree removal for reuse elsewhere in the Park.

**Balance – Passive & Sporting Recreation**
- The Park fulfills a highly valued role as Angaston’s most centrally located non sporting and sporting recreational area.
- Balance between sport and other recreation was important from the time of its original gifting. It has always been intended for both purposes.
- Multiple comments that the Park needs to serve both functions.
- Need for overdue upgrade to facilities without destroying the look and feel of the Park.

**Show Hall**
- 2 submissions state that not enough focus on the opportunity to refurbish the existing show hall and concern at loss of Barossa heritage. Local expertise available to assist.
- Other submissions generally supportive of a relocation given condition and level of functionality of existing facility and opportunity to bring it into the centre of the developed area of the Park and share elements of the essential infrastructure (ie toilets, kitchen, storage etc).
- Any new facility needs to have multi user input to detailed design to ensure it meets needs and some concerns that the site may not be big enough.

**Storage**
- Concerns that there should be no loss of storage arising from the proposed changes to infrastructure.

**Clubrooms**
- Supportive. Development should be at a scale and form appropriate to the Park and not over develop it.

**Parking**
- One parking area where people can leave cars and walk to and from.
- Restrict parking for cars on non match days.

**Community Consultation**
- Dismayed at lack of community representatives at the (sic Working) group meetings. Everyone from a Sports Club and most from Footy club and I find it hard to believe that community members were not specially invited to these meetings.
- The Barossa Council should be applauded for bringing all the user groups together and initiating (and facilitating) this planning process.
- I thought there was going to be an opportunity for the community to go as a whole to at least one meeting where questions could be asked from the floor and get answers. This seems to me to be a diversion from past community forums where real issues are put forward in front of everyone.

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:
Demographic Assessment

Population trends Angaston and immediate surrounds – Census data – 5 Angaston districts (may not equate to full capture of catchment areas for Angaston based sporting clubs)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2011</th>
<th>2016</th>
<th>Change 2011 - 16</th>
<th>growth</th>
<th>% population 2011</th>
<th>% population 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18*</td>
<td>440</td>
<td>465</td>
<td>25</td>
<td>5.68%</td>
<td>22.69</td>
<td>22.76</td>
</tr>
<tr>
<td>18 - 65</td>
<td>1188</td>
<td>1201</td>
<td>13</td>
<td>1.09%</td>
<td>61.27</td>
<td>58.79</td>
</tr>
<tr>
<td>65 +</td>
<td>311</td>
<td>377</td>
<td>66</td>
<td>21.22%</td>
<td>16.04</td>
<td>18.45</td>
</tr>
<tr>
<td>Total</td>
<td>1939</td>
<td>2043</td>
<td>104</td>
<td>Overall 5.36%</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Impact of subdivision of 70 dwellings in Angaston
- Assume average household size 2.32 (as per 2016 census)
- So circa 162 additional people
- Unknown how quickly those households will come into the population (ie period of development)

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

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3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Angaston-Penrice District, which forms part of the catchment area for the Angas Recreational Park facility directly. Due to the layout of the Barossa, the catchment for Angas Recreational Park will also be influenced by three other statistical districts being:

1. Nurioopta, Stockwell and District
2. Mt Pleasant - Springton District and
3. Tanunda, Bethany and District.
Site Uses
Cricket, Netball, Functions, Scouts, Children's Play and Junior AFL

Existing Trees
All existing trees to be retained where possible including creating build outs around them

Signage
To be located at key points around the grounds directing patrons to the different code's facilities

New Function Centre/Clubhouse Precinct
The proposed building will have direct connectivity to the existing clubhouse and new car park for delivery vehicle access. A set of low stands in front of the new building are proposed.

New Signage / Sculpture
New Trees

Southern Barossa Regional Sports Hub - Concept Masterplan: Curdnatta Park, Sandy Creek
Curdnatta Recreation Park
In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandy Creek Cricket Club (SCCC) transitioning to incorporated model with clearly defined service levels incorporated into management plan</td>
<td>Cricket clubrooms in poor condition</td>
</tr>
<tr>
<td>Aesthetically beautiful aspect</td>
<td>Kitchen in poor condition</td>
</tr>
<tr>
<td>Pavilion well utilized by community groups</td>
<td>Courts in poor condition and under utilized</td>
</tr>
<tr>
<td>New playground and barbecue facilities</td>
<td>Open space poorly defined</td>
</tr>
<tr>
<td>Co-location already occurring with cricket, community, school and Scouts</td>
<td>Informal carparking arrangements</td>
</tr>
<tr>
<td>Water harvesting infrastructure in place</td>
<td>Drainage issues</td>
</tr>
<tr>
<td></td>
<td>Water harvesting infrastructure requires upgrade</td>
</tr>
<tr>
<td></td>
<td>No light</td>
</tr>
<tr>
<td></td>
<td>Location seen as a barrier to participation for some codes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCCC keen to assume responsibility for oval management and maintenance under fee-for-service arrangement with Council</td>
<td>Differing infrastructure requirements of user groups</td>
</tr>
<tr>
<td>Potential to attract State cricket events</td>
<td>Current service levels undefined</td>
</tr>
<tr>
<td>Engagement – funding from school/DES</td>
<td>Little mapping of utilities (irrigation, powerlines, meter boxes etc)</td>
</tr>
<tr>
<td></td>
<td>Inequity in fees payable across user groups</td>
</tr>
</tbody>
</table>

**Demographic Assessment**

The Southern Barossa is characterised by a number of small to medium sized townships situated within an agrarian landscape. The southern eastern ranges predominate as private land for grazing, dairy and viticulture. The Ranges include the Mount Crawford pine plantation and dam catchment areas protected by conservation park. The subject area falls within the scope of a UNESCO World Heritage listing of the working agricultural landscape of the Adelaide Hills, the Barossa Valley, Mount Barker and McLaren Vale which, if successful, would protect the Mount Lofty Ranges' unique qualities as a working agricultural region.

The region has extensive recreation, sporting and open space assets and opportunities as well as significant environmental and ecological attributes including large tracts of forest area, biodiversity corridors and reservoirs.
Williamstown – Barossa Goldfields and District is a rural and rural-residential area which includes the township of Williamstown. Rural land is used mainly for grazing and crop growing, with some viticulture. Major features of the area include Mount Crawford Forest, Barossa Reservoir and Whispering Wall, South Para Reservoir, Warren Reservoir, Para Wirra Recreation Park, Victoria Creek Reserve, several wineries and one school. This small area includes the localities of Barossa Goldfields, Cromer (part), Mount Crawford (part), Pewsey Vale and Williamstown.

**Important Statistics**

- **Population**: 3,086 (2011 Usual residents)
- **Land area**: 23,078 hectares (231 Km²)
- **Population density**: 0.13 persons per hectare
Site Uses
Cricket, Athletics, Tennis, Bowls, Functions, Children's Play, AFL, Netball, Picnic & Passive Recreation

Existing Trees
All existing trees to be retained where possible including creating build outs around them

New Playspace
A playspace is to be created under and among existing large trees to take advantage of their shade

New Signage
To be located at key points around the grounds directing patrons to the different code's facilities

New Function Centre/Clubhouse Precinct
The proposed building will have direct connectivity to the existing clubhouse and new car park for delivery vehicle access. A set of low stands in front of the new building are proposed

New Signage
New Trees
Lyndoch Recreation Park
| Athletics                  | - Clubroom, change rooms and toilets, canteen area  
|                           | - Internal Display and Storage Space          
|                           | - External (shed) storage space               |
| All                       | - 400m grass running track, 100m sprint track  
|                           | - Maintain discus / javelin / shot pot throwing areas |
|                           | - Improve long jump area in old car park / old courts space |
|                           | - Internal Display and Storage Space          
|                           | - External (shed) storage space               |
|                           | - Site perimeter fencing to be reviewed and improved |
Consultation Submissions – completed by community during master planning phase

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key stakeholders and residents in affected townships as well as the broader Southern Barossa community (Phase 1 consultation).

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. People were invited to undertake a Council survey via online platforms as well as traditional methods with the following results. Forty-seven (47) surveys were returned; two were incomplete. Respondents are identified in Attachment B.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

- **Infrastructure requirements (rec and sport)**
  - AFL size senior oval/s and % size junior oval with lighting
  - Ovals for cricket club to host multiple junior and senior matches at home
  - Coaches and timing boxes, scoreboards, goal netting
  - Parking for 300 vehicles, local street parking for additional 200 vehicles
  - Emergency access to oval and courts
  - Multiple playing ovals and surfaces for football and rugby
  - Tennis / netball courts with lighting
  - Indoor/outdoor hard surface courts for basketball and netball
  - Suitable external storage for all users
  - Oval with outer running track for athletics
  - Athletics spaces with ability to line mark running tracks
  - Community clubhouse / pavilion
  - Internal storage for clubs and community groups
  - Skate park (at alternative location)
  - Walking/running paths (extension of existing linkages to Williamstown and beyond)
  - Gym and fitness centre; also for injury/rehabilitation
  - Oval and outdoor sports area
  - Adventure play space
  - Integrated toilets/wet areas/changerooms to prevent duplication of infrastructure
  - Heated pool for exercise/therapy with extended opening hours (both indoor and outdoor suggested)
  - Year round outdoor pool
  - Velodrome
  - Dedicated space for club memorabilia to create a unique feel (part of clubrooms)
- **Community capacity building (sporting)**
  - Close a generation gap, bringing together people from bowls to junior sports
  - Helps fundraising and sponsorship efforts as people from other clubs would see advertising for social events and fundraisers
  - Greater capacity to host local, state and national events
  - Flow on benefits to business sponsors through increased profile, bigger catchment of users and spectators
  - Co-location builds community identity leading to broader participation across multiple codes/activities
  - Greater sense of identity will help retain a local focus and prevent drain to Gawler and northern suburbs for rec and sport activity
  - Promotional / recruitment opportunities – greater pool of sports and people to draw from
  - Intra-club opportunities within the codes and across other sporting codes
  - More community interaction as club times overlap

- **Community capacity building (broad community)**
  - Multipurpose site offers solution for growing region for both sports across all ages as well as social activities
  - Central gathering point for the Southern Barossa community for social events, community meetings, sport and unstructured recreation
  - Create a closer community that can work together
  - A range of shared facilities can be hired and utilized by a variety of community groups
  - Gathering place after sport that is not a hotel
  - Facilities can be hired for fundraisers
  - Meeting place for young people, out-of-school hours, school activities
  - More opportunities for consultation between and with user groups to achieve efficient coordination and true ownership
  - Great demand for multi-purpose venue – Lyndoch Hall is currently the only venue within the area supporting activities such as Tae Kwan Do, Judo, Zen Do Kai, Ballet, Zumba, Tap dancing, Ballroom Dancing, Yoga, Choir rehearsals, Weekend markets, and one-off uses such as wedding receptions, birthday parties, anniversary events (eg Red Cross), Church services etc. Community classes already at capacity and prospective hirers are unable to be accommodated as the time-slot they require is already taken
  - Should look to other multi-use venues to study compatible and optimal uses by various users

- **Open space/unstructured recreation**
  - Create safe and secure walking paths
  - Secure spaces that support unstructured recreation: bird watching, picnic grounds, BBQ facilities
  - Link walking/cycling paths from Williamstown to Lyndoch via pony club; extend to Sandy Creek
  - Connection of off-road cycle facilities/infrastructure
• Landscape & design
  - Reduce ‘heat island effect’ through landscaping
  - Design elements that mitigate exposure to extreme weather (at Lyndoch location)
  - Plant more trees
  - Reduce ‘built’ environment eg pavement, additional car parks

• Improved scheduling/reduced travel times
  - Multiple ovals enable different grades to play or train simultaneously
  - Co-located facilities ideal for parents of children involved in different disciplines - one central venue
  - Reduce travel times to Tanunda, Nuriootpa, Gawler and northern suburbs

• Maintenance/service provision
  - More sporting groups to contribute to upkeep and maintenance improvements, not just a few
  - Shared cost of maintenance
  - Ovals should have defined levels of service, scheduled turf maintenance plans
  - Cost efficiencies of shared service provision

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:
Demographic Assessment

The Southern Barossa is characterised by a number of small to medium sized townships situated within an agrarian landscape. The southern eastern ranges predominate as private land for grazing, dairy and viticulture. The Ranges include the Mount Crawford pine plantation and dam catchment areas protected by conservation park. The subject area falls within the scope of a UNESCO World Heritage listing of the working agricultural landscape of the Adelaide Hills, the Barossa Valley, Mount Barker and McLaren Vale which, if successful, would protect the Mount Lofty Ranges’ unique qualities as a working agricultural region.

The region has extensive recreation, sporting and open space assets and opportunities as well as significant environmental and ecological attributes including large tracts of forest area, biodiversity corridors and reservoirs.

The 30 Year Plan for Greater Adelaide designates areas within the Southern Barossa as “Growth Areas”. This is consistent with population trends that indicate 40 per cent of the Barossa’s population will reside in Williamstown-Lyndoch-Mount Pleasant by 2036. The southern Barossa also has a higher-than-average proportion of young families, which has demand and use implications for open space, recreation and sporting facilities and service provision in the future.

The population profile of ‘sub regions’ within the Southern Barossa is presented as follows:
Williamstown – Barossa Goldfields and District is a rural and rural-residential area which includes the township of Williamstown. Rural land is used mainly for grazing and crop growing, with some viticulture. Major features of the area include Mount Crawford Forest, Barossa Reservoir and Whispering Wall, South Para Reservoir, Warren Reservoir, Para Wirra Recreation Park, Victoria Creek Reserve, several wineries and one school. This small area includes the localities of Barossa Goldfields, Cromer (part), Mount Crawford (part), Pewsey Vale and Williamstown.
Murray Recreation Park
MURRAY RECREATION PARK - EDEN VALLEY MASTERPLAN

LEGEND
1. Vehicular Entrance/exit from Rhine Park Road for cricket and overflow to additional powered sites
2. Existing creek
3. Nature Play
4. Pedestrian bridge
5. Existing cricket nets
6. Visitor parking zone
7. Additional powered camp sites
8. New irrigation system provided for half of the oval
9. Existing toilet block
10. Existing pavilion
11. New communal fire pit
12. Existing BBQ pavilion with new wind break wall
13. Existing playground
14. Existing shower and laundry block
15. Informal unpowered camp site for overflow
16. Future "ECO" amenity block
17. Existing powered sites
18. Existing tennis court
19. Existing entry/exit gate to remain as main vehicle access. Traffic management to be resolved

The Barossa Council

EDEN VALLEY ROAD, EDEN VALLEY SA
1730- A000- B
09.02.18
Murray Recreation Park, Eden Valley

NB: a full Feasibility Report has not yet been completed for this facility.
Consultation Submissions – completed by community during master planning phase

A total of 2 formal submissions and 15 informal submissions were received during a formal three-week consultation period, totalling 17 responses.

Responses are summarised by theme as follows:

<table>
<thead>
<tr>
<th>Equestrian Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure equestrian uses including parking of floats and use of trails for equestrian purposes is considered for this facility.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oval Irrigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Why is only half the oval shown as being irrigated?</td>
</tr>
</tbody>
</table>

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Historic value; strong community connection with original gifting of the land for community benefit</td>
<td>• Lack of profile as a stop off location – people tend to drive through without stopping</td>
</tr>
<tr>
<td>• Community is increasingly engaged and responsive to new approach</td>
<td>• Distance from recreation park to town and issue of connection along road with 80km/hr speed limit</td>
</tr>
<tr>
<td></td>
<td>• Traffic Interface between cricket users and visitors perceived as an issue</td>
</tr>
<tr>
<td></td>
<td>• Limited local amenities</td>
</tr>
</tbody>
</table>
Nuriootpa
Centennial Park
Nuriootpa Centennial Park
Revised Stage 2 (Soccer Club)
1:1000 @ A3
Centennial Park
Concept Plan / Preferred Concept

Centennial Park

Sporting Facilities

01. Establish a new sports facility (indicative footprint only) including the following:
   - Soccer change rooms and club rooms
   - Cricket change rooms (sharing soccer changing rooms in summer)
   - Changing rooms for AFL (mixed)
   - Toilets for the general public
   - Gym
   - User group storage

   (1a) Undercover spectator area.
   (1b) Review location of existing transformer and new sport facility (consider building footprint and integration).

02. Potential to retain existing changing rooms for rest of asset life and upgrade facilities subject to review of AFL standards. Further investigation of feasibility during detailed design.

   (2a) Potential relocation and redevelopment of Football change room facilities.

03. Undertake required building renewal works on existing Grandstand, upgrade spectator area in front of grandstand to provide improved accessibility.

04. Relocate soccer field (S3-K63) and warm up area to the south and adjacent to new club facilities with run-out, tech-bench and fencing. Incorporate stormwater management in field development, explore potential to pump water to Cooleight Reserve Lake.

   (4a) Tech-bench.

05. Relocate cricket practice nets (hit out would be over soccer pitch) including removal of existing tree and remediation of drainage issues.

06. New parking area to support dugout facilities with disabled parking including tree removal and WSUD (water sensitive urban design) responses to improve drainage.

07. Review and replace lighting on tennis courts and main oval as required (ECO lighting).

08. Replace fencing to main oval and review access points.


10. Potential to expand precinct in future (if required).

Recreation Facilities

11. Establish a memorial garden on the eastern side of the tennis courts, removing direct vehicle access from Caravan Park entrance. Garden to incorporate existing memorial features, provide informal play elements (sculpture, stepping logs or similar), with trees and spectator seating.

12. Upgrade and expand northern playground with provision for both younger and older children, review requirements for fencing.

13. Consider the provision of public toilet facilities adjacent to northern play space in the longer term to meet future demand. Consider potential to incorporate development of toilets into replacement of scoreboard.

Car Park and Vehicle Movement

14. Upgrade entrance to precinct, Negotiate with adjacent land owner to widen entrance to create visual prominence from main road. Replace main entrance gates (electronic) to provide additional safety and entry/exit control.

15. Resurface existing entrance road to sports precinct, formalise traffic flows (line markings), create additional parking along edge of courts.

16. Improve signage to precinct along main road, to make entrance to precinct more prominent.

17. Expand existing car park and review layout. Establish landscape areas and shade trees to improve amenity and manage stormwater.

18. Establish additional car parking facilities in the north western corner to cater for soccer and to provide informal overflow parking for football and cricket. Establish landscape areas and shade trees to improve amenity and manage stormwater.

Shared Use Areas and Movement

Develop a hierarchy of shared use areas throughout the precinct to allow for integrated movement of pedestrians and vehicles. Access to each area can be controlled through either gates, boom gates, bollards or temporary fencing, and reinforced by the landscaping treatments as appropriate (to be developed during the detailed design phases refer to additional shared use priority diagrams for more information).

19. Shared Use Priority 1: This space connects the key sports and recreation facilities. Priority is given to pedestrians, with cyclists allowed access. Vehicle access should be controlled and predominately vehicles will move through this space rather than park. Provide shade, landscape areas, picnic facilities and seating.

20. Shared Use Priority 2: This is the space around the two ovals. This is where some spectators will congregate and in some instances for vehicles to park. Establish a movement zone approximately 3-4 metres adjacent to oval, within this zone pedestrians and vehicles will share the space. This redefines access for emergency vehicles. Adjacent to this establish a landscape and parking strip approximately 5-7 metres (depending on available space). This should allow for informal parking, provide shade planting, and periodic spectator seating areas.

21. Shared Use Priority 3: This connects Centennial Park, the Caravan Park and Cooleight Reserve. Vehicles within the Caravan can still cross the shared use connections, gates at each end of the link to provide controlled access when required.

Boundaries

22. Establish a low fence (900mm) boundary between Caravan Park and Sporting Precinct to improve security and control vehicle movement. Establish a low landscape edge to improve landscape amenity and retain clear sight lines.
Centennial Park and Coulthard Reserve
Concept Plan

KEY
- Existing Built Form
- Upgrade or Relocation of Built Form
- New Built Form
- Playing Field
- Warm Up Area or Cricket Nets
- Recreation Area
- Outdoor Courts
- Waterbodies
- Existing Car Parking / Vehicle Access
- New Car Parking / Vehicle Access
- Entrance Way
- Compacted Gravel (unsealed)
- Gravel Parking Areas
- Shared Use Area - Priority 1
  (Pedestrian, Cyclist, Vehicle moving through space)
- Shared Use Area - Priority 2
  (Pedestrian, Cyclist, Vehicle access and parking)
- Shared Use Area - Priority 3
  (Pedestrian and Cyclists only)
- Play Space and Gardens
- Amenity Node
- Landscape Buffer Planting
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Address drainage and civil infrastructure issues</td>
<td>- Change room expansion supports the development of precinct as regional level cricket venue</td>
</tr>
<tr>
<td>6</td>
<td>Restoration of Coulthard Reserve lake</td>
<td>- Ponding of water during winter months to area between AFL change rooms and soccer pitch – master plan proposes removal of pine trees; drainage works and future use as car parking</td>
</tr>
</tbody>
</table>
| 7 | Upgrade to cricket nets | - Reduce area of lake  
- Reinstall for family recreational activities / open space  
- Balance of current lake area becomes green space in summer / detention overflow in wet months  
- Upgrade to cricket nets – Barossa cricket net infrastructure identified as deficient in SACA facilities audit 2018 |
Consultation Submissions – completed by community during master planning phase

A total of 19 formal submissions and 39 informal submissions were received during a formal three-week consultation period, totalling 58 responses.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

**Nuriootpa Centennial Park**

<table>
<thead>
<tr>
<th>Position of Cricket Nets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initially positioned to the north of the soccer pitch</td>
</tr>
<tr>
<td>• Too far away from the other park facilities including the cricket pavilion and storage.</td>
</tr>
<tr>
<td>• No need to provide additional duplicate, infrastructure to serve the repositioned nets if these are closer to existing toilets, proposed storage</td>
</tr>
<tr>
<td>• Makes it more challenging for players to warm up before going into bat</td>
</tr>
<tr>
<td>• Consider placing in between soccer and Hoffman Oval</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Traffic Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Concern re extent of the extended road to the western boundary of the site. Safety issues of pedestrians, children using and crossing that area, cost of implementation</td>
</tr>
<tr>
<td>• Potential to push traffic between soccer pitch and Hoffman Oval</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Soccer Pitch Location and cross code facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Moving soccer pitch towards AFL facilities not supported by Nuriootpa Rovers Football Club due to operational issues of managing liquor licence; noise; impact on potential expansion of changing rooms; reduction in parking</td>
</tr>
<tr>
<td>• Soccer Club supportive of any improvements to its current level of service and its capacity to attract players. Preferred option has been to relocate the existing pitch to support the more centralised location of a mixed use facility incorporating soccer change rooms (and clubrooms). Looking for second playing surface and keen to continue work with the school to achieve this. Purchase of land to the north would provide that extra playing space but the cost of purchase and development would exceed cost of utilising current and adjacent school facilities</td>
</tr>
<tr>
<td>• Soccer needs more space, moving soccer pitch is costly and take up car parking space – purchase vacant land to north. Do more work with the school to encourage reciprocal use of certain facilities</td>
</tr>
<tr>
<td>• Review orientation of mixed use facility to maximise viewing across soccer pitches</td>
</tr>
<tr>
<td>• Is the expense of a 2 storey facility necessary/justified?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Storage</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan looks good provided there is sufficient medical and storage areas</td>
</tr>
<tr>
<td>• No mention of replacement of current green shed at end of existing cricket net area (used by NCPA for chemicals and wash bay)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Toilets (Eastern side of Oval)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Eastern side toilets should be closer to the centre of the main oval adjacent grandstand not closer to Hoffman Oval</td>
</tr>
</tbody>
</table>
### Strengths
- SACA/SANFL venue as per MOU
- Co-located and wide-ranging user groups – sporting and non-sporting
- Location – strong use by local community
- Location – proximity to other community uses eg: Bushgardens, linear parks, secondary school, Couthard Reserve, Bush Chapel
- Location – for regional sporting events
- Functional management structure and lease arrangements with user groups in place
- Community engaged and responsive to new approach
- Community land with associated management plan in place
- Masterplan is compatible with CLMPs
- Currently Council’s only region-level facility as per Council’s Open Space Strategy / SANFL facilities review
- Only region’s soccer facility
- Existing established natural environment of Couthard Reserve
- On-site accommodation to support event and tourism development and visitation
- Only facility with two ovals for multi-discipline use
- Current shared use clubrooms operates effectively
- Size of site
- Established venue for regional tourism events ie Vintage Festival
- Easy access to Stuart Highway and town centre
- Caravan park masterplan approved with recent significant infrastructure investments – provides accommodation on site for associated events
- Population growth and levels of participation and interest

### Weaknesses
- Inadequate and dated infrastructure generally ie no capacity for women to access current change rooms on Saturdays, current facilities at capacity
- Impact on participation – clubs cannot cater for more players – lack of change rooms particularly (footy, soccer, netball and cricket)
- Women and juniors have to practice and play at times where it is harder for them to full integrate into the cultural and social activities of their groups (weekdays and Sundays)
- Pressure on families taking children to multiple venues on the same day or across whole weekend
- Unstructured parking
- Lack of infrastructure to support the region’s only soccer facility
- Some continued encouragement required to support shared use arrangements
- Drainage issues across the site
- Lack of all-access public toilets
- Ill-defined pedestrian flow across the site
- Degradation of Couthard Lake; no longer an attraction
- Lack of parking in Couthard Reserve
- Lack of facilities to attract and retain new skilled professionals and their families
- Seasonal crossovers create scheduling and management issues

### Opportunities
- Potential growth in women’s sport and corresponding health, wellbeing and economic benefits
- Leverage a growing local population to increase participation in sport
- Encourage social integration and inclusion by having more people able to play on same day at same venue
- Development of regional-level soccer facility
- Strengthen relationships with school and wider community
- Trail and open space network and connectivity
- Multiple groups can benefit from a shared use approach
- Leveraging location to maximize local/regional sporting events
- Develop structured parking arrangements for greater usability, safety and functionality
- Multi-purpose facility can create community capacity building and economic opportunities through community hub model
- Infrastructure investment can leverage unstructured recreation/open space opportunities
- Multiple entities to support site activities/user relationships/advocacy

### Threats
- Keeping girls and women engaged when facilities are inadequate and they do not have same access to facilities as male counterparts
- Inadequate infrastructure to support viability and growth of soccer in the region
- Some continued encouragement required to support shared use arrangements
- Little mapping of site services/lack of site survey to inform design and maintenance
- Inequity of fees payable by user groups
- Poor disability access
- Continued deterioration of Couthard Lake
- Lack of infrastructure and playing surfaces to support growth and participation in women’s sporting codes; impact on providing increased levels of surface
This methodology was accurate when applied to 1991-2011 data and forecasting to 2016 and indeed the relevant Nuriootpa statistical local area is growing at a faster rate than all other townships since 1991 averaging 2.37% annual growth. Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Nuriootpa-Stockwell and district all within the catchment area for the Nuriootpa Centennial Park (NCP) facility directly. The growth of the statistical area is the highest in all of the six statistical areas in The Barossa Council.

Importantly there are two other statistical areas that reside within 15 minutes of the NCP that impact each other’s growth which are Angaston – Penrice and District and Tanunda-Bethany and District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Nuriootpa-Stockwell and District population at 2016 is 6,563 and has grown at 59.2% since 1991. It is forecast to grow to 13,489 people, being a growth rate over the next 35 years of 105.5% or an annual average of 3.02% this is significant in our regional context. The two other districts (outlined above) have a current population at the 2016 census of 7,866 and this is forecast to grow to 9,341, a growth rate of 18.8%. Over the next three generations there is likely to be significant growth in population which naturally will impact the utilisation and needs of infrastructure including recreational infrastructure in Nuriootpa and surrounding locations.

The following graph highlights current and forecast changes:
the Big project

Stockwell Recreation Park
Stockwell Recreation Park

NB: a full Feasibility Report has not yet been completed for this facility.
## Consultation Submissions – completed by community during master planning phase

A total of 18 formal submissions and 2 informal submissions were received during a formal three-week consultation period, totalling 20 responses.

Responses are summarised by theme as follows:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Officer comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Location of BMX track</strong></td>
<td>- Significant and repeated written and verbal feedback regarding location of the BMX track has been received. There is equal opinion on if a track should be located at the Recreation Park or at the nearby Queen Street playground.</td>
</tr>
<tr>
<td></td>
<td><strong>Officer comments:</strong></td>
</tr>
<tr>
<td></td>
<td>- There is some concern that the track will impact on the amenity for neighbouring properties on Mickan Road. It may also encourage parking along Mickan Road which is a concern to some residents.</td>
</tr>
<tr>
<td></td>
<td>- However, there is also feedback that co-locating additional activity areas such as a BMX track is great for families that are attending the Recreation Park for organised sport.</td>
</tr>
<tr>
<td></td>
<td>- There is also merit in co-locating the BMX track where there are existing toilets. Buffer treatments such as plantings could also be installed along Mickan Road to soften any visual or sound impacts.</td>
</tr>
<tr>
<td><strong>2. Second Oval</strong></td>
<td>- Whilst the second oval hasn’t appeared often in written submissions, there has been significant verbal discussion during the community drop-in session and through the Stockwell Recreation Park Advisory Group. The reinstatement of the second oval remains strongly supported by the Advisory Group and the Light Pass Cricket Club.</td>
</tr>
<tr>
<td><strong>Officer comments:</strong></td>
<td>- The current Council resolution reads: MOWED Cr Mine that ..........</td>
</tr>
<tr>
<td></td>
<td>3. By agreeing to develop the artificial turf pitch at the Stockwell Recreation Park Oval Number 2 site, Council also agrees to the reinstatement of Oval Number 2 in a timeframe to be negotiated with users of the oval, but shall not be undertaken until the 2014/15 financial year at the earliest.</td>
</tr>
<tr>
<td></td>
<td>..........</td>
</tr>
<tr>
<td><strong>3. Horse Stabling and Associated Infrastructure</strong></td>
<td>- Clear and consensus opinion that horse stabling and associated infrastructure not recommended for installation at the Stockwell Recreation Park.</td>
</tr>
<tr>
<td><strong>Officer comments:</strong></td>
<td>- An initial request through RDA from Horse SA was received to investigate options for horse stabling and associated infrastructure in Stockwell to enhance the usage of the Kidman Trail. The development of the Master Plan occurred at the same time and therefore the option was put to the community to consider as part of this process.</td>
</tr>
<tr>
<td><strong>4. Tennis / Basketball Court/s</strong></td>
<td>- Verbal and written feedback received regarding the addition of a court or courts within the Master Plan, potentially at the</td>
</tr>
<tr>
<td><strong>Officer comments:</strong></td>
<td>- There are 49 courts in The Barossa Council region. 17 courts are within 10 km of Stockwell:</td>
</tr>
<tr>
<td></td>
<td>- Moculta – 3 courts</td>
</tr>
<tr>
<td></td>
<td>- Nuriootpa – 8 courts</td>
</tr>
</tbody>
</table>
Demographic Assessment
Population trends in Stockwell and immediate surrounds

Census data shows a 2.81% increase in the population in the 5 years since 2011. The number of children resident in the district has increased by 3.85% with that group now representing only 34.03% of the total numbers.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2016</th>
<th>Change 2011 - 16</th>
<th>Growth %</th>
<th>% population 2011</th>
<th>% population 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18*</td>
<td>156</td>
<td>162</td>
<td>6</td>
<td>3.85</td>
<td>33.69</td>
<td>34.03</td>
</tr>
<tr>
<td>18 - 65</td>
<td>290</td>
<td>288</td>
<td>-2</td>
<td>-0.69</td>
<td>62.63</td>
<td>60.50</td>
</tr>
<tr>
<td>65 +</td>
<td>17</td>
<td>26</td>
<td>9</td>
<td>52.94</td>
<td>3.67</td>
<td>5.46</td>
</tr>
<tr>
<td>Total</td>
<td>463</td>
<td>476</td>
<td>13</td>
<td>Overall 2.81 %</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.
Talunga and Old Talunga Recreation Parks
10 TOP PRIORITIES FOR TALUNGA PARK

1. NEW CARAVAN PARK FACILITIES
   A new plan has been prepared for the development of the Caravan Park. This will become a key tourist destination for campers, cyclists, and visitors to the region and has been prioritized for improvement in the near future.

2. REPAIRS TO THE SHEEP PAVILION
   Major repairs are to be completed as part of the phased implementation.

3. ENVIRONMENTAL AND SITE INFRASTRUCTURE IMPROVEMENTS
   Improve the functionality of Talunga Park by staged improvements to drainage and other site services and civil infrastructure. This includes surfacing, landscaping, and floating walkways. Improvements to landscape may include revegetation to the creek line, pruning and removing non-fruit trees, adding water feature and urban design infrastructure, furnishing car parking, and footpath access throughout and beyond.

4. EQUESTRIAN INFRASTRUCTURE
   Support and promote the increased use of the Park for equestrian activities, to attract state-wide and interstate participation and events (to include the use of the recently established temporary, recycle horse stable, improved access for horse-related activities, local clubs, and equestrian events)

5. OVAL INFRASTRUCTURE
   Support and promote the local sport including football, Australian Rules Football competition and support to a 3g of service commencement with use.

6. ADD AMENITY TO THE PLAYSPACE
   Improve natural shade/shelters, benches, picnic furniture and add more landscaping to enhance the play space and encourage increased use by the local community and visitors.

7. CREATE A NEW ‘ADDRESS’ AND MAIN ENTRY
   Close the existing entry off Melrose Street to cars. Create a new, welcoming primary ‘address’ for Talunga Park at a safer location further East that includes new trees, gates, bollards and signage.

8. A NEW SHARED-USE ADMINISTRATION AND CATERING FACILITY
   Develop a new integrated, shared-use administration and catering building that is central to the community hub/ park and supports the ongoing site activities and events. Improve the forecourt area adjacent to the Show Hall and Sheep Pavilion.

9. NEW SIGNAGE, PLANTING AND FURNITURE
   Improve the visitor experience to Talunga Park by adding new furniture (potentially made by the Vet’s Shed), new trees and shrubs and information/directional signage throughout.

10. NEW ARTWORKS AND MURAL
    Introduce artwork to the site, primarily by the creation of a large mural on the Cattle Shed wall. This can tell the story of Talunga Park, the people and history and be an interesting talking point in the town.

In 2014, the Regional Council commissioned the preparation of a strategic Masterplan for Talunga Park in Mount Pleasant to guide future improvement of this important agricultural and community space for the benefit of local residents and visitors. Some of the recommendations detailed within the 2014 Masterplan have already been delivered and so the following plans have been prepared to depict these changes and identify the future stages in the site's development. The Plan will be used to:

- provide a long-term vision for Talunga and Old Talunga Park
- inform decision-making regarding physical infrastructure and community assets
- assist in prioritizing future investment and guide sustainable development
- help to identify future partnerships to deliver the work.
Schedule of Proposed Works

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>11 x 15m premium very large sites x 5</td>
</tr>
<tr>
<td>2</td>
<td>6 x 15m medium sized sites x 21</td>
</tr>
<tr>
<td>3</td>
<td>2 x sites through sites - 15 x 24 x 6m</td>
</tr>
<tr>
<td>4</td>
<td>8 x 10m smaller sites x 2</td>
</tr>
<tr>
<td>5</td>
<td>Open communal green space with outdoor tables and gas barbecue shelter</td>
</tr>
<tr>
<td>6</td>
<td>Camp Kitchen</td>
</tr>
<tr>
<td>7</td>
<td>Screened Sub-basin enclosure</td>
</tr>
</tbody>
</table>

- Drying area with washing lines
- New or relocated crushed compacted rock roadway 4.5m wide and one way as shown
- Pull-in lane for van check-in + area for vans to turn / back into sites
- Renovated sheds, site office and new signage
- Potential 2 bed cabins to replace powered and unpowered sites
- Potential future caravans
- New eucalyptus / deciduous trees to match existing pine trees (6m trunks and no low branches)
- Power, water and sewerage point

Proposed Site Plan

Total Sites: 30

Mt Pleasant Caravan Park, SA

CONCEPT PLAN
FOR DISCUSSION PURPOSES ONLY

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SCALE 1:200

6 May 2017
Talunga and Old Talunga Caravan and Recreation Park
Consultation Submissions – completed by community during master planning phase

To gain a greater understanding of the needs of users, Council conducted targeted consultation with key stakeholders and residents in affected townships as well as the broader Mt Pleasant community (Phase 1 consultation).

Engagement was conducted via direct mailout, newspaper advertising, stakeholder newsletters, social media, website and letters sent directly to stakeholder organisations. People were invited to undertake a Council survey via online platforms as well as traditional methods with the following results.

15 formal submissions were received, 33 informal (plus approximately 70 attending community dinner) were received totalling 103. Overall total 48 plus 70 = 118.

Respondents had broad-ranging feedback on how a multi-use shared facility could meet the needs of the community and what services and facilities might be offered, as well as broader comments around recreation, sport and community use needs. Responses are summarised by theme as follows:

1. Equestrian upgrades
   - Equestrian investment provides great opportunity for generating use and revenue at the facility and into Mount Pleasant
   - Talunga Park is seen as a preferred equestrian venue but cost of bringing in temp stabling for each event is prohibitive
   - Construction of a covered arena
     - encourage year round use and bring something new to the region
     - Safety considerations of access point from stabling to oval
     - Safety considerations of proximity of proposed skate park and possible noise issues around horses
   - Generates revenue
   - Why not permanent stabling rather than temporary?
   - Should be done if sustainable and revenue generating

   **Officer comments**
   - Forum with equestrian stakeholders produced the idea of flatpack stabling as a flexible and cost effective way of adapting existing cattle / livestock pens for use by horses and ponies. Suits both requirements – permanent option is more expensive and requires additional infrastructure. Stabling identified as main disincentive for equestrian groups using the facility
   - Equestrian Stakeholders Forum (May 2017) did not raise requirement for covered / indoor arena.
   - Assessment of risks and construction requirements will be covered as part of the detailed design / planning process

2. Linkages, access, entrances, roads and footpaths
   - Roadways & footpaths get very wet, muddy in winter months – safety issue and often not usable – impact on visitation / first impressions of site
   - Improve linkages between Talunga Park and Old Talunga Park – excellent idea. Issues of private ownership of land, cost of fencing and safe access.
   - Improved entrance statements – impact on visitors and needs to be relevant to people of the area
   - Links to existing main street planning – needs to be implemented.
   - Improve walking and cycling links through the Park and between the Parks is a great idea – people keen on creating more paths around the immediate vicinity of Mount Pleasant – link to golf club.

   **Officer comments**
   - Large sites and internal road and footpath network gets high traffic – dusty in summer / muddy in winter. General infrastructure works (including drainage to community buildings and raising the level of the caravan park site to accommodate necessary engineering treatments) important to ensure site is clean and functional as a tourism venue.
   - Linkages to a potential regional cycling / wine trail may support the development of the associated infrastructure for this funding component/priority.
   - Council has a strong track record of securing private arrangements for trail development.
This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:

**Strengths**
- Location in country, relaxed tourism offer
- Co-location of user groups already occurring
- Good occupancy rates Caravan Park
- Capacity for expansion of caravan park including cabins
- Excellent park manager on-site
- Building condition audit provides schedule of planned maintenance activities

**Weaknesses**
- Ageing shedding infrastructure
- Oval playing surface and lighting - require major investment if football clubs are to stay
- Safety issue with horse / pedestrian movements
- Poor courts surface at Talunga Park: cracks, lighting at courts
- Management structure has led to degradation of facilities

**Opportunities**
- (Economic) Reprioritisation of facility to tourism, recreation and equestrian opens up opportunities for tourism opportunities, expanded accommodation offering and associated economic growth
- Environmental and sustainable economic development and low impact recreation activities
- Multi user group trails and linkages to Old Talunga Park

**Threats**
- Availability of water from current dam source
- Current service levels undefined
- Little mapping of utilities (irrigation, powerlines, meter boxes etc)
- Cost of caravan park and/or facilities expansion
In the context of this Study Mount Pleasant is outside the defined subject area. Council undertook extensive consultation on recreation, sporting and community facilities in Mount Pleasant in 2013 which resulted in the development of the Talunga Park Masterplan. Notwithstanding, Mount Pleasant is broadly understood to be part of the Southern Barossa and its geographical proximity to the subject area makes it contextually relevant. Talunga Park Master Plan is within scope for the broader “The Big Project” Community Infrastructure Plan.

Mount Pleasant - Springton and District is a rural and rural-residential area which includes the small townships of Mount Pleasant and Springton. Rural land is used largely for grazing, cropping and viticulture. Major features of the area include Mount Pleasant District Hospital, Murray Recreation Park, Springton Recreation Park, Talunga Park, numerous wineries and two schools. This small area includes the localities of Eden Valley (part), Mount Pleasant (part), Springton (part) and Taunton.
the Big project

Tanunda Recreation Park
Tanunda Recreation Park
### Needs Analysis – completed by sporting clubs and groups during master planning phase

<table>
<thead>
<tr>
<th>Club</th>
<th>Current membership / usage</th>
<th>growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanunda Football Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior men</td>
<td>92</td>
<td>Growth rate men/boys = steady</td>
</tr>
<tr>
<td>Junior boys</td>
<td>130</td>
<td>Growth rate women/girls = 5%</td>
</tr>
<tr>
<td>Senior women</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Junior girls</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Tanunda Cricket Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior men</td>
<td>57</td>
<td>Growth rate – Tanunda is part of the Barossa Light Cricket Association</td>
</tr>
<tr>
<td>Junior boys</td>
<td>88</td>
<td>that is the 4th largest in the State in terms of club participation</td>
</tr>
<tr>
<td>Senior women</td>
<td>0</td>
<td>and has experienced 33.3% increase in 2018 compared to 2016 data.</td>
</tr>
<tr>
<td>Junior girls</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Tanunda Netball Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior women</td>
<td>70</td>
<td>Growth rate = steady</td>
</tr>
<tr>
<td>Junior girls</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Tanunda Tennis Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior</td>
<td>43</td>
<td>Growth rate = steady</td>
</tr>
<tr>
<td>Junior</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Barossa Touch Football</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total players – 158</td>
<td></td>
<td>Growth rate = 13% in last 12 months (4% female / 9% male)</td>
</tr>
<tr>
<td>72% male and 28% female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tanunda Show Society</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stallholders</td>
<td>55</td>
<td>Growth rate = steady</td>
</tr>
<tr>
<td>Volunteers</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Tanunda Bowling Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seniors</td>
<td>67</td>
<td>Growth rate + stable</td>
</tr>
<tr>
<td>Junior</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Community and Private Bookings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 major events per annum</td>
<td></td>
<td>Ranging from 600 to 4000 participants</td>
</tr>
<tr>
<td>Tanunda Show, Car Club Exhibitions, Music Events, Australia Day Breakfast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sporting carnivals</td>
<td>9 organised sporting events and carnivals over 2017/18</td>
<td>Ranging from 100 to 500 participants</td>
</tr>
</tbody>
</table>
5. 2nd Oval
   • Is the second oval justified?
   • Can alternative facilities be used?
   • What will it mean for tree removal?

6. Managing Events
   • Overall support for attracting events to the region.
   • Some concern over traffic congestion and that Tanunda is too small to host such events.
   • Uncertainty over the number and frequency of potential events.
   • What constitutes “major” events?

7. Feedback
   • Non sporting interests are not sufficiently taken into account in the development process.
   • Copy of the Plan as well as the consultation flyers should have been included with the letterbox drop that went to residents living around the oval.
   • Information has not been easy to find on the website.
   • Council will not listen to any submissions, expectation is that people who disagree must put their own complaints in. For every submission you get there are probably 20 who have not put their ideas in.
   • Confusion as to whether the RSL entrance shown is crossed out or not
   • Is the plan the final plan – what is the process from this point?
   • Lettering on the Plan is too small.
   • Confirmation regarding briefing of the Tanunda Recreation Park Committee on the consultation outcomes ahead of the matter going to Council.
   • Access to feedback information going to Council.
   • Process for making a verbal submission to Council.

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.

This research identified a range of strengths, weaknesses, opportunities and threats which were influenced by factors including but not contained to population growth, ageing recreation and sport infrastructure, insufficient space or facilities, conflicting uses of shared sports grounds and health and safety considerations. A summary is as follows:
Demographic Assessment

Data sourced from the Australian Bureau of Statistics Census Population and Housing Surveys has been used to identify population movements since 1991 until 2016. Population trends and current understanding of movements have been used to forecast population growth, noting these forecasts are an estimate only as policy settings, economic and other factors can impact on growth estimates.

From 2016 to 2051 (the 35 year horizon of The Big Project strategy), population in the Council area is estimated to grow by 15,784 people based on a weighted average of the four growth scenarios. Four growth scenarios are utilised so as to present a reasonably balanced estimate over the whole community where some area are growing greater than the current trend and some less so. There is sufficient evidence in the data that The Barossa Council area is growing faster than the State average and this is anticipated to continue. The growth scenarios are:

1. 1% lower than current trend weighted at 10%.
2. Current trend weighted at 60%.
3. 2% higher than current trend weighted at 20%.
4. 3% higher than current trend weighted at 10%.

This methodology was accurate when applied to 1991-2011 data and forecasting to 2016.

Population distribution within The Barossa Council by Local Area forecast on current trends to 2051 is expected to increase in the statistical area of Tanunda – Bethany and district all within the catchment area for the Tanunda Recreation Park (TRP) facility directly.

Importantly there are two other statistical areas that reside within 15 minutes of the NCP that impact each other's growth which are Angaston – Penrice and District and Nurioopta – Stockwell and District, these areas also will grow in population over the strategic horizon of 35 years. The work undertaken to strategically position all future investments in recreational infrastructure falls within The Big Projects multi-general investment strategy of 35 years.

The Tanunda – Bethany and District population at 2016 is 4,897 and has grown at 29.6% since 1991. It is forecast to grow to 6,192 people, being a growth rate over the next 35 years of 26.5% or an annual average of 0.76% a steady growth rate in our regional context. The two other districts (outlined above) have a current population at the 2016 census of
Rugby Recreation Park
Southern Barossa Regional Sports Hub - Concept Masterplan: Tanunda Rex
Tanunda Rugby Facility
Demographic Assessment

Unlike clubs with a township based membership, the Barossa Rams Rugby Club draw their playing membership from across The Barossa Council region and beyond.

The following graph highlights current and forecast changes for the main areas of membership base:

![Population By Local Area (Forecast)](image)
Williams Stown Recreation Park
- Pop up events
- Carnivals
- Concerts

- **Sport and recreation**
  - Retain as second-tier oval for sports that don't require superior playing surface
  - Retain for groups that don't wish to co-share facilities or don't fit into new Hub
  - Training hub; back-up ground for additional events
  - Low impact social sports eg one-day touch footy events
  - Depending on location, retain as parks with playgrounds
  - Personal training site
  - Skate park
  - Upgrade facilities with community and fitness trainer consultation
  - Revitalize the old tennis court area near the school and the park with playground off Yettie Road (David Randall)
  - Heat and cover Williamstown pool - open year round rather than seasonal use and extend opening hours
  - Utilise football/netball sites by other codes in off season for game day and training
  - Outdoor courts and bike tracks to encourage activity

- **Community use**
  - Indoor & outdoor community hub to support activities such as tae kwon do, judo, zen do kai, ballet, zumba, tap dancing, ballroom dancing, yoga, choir rehearsals, weekend markets, and one-off uses such as wedding receptions, birthday parties, anniversary events (eg red cross), church services etc.
  - Base for small community groups eg playgroups, community gardens, bike clubs
  - Re-purpose clubrooms/changerooms as social hub for community meetings, small indoor sports, social functions and recreation gatherings
  - Community garden and botanical plantings
  - Use as free parking
  - Waste collection site

- **Unstructured recreation**
  - Open space for community use (eg walk dog, kick footy) with dedicated play areas and picnic spots
  - Enclose for off-leash dog park/ designate times for off-leash dog activity with improved fencing
  - Bike paths providing connectivity to existing bike networks with drinking fountains en-route

- **Concept not supported**
  - Don't support moving sporting facilities into public parkland; recreation is not always sports club affiliated
  - Disappointed if Williamstown no longer had a sporting club presence; existing oval and facilities should still be used for sport and rec and not redeveloped for different purpose

- **General**
  - Improve parking and amenities blocks

In addition to findings from extensive community engagement, Council undertook an internal audit to identify individual and collective issues experienced by user groups.
Demographic Assessment

The Southern Barossa is characterised by a number of small to medium sized townships situated within an agrarian landscape. The southern eastern ranges predominate as private land for grazing, dairy and viticulture. The Ranges include the Mount Crawford pine plantation and dam catchment areas protected by conservation park. The subject area falls within the scope of a UNESCO World Heritage listing of the working agricultural landscape of the Adelaide Hills, the Barossa Valley, Mount Barker and McLaren Vale which, if successful, would protect the Mount Lofty Ranges’ unique qualities as a working agricultural region.

The region has extensive recreation, sporting and open space assets and opportunities as well as significant environmental and ecological attributes including large tracts of forest area, biodiversity corridors and reservoirs.

The 30 Year Plan for Greater Adelaide designates areas within the Southern Barossa as “Growth Areas”. This is consistent with population trends that indicate 40 per cent of the Barossa’s population will reside in Williamstown-Lyndoch-Mount Pleasant by 2036. The southern Barossa also has a higher-than-average proportion of young families, which has demand and use implications for open space, recreation and sporting facilities and service provision in the future.

The population profile of ‘sub regions’ within the Southern Barossa is presented as follows:
Lyndoch - Kalbeeba and District is a rural and rural-residential area which includes the township of Lyndoch. Rural land is used largely for farming and viticulture. Major features of the area include Sandy Creek Conservation Park, Georgetown Reserve, Lyndoch Recreation Park, Julius Benjamin Krieg Reserve, Lyndoch Village Green, numerous wineries and several schools. This small area includes the localities of Altana, Cockatoo Valley, Concordia, Kalbeeba, Lyndoch (part), Rosedale (part) and Sandy Creek.

Whilst in close proximity to Gawler and residents are increasingly commuting to and from Adelaide and the Northern Suburbs for work and shopping purposes, it is important to highlight that residents sports participation remains Barossa Valley focused, within local sporting clubs and very distinct from the Gawler and beyond leisure community and associated facilities.
Nuriootpa Pool
Concept Only
THE BILLABONG', NURIOOTPA
WATER PLAY AND POOL FACILITY

BMX/SKATE PARK

CLIMABLE WATER PLAY

LOW LEVEL WATER PLAY

FITNESS TRAIL EXERCISE STATIONS

EXTENDED PLAYGROUND

25m SWIMMING POOL

Nuriootpa Water Play and Pool Facility Master Plan

preliminary for client discussion 9/4/18
The Masterplan for the ‘Billabong’ Water Play and Pool Facility at Nuriootpa is one of a number proposed as part of Council’s ‘Big Project’, that aims to provide a generational investment in recreation and sport facilities, arts and culture, and aquatic facilities.

The ‘Billabong’ Water Play and Pool Facility, Nuriootpa

‘High Level’ Brief

DA183542 Issue A 00.00.00

Introduction

In early 2018, DASH Architects was engaged to prepare a visual Master Plan, with high level design detail, for the Council owned site bounded by Old Mill Rd, the North Para River and the Tanunda Rd at Nuriootpa (see image below).

![Map of Nuriootpa area]

In preparing the Masterplan DASH Architects has:

- Visited the site and Locality;
- Reviewed documentation provided by Council;
- Met with Senior Council staff;
- Met with the Project Control Group;
- Reviewed the proposal with SGL, Sports and Leisure Specialists.

The Masterplan itself comprises:

- DASH Architects drawings;
- A ‘High Level’ Brief (this document); and
- a Cost Plan, prepared by Rider Levett Bucknall.
• DDA toilet, serving as baby change room and family change room
• Plant and equipment for pool

1.1.4 Building 2

A new Building that provides for the following facilities:
• Plant and equipment for splash pads
• Storage for Pool equipment
• Storage for clubs

1.1.5 Relocating the BMX and Skate Park

• Concrete ramps and features for skateboards and scooters
• Pump track for BMX
• Additional kids BMX area

1.1.6 Carparking

• Additional dedicated car parking is required as well as 'overflow' parking for events on grassed areas and surrounding streets.

1.2 Desirables

The following elements would be a desirable part of any development on the site, subject to funding.

1.2.1 Fitness trail
• Jogging track with fitness stations

1.2.2 Extended Playground
• Provide opportunities for the expansion of existing playground into the future

1.2.3 Picnic areas with shade

2.0 Other issues

Other issue to be considered as part of the Masterplan include:
Prioritisation

Outcome
## Project Budget Analysis by Project

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost Initially</th>
<th>Estimated Cost Now (Uses LGPI) - 19/20</th>
<th>Escalation %</th>
<th>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</th>
<th>Depreciation Allowed For In 10 Year Plan</th>
<th>Annualised</th>
<th>Estimated Additional Costs Not Budgeted (inc depn)</th>
<th>Notes</th>
<th>Estimated Cost - Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Angas Recreation Park - 18/9393 - Costed February 2018</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Stage 1 - BMX/Skate Park Expansion</td>
<td>176,710</td>
<td>183,072</td>
<td>3.6%</td>
<td>0</td>
<td>0</td>
<td>3,505</td>
<td>Understood to not be proceeding - decision was to invest in Angaston Railway for this purpose.</td>
<td></td>
<td>1,721,433</td>
</tr>
<tr>
<td>Stage 2 - Recreational Parkland Landscape</td>
<td>857,850</td>
<td>888,733</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td>17,014</td>
<td></td>
<td>1,721,433</td>
<td></td>
</tr>
<tr>
<td>Stage 3 - Junior Oval and Recreation Landscape + $40K for additional tree removal allowance + $567,111 for oval based on the estimated per sq metre rate for all ovals</td>
<td>1,075,600</td>
<td>1,114,322</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td>35,433</td>
<td>Standard calculation for base costs and depreciation plus estimated $7.3K in additional lawn mowing, $5K in materials for oval health, $9.8K in water and $10K in labour / contractors for the additional oval. Also requires relocation of cricket facilities and significant earthworks.</td>
<td></td>
<td>1,721,433</td>
</tr>
<tr>
<td>Stage 4 - Multifunctional Clubroom Redevelopment</td>
<td>2,226,733</td>
<td>2,410,495</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>1,446,297</td>
</tr>
<tr>
<td>Stage 5 - Multifunctional Shelter Expansion and Outbuilding Consolidation</td>
<td>736,376</td>
<td>762,886</td>
<td>3.60%</td>
<td>15,001</td>
<td>54,822</td>
<td></td>
<td></td>
<td>1,446,297</td>
<td></td>
</tr>
<tr>
<td>Stage 6 - New Main Entry, Carparking, and Landscaped Pedestrian Link</td>
<td>1,157,290</td>
<td>1,198,952</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td>1,446,297</td>
<td></td>
</tr>
<tr>
<td>Stage 7 - Court Amenities Expansion</td>
<td>442,475</td>
<td>458,404</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td>8,776</td>
<td></td>
<td>1,446,297</td>
<td></td>
</tr>
<tr>
<td>Stage 8 - Additional Courts</td>
<td>310,000</td>
<td>321,160</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td>6,148</td>
<td></td>
<td>1,446,297</td>
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</tr>
<tr>
<td>Stage 9 - Pedestrian Parklands Landscape</td>
<td>236,966</td>
<td>245,497</td>
<td>3.60%</td>
<td>0</td>
<td>0</td>
<td>4,700</td>
<td></td>
<td>1,446,297</td>
<td></td>
</tr>
<tr>
<td>Cricket Net relocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,320,000</td>
<td>7,583,520</td>
<td>15,001</td>
<td>54,822</td>
<td>93,575</td>
<td>Does not include funding for additional roundabout works of $300,000 escalated value $308,400.</td>
<td></td>
<td></td>
<td>3,353,301</td>
</tr>
<tr>
<td><strong>Tanunda Recreation Park - 17/92919 - Costed November 2017</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Stage 1 (part works) - Early Works - Accelerated</td>
<td>91,300</td>
<td>95,956</td>
<td>5.10%</td>
<td>4,156</td>
<td>30,454</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 2 - Electrical Upgrade and Lighting Towers</td>
<td>521,964</td>
<td>548,584</td>
<td>5.10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 3 - Show Hall</td>
<td>1,071,683</td>
<td>1,126,339</td>
<td>5.10%</td>
<td>15,446</td>
<td>97,819</td>
<td>0</td>
<td>Increased for furniture, av, kitchen, bar equipment of $375,000.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 4 - New Entry - Playground</td>
<td>742,932</td>
<td>780,822</td>
<td>5.10%</td>
<td>0</td>
<td>0</td>
<td>14,220</td>
<td></td>
<td></td>
<td>780,822</td>
</tr>
<tr>
<td>Stage 5 - Cricket and Bowls Storage</td>
<td>170,805</td>
<td>179,516</td>
<td>5.10%</td>
<td>0</td>
<td>0</td>
<td>3,269</td>
<td></td>
<td></td>
<td>780,822</td>
</tr>
<tr>
<td>State 6 - Junior Sports fields + 634,865 for oval to match current estimate per sq metre rate</td>
<td>660,867</td>
<td>694,382</td>
<td>5.10%</td>
<td>0</td>
<td>0</td>
<td>38,846</td>
<td>Standard calculation for base costs and depreciation plus estimated $4.8K in additional lawn mowing, $5K in materials for oval health, $6.4K in water and $10K in labour / contractors for the additional oval.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 9 - Multi-Function Pedestrian Village Precinct</td>
<td>229,277</td>
<td>240,970</td>
<td>5.10%</td>
<td>0</td>
<td>0</td>
<td>4,388</td>
<td></td>
<td></td>
<td>1,329,247</td>
</tr>
<tr>
<td>Cricket Net relocation</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,276,000</td>
<td>11,851,076</td>
<td>19,602</td>
<td>128,273</td>
<td>60,723</td>
<td>Note there is an error in the costings provided of $20K it is immaterial but highlighted in case members cross check specifically with detailed reports.</td>
<td></td>
<td></td>
<td>6,917,836</td>
</tr>
<tr>
<td>Project</td>
<td>Estimated Cost Initially</td>
<td>Estimated Cost Now (Uses LGPI) - 19/20</td>
<td>Escalation %</td>
<td>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</td>
<td>Annualised</td>
<td>Deprecation Allowed For In 10 Year Plan</td>
<td>Estimated Additional Costs Not Budgeted (inc depn)</td>
<td>Notes</td>
<td>Estimated Cost - Construction</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>-------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Southern Recreational Hub - 16/81862 - Costed November 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 1 - Rugby Relocation</td>
<td>1,752,189</td>
<td>1,878,347</td>
<td>7.20%</td>
<td></td>
<td>41,927</td>
<td>121,980</td>
<td>0</td>
<td>Has to occur if stage 2 occurs - is pitch, parking and civil infrastructure included only - option is not considered viable - Rex facilities not appropriate. Would require interim relocation and possible funding for solution at end of phase depending on financial outcomes</td>
<td>1,516,334</td>
</tr>
<tr>
<td>Stage 2 - Lyndoch Recreation Park Upgrade</td>
<td>4,256,279</td>
<td>4,562,731</td>
<td>7.20%</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td>4,562,731</td>
</tr>
<tr>
<td>Stage 3 - Queen Victoria Park - Repurposing</td>
<td>1,842,888</td>
<td>1,975,683</td>
<td>7.20%</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td>456,870</td>
</tr>
<tr>
<td>Stage 4b - Queen Victoria Park - Accommodation Development to support repurposing concept</td>
<td>600,000</td>
<td>643,200</td>
<td>7.20%</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Stage 5 - Curninatta Park Upgrade</td>
<td>1,980,701</td>
<td>2,123,311</td>
<td>7.20%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>46,700</td>
</tr>
<tr>
<td>Lyndoch Second Oval - Uncosted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Purchase</td>
<td>550,000</td>
<td>550,000</td>
<td>0.00%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>12,097</td>
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<tr>
<td>Oval (160x110m)</td>
<td>2,000,000</td>
<td>2,000,000</td>
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<td></td>
<td>0</td>
<td>0</td>
<td>104,100</td>
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<tr>
<td>Supporting Change Rooms, Infrastructure, Access, Safety Road Treatments, Viewing Areas</td>
<td>750,000</td>
<td>750,000</td>
<td>0.00%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>16,495</td>
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<td>Adjustments for capitalisation escalation</td>
<td></td>
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<td></td>
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<td>382,120</td>
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<td>Total</td>
<td>16,693,431</td>
<td>17,657,758</td>
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<td>41,927</td>
<td>121,980</td>
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<td>6,968,155</td>
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<td>Nuriootpa Centennial Park - 18/46106 - Costed March 2018</td>
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<td></td>
<td></td>
<td></td>
<td>0</td>
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</tr>
<tr>
<td>Sporting Facilities - Original Base</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>With purchase of land the plan is being recast to increase soccer pitches, remove need for multifunction building and downscaling for soccer club rooms and other traffic and other amendments - this may have a significant impact on these original costing estimates.</td>
<td>1,356,960</td>
</tr>
<tr>
<td>Multi-Function Buildings*</td>
<td>1,530,000</td>
<td>1,572,840</td>
<td>2.80%</td>
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<td>17,726</td>
<td>60,720</td>
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<td>Upgraded Toilets / Change Rooms - Existing Facility*</td>
<td>372,000</td>
<td>382,416</td>
<td>2.80%</td>
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<td></td>
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</tr>
<tr>
<td>Landscaping/Civil/Road/Electrical and Drainage</td>
<td>1,320,000</td>
<td>1,356,960</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
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</tr>
<tr>
<td>Soccer Infrastructure and Scouts Relocation*</td>
<td>900,000</td>
<td>925,200</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
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<td>Cricket Practice Infrastructure</td>
<td>85,000</td>
<td>87,380</td>
<td>2.80%</td>
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<td></td>
<td>0</td>
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<tr>
<td>Relocation of Soccer Pitch*</td>
<td>381,801</td>
<td>392,491</td>
<td>2.80%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>8,339</td>
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<td>Multi-Function Building- balance of works</td>
<td>25,472</td>
<td>26,185</td>
<td>2.80%</td>
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<td>0</td>
<td>0</td>
<td>556</td>
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<tr>
<td>Upgrade of Existing Grandstand and Spectator Area</td>
<td>497,541</td>
<td>511,472</td>
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<td>0</td>
<td>0</td>
<td>10,867</td>
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<td>Lighting Upgrade to Main Oval</td>
<td>282,813</td>
<td>290,732</td>
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<td>6,177</td>
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<tr>
<td>Fencing Upgrade to Main Oval</td>
<td>224,884</td>
<td>231,181</td>
<td>2.80%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>4,912</td>
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<tr>
<td>Tuff Wicket and Lighting to Hoffman Oval</td>
<td>275,743</td>
<td>283,464</td>
<td>2.80%</td>
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<td>0</td>
<td>0</td>
<td>6,023</td>
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<tr>
<td>General Recreational Facilities Upgrade</td>
<td>714,104</td>
<td>734,099</td>
<td>2.80%</td>
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<td>0</td>
<td>15,597</td>
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<tr>
<td>Landscaping/Civil/Road/Electrical and Drainage - Balance of Works</td>
<td>320,131</td>
<td>329,095</td>
<td>2.80%</td>
<td></td>
<td>0</td>
<td>0</td>
<td>6,992</td>
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<tr>
<td>Share Use Areas, Movement and Boundaries</td>
<td>1,550,997</td>
<td>1,594,425</td>
<td>2.80%</td>
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<td>33,876</td>
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<tr>
<td>Balance of demolition and other site preparation and general works</td>
<td>744,499</td>
<td>765,345</td>
<td>2.80%</td>
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<td>0</td>
<td>16,261</td>
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<tr>
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<td>Estimated Cost Now (Uses LGPI) - 19/20</td>
<td>Escalation %</td>
<td>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</td>
<td>Annualised Depreciation Allowed For In 10 Year Plan</td>
<td>Estimated Additional Costs Not Budgeted (inc depn)</td>
<td>Notes</td>
<td>Estimated Cost - Construction</td>
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<td>------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
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<tr>
<td>Sporting Facilities - Possible Amendments Due to New Land and Grassroots Application for Change Rooms*</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Noted the figures below are included in the total in place of the original estimates in the information above</td>
<td></td>
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<tr>
<td>Soccer Club Rooms</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td>ünstimated additional mowing, $16.2K in water, $5K in materials for oval health, $20K in labour / contractors for the additional oval.</td>
<td>1,500,000</td>
<td></td>
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<tr>
<td>AFL/Netball Change Rooms - reflects current grassroots application</td>
<td>950,000</td>
<td>950,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>Scouts Relocation</td>
<td>600,000</td>
<td>600,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>600,000</td>
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<tr>
<td>New Soccer Pitches (new area 11,940 sq m)</td>
<td>1,796,127</td>
<td>1,796,127</td>
<td>0.00%</td>
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<td></td>
<td></td>
<td></td>
<td>1,796,127</td>
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<tr>
<td>Coulthard Reserve</td>
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<tr>
<td>Recreational Facilities Including Relocation/Construction of Scouts Hall</td>
<td>739,689</td>
<td>760,400</td>
<td>2.80%</td>
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<td></td>
<td>Premium of 33% added given unknown nature and costs associated with an open space lake.</td>
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<tr>
<td>Lake, Natural Setting and Boundary Treatments</td>
<td>1,725,083</td>
<td>1,773,385</td>
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<td>50,112</td>
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<tr>
<td>Car Parking and Movement</td>
<td>820,243</td>
<td>843,210</td>
<td>2.80%</td>
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<td>17,915</td>
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<td>Adjustments for capitalisation escalation</td>
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<td>267,285</td>
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<td>Total</td>
<td>14,172,326</td>
<td>14,433,459</td>
<td>2.80%</td>
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<td></td>
<td></td>
<td>6,520,372</td>
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<td>Talunga / Old Talunga Recreational Park - 18/24485 - Costs April 2018</td>
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<tr>
<td>Caravan Park Facilities</td>
<td>1,722,000</td>
<td>1,770,236</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td>Please note requires a significant income stream increase based on better caravan park facilities of</td>
<td>1,770,216</td>
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<tr>
<td>Equestrian Infrastructure</td>
<td>278,000</td>
<td>285,784</td>
<td>2.80%</td>
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<td></td>
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<td>251,770</td>
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<td>Caravan Park Facilities - balance of works</td>
<td>244,912</td>
<td>251,170</td>
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<td>29,122</td>
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<tr>
<td>Equestrian Infrastructure - balance of works</td>
<td>28,329</td>
<td>29,122</td>
<td>2.80%</td>
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<td>797</td>
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<tr>
<td>Repairs to Sheep Pavilion</td>
<td>521,562</td>
<td>536,166</td>
<td>2.80%</td>
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<td>29,122</td>
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<tr>
<td>Environmental and Site Improvements</td>
<td>1,834,057</td>
<td>1,885,411</td>
<td>2.80%</td>
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<td></td>
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<td>43,708</td>
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<tr>
<td>Oval Infrastructure</td>
<td>106,006</td>
<td>108,976</td>
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<td>2,526</td>
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<tr>
<td>Add Amenity to Playspace</td>
<td>404,218</td>
<td>415,536</td>
<td>2.80%</td>
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<td>9,633</td>
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<td>New Addess and Main Entry Including New Carpark</td>
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<td>453,397</td>
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<td>10,511</td>
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<td>Ne Share Use Admin and Catering Facility</td>
<td>445,415</td>
<td>457,887</td>
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<td>10,615</td>
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<td>New Signage, Planting and Furniture</td>
<td>353,341</td>
<td>363,235</td>
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<td>8,421</td>
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<td>New Artworks and Mural</td>
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<td>1,010</td>
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<tr>
<td>Old Talunga Park</td>
<td></td>
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<td></td>
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<tr>
<td>Improve Tennis Courts</td>
<td>384,050</td>
<td>394,803</td>
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<td></td>
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<tr>
<td>New Tennis Club and Building</td>
<td>530,007</td>
<td>544,847</td>
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<td>12,631</td>
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<tr>
<td>Amenity and Infrastructure</td>
<td>760,382</td>
<td>781,673</td>
<td>2.80%</td>
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<td></td>
<td>18,121</td>
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<tr>
<td>Entrance / Improve Accessibility</td>
<td>134,271</td>
<td>138,031</td>
<td>2.80%</td>
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<tr>
<td>Formalise Car Parking - not costed</td>
<td>250,000</td>
<td>257,000</td>
<td>2.80%</td>
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<td></td>
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<td>5,958</td>
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<td>35,037</td>
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<td>Total</td>
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<td>8,717,440</td>
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<td>2,871,929</td>
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<td>Regional Culture Hub - Costed November 2018</td>
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</tr>
<tr>
<td>Activity 1 - Upgraded Buildings - Preliminaries and Procurement</td>
<td>167,096</td>
<td>170,438</td>
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<td></td>
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<td>170,438</td>
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<tr>
<td>Activity 2 - Upgraded Buildings - Demolition and Preparation</td>
<td>253,649</td>
<td>258,722</td>
<td>2.00%</td>
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<td></td>
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<td>258,722</td>
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</tr>
<tr>
<td>Project Description</td>
<td>Estimated Cost Initially</td>
<td>Estimated Cost Now (Uses LGPI) - 19/20</td>
<td>Escalation %</td>
<td>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</td>
<td>Depreciation Allowed For In 10 Year Plan</td>
<td>Estimated Additional Costs Not Budgeted (inc depn)</td>
<td>Notes</td>
<td>Estimated Cost - Construction</td>
<td></td>
</tr>
<tr>
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<tr>
<td>Activity 3 - Upgraded Buildings - Electrical and Mechanical Upgrade</td>
<td>293,577</td>
<td>299,449</td>
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<td></td>
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<td>299,449</td>
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<tr>
<td>Activity 4 - Upgraded Buildings - Construction</td>
<td>2,282,842</td>
<td>2,328,499</td>
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<td>2,328,499</td>
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<tr>
<td>Activity 5 - New Builds - Preliminaries and Procurement</td>
<td>336,769</td>
<td>343,504</td>
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<td></td>
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<td>343,504</td>
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<tr>
<td>Activity 6 - New Builds - Manufacturing</td>
<td>499,647</td>
<td>509,640</td>
<td>2.00%</td>
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<td></td>
<td></td>
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<td>509,640</td>
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<tr>
<td>Activity 7 - New Builds - Demolition, Civil and Site Preparation</td>
<td>749,470</td>
<td>764,459</td>
<td>2.00%</td>
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<td></td>
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<td>764,459</td>
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</tr>
<tr>
<td>Activity 8 - New Builds - Footings</td>
<td>749,470</td>
<td>764,459</td>
<td>2.00%</td>
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<td></td>
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<td>764,459</td>
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</tr>
<tr>
<td>Activity 9 - New Builds - Structural Elements</td>
<td>1,498,840</td>
<td>1,528,919</td>
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<td></td>
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<td>1,528,919</td>
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</tr>
<tr>
<td>Activity 10 - New Builds - Roofing</td>
<td>999,929</td>
<td>1,019,279</td>
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<td></td>
<td></td>
<td></td>
<td>1,019,279</td>
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</tr>
<tr>
<td>Activity 11 - New Builds - Fitout/Landscaping</td>
<td>499,647</td>
<td>509,640</td>
<td>2.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>509,640</td>
<td></td>
</tr>
<tr>
<td>Activity 12 - Final Completion and Commissioning</td>
<td>925,600</td>
<td>944,112</td>
<td>2.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>944,112</td>
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</tr>
<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
<td></td>
<td></td>
<td>315,894</td>
<td></td>
<td></td>
<td></td>
<td>315,894</td>
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<tr>
<td>Total</td>
<td>9,256,000</td>
<td>9,441,120</td>
<td>316,685</td>
<td>115,895</td>
<td>0</td>
<td>0</td>
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<td>9,757,014.000</td>
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**Murray Recreation Park - 18/29625 - Costed March 2018**

<table>
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<tr>
<th>Project Description</th>
<th>Estimated Cost Initially</th>
<th>Estimated Cost Now (Uses LGPI) - 19/20</th>
<th>Escalation %</th>
<th>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</th>
<th>Depreciation Allowed For In 10 Year Plan</th>
<th>Estimated Additional Costs Not Budgeted (inc depn)</th>
<th>Notes</th>
<th>Estimated Cost - Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Unisex Toilets</td>
<td>125,000</td>
<td>128,500</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>128,500</td>
</tr>
<tr>
<td>Fitments, Equipment, Specialist Services</td>
<td>44,500</td>
<td>45,746</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>45,746</td>
</tr>
<tr>
<td>Alterations and Renovations - Toilets, Pavillion, Playground, Shower and Laundry Block</td>
<td>97,500</td>
<td>100,230</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100,230</td>
</tr>
<tr>
<td>Roads, Footpaths and Paving, Fitnets Trail</td>
<td>423,540</td>
<td>435,399</td>
<td>2.80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>435,399</td>
</tr>
<tr>
<td>Walls Fencing and Gates</td>
<td>64,730</td>
<td>66,542</td>
<td>2.80%</td>
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<td></td>
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<td>66,542</td>
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<tr>
<td>Landscaping and Improvements</td>
<td>132,305</td>
<td>136,010</td>
<td>2.80%</td>
<td></td>
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<td></td>
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<td>136,010</td>
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<tr>
<td>Utilities</td>
<td>110,560</td>
<td>113,656</td>
<td>2.80%</td>
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<td></td>
<td></td>
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<td>113,656</td>
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<tr>
<td>Contingencies etc</td>
<td>411,865</td>
<td>423,397</td>
<td>2.80%</td>
<td></td>
<td></td>
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<td>423,397</td>
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<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
<td></td>
<td></td>
<td>2,973</td>
<td></td>
<td></td>
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<td>2,973</td>
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<tr>
<td>Total</td>
<td>1,410,000</td>
<td>1,449,480</td>
<td>0</td>
<td>0</td>
<td>31,889</td>
<td>0</td>
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<td>144,561</td>
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</table>

**Stockwell Recreation Park - Broad Estimates Only**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Estimated Cost Initially</th>
<th>Estimated Cost Now (Uses LGPI) - 19/20</th>
<th>Escalation %</th>
<th>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</th>
<th>Depreciation Allowed For In 10 Year Plan</th>
<th>Estimated Additional Costs Not Budgeted (inc depn)</th>
<th>Notes</th>
<th>Estimated Cost - Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Entrance/Exit - Dual Access</td>
<td>100,000</td>
<td>100,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>Second Oval (13,823 sq m)</td>
<td>2,079,385</td>
<td>2,079,385</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,079,385</td>
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<tr>
<td>New Change Room and Facilities (740 sq m)</td>
<td>1,628,000</td>
<td>1,745,216</td>
<td>7.20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,745,216</td>
</tr>
<tr>
<td>Carparking and Lighting - $376K (carpark) and $125K for (lighting and drainage)</td>
<td>501,000</td>
<td>501,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>501,000</td>
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<tr>
<td>Existing Change Room Upgrades (71.875 sq m)</td>
<td>382,125</td>
<td>382,125</td>
<td>0.00%</td>
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<td></td>
<td></td>
<td></td>
<td>382,125</td>
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<tr>
<td>Spectator Viewing (240 sq m x 2)</td>
<td>240,000</td>
<td>257,280</td>
<td>7.20%</td>
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<td></td>
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<td>257,280</td>
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<tr>
<td>Outdoor Fitness Stations</td>
<td>50,000</td>
<td>50,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>BMX Track</td>
<td>250,000</td>
<td>250,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td>General Contingency 10%</td>
<td>500,651</td>
<td>500,651</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,651</td>
</tr>
<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
<td></td>
<td></td>
<td>175,912</td>
<td></td>
<td></td>
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<td>175,912</td>
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<tr>
<td>Total</td>
<td>5,507,161</td>
<td>5,653,042</td>
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<td>0</td>
<td>184,467</td>
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<td>2,428,408</td>
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</table>

**Springton Recreation Park - Broad Estimates Only - Masterplan Still Under Development**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Estimated Cost Initially</th>
<th>Estimated Cost Now (Uses LGPI) - 19/20</th>
<th>Escalation %</th>
<th>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</th>
<th>Depreciation Allowed For In 10 Year Plan</th>
<th>Estimated Additional Costs Not Budgeted (inc depn)</th>
<th>Notes</th>
<th>Estimated Cost - Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Master Plan Works - provision only</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>General Contingency 10%</td>
<td>500,651</td>
<td>500,651</td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,651</td>
</tr>
<tr>
<td>Adjustments for capitalisation escalation</td>
<td></td>
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<td>175,912</td>
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<td>175,912</td>
</tr>
<tr>
<td>Total</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>0</td>
<td>0</td>
<td>22,000</td>
<td></td>
<td></td>
<td>2,428,408</td>
</tr>
</tbody>
</table>

**Nuriootpa Pool - 2015 - Current Service Level - costed**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Estimated Cost Initially</th>
<th>Estimated Cost Now (Uses LGPI) - 19/20</th>
<th>Escalation %</th>
<th>Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates</th>
<th>Depreciation Allowed For In 10 Year Plan</th>
<th>Estimated Additional Costs Not Budgeted (inc depn)</th>
<th>Notes</th>
<th>Estimated Cost - Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Service Level - costed</td>
<td>1,220,000</td>
<td>1,320,040</td>
<td>8.20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,320,040</td>
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</tbody>
</table>

Please note requires a significant income stream increase based on increased events, hire, rental, commissions, sponsorship and other revenue streams averaging $168,281 per annum.
### Estimated Cost

**Estimated Cost Initially** | **Estimated Cost Now (Uses LGPI) - 19/20** | **Escalation %** | **Ongoing Funding In 10 Year Plan - Includes Increased Revenue Estimates** | **Depreciation Allowed For In 10 Year Plan** | **Estimated Additional Costs Not Budgeted (inc depn)** | **Notes** | **Estimated Cost - Construction**
--- | --- | --- | --- | --- | --- | --- | ---
New Change Rooms and Other Infrastructure - provision only | 1,000,000 | 1,000,000 | 0.00% | 40,000 | Infrastructure and additional 0.5% increase in annual costs. Further debate and decision to me made before modelling, at this time unsure what to model. | 38,961,576
Contingency | 444,000 | 480,408 | 8.20% | 19,216
Current Service Level | 2,664,000 | 2,800,448 | 0 | 0 | 112,018

**New Pool**

- Between $3M and $11M
- Between $3M and $11M

Assume average depreciation of 1.7% and additional 0.5% increase in annual costs. Further debate and decision to me made before modelling, at this time unsure what to model.

**Total**

- Estimated Existing Projects - Based on NCPA Revised / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool
- Estimated New Projects - Based on NCPA Revised / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool
- All Projects - NCPA Option Base / Lyndoch Base Option / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Base Option / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool

- 38,012,326 | 39,687,275 | 363,586 | 2,800,448 | 0 | 112,018
- 44,102,593 | 45,099,622 | 47,355 | 153,833 | 699,047
- 79,816,593 | 82,714,165 | 410,040 | 481,688 | 884,080
- 81,478,919 | 84,287,344 | 393,214 | 420,969 | 1,034,104
- 84,778,919 | 87,587,344 | 1,175,135
- 82,114,919 | 84,786,896 | 1,063,117

**Grand Totals**

- Estimated Existing Projects - Based on NCPA Revised / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool
- Estimated New Projects - Based on NCPA Revised / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool
- All Projects - NCPA Option Base / Lyndoch Base Option / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Base Option / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - Current Service Level
- All Projects - NCPA Revised Option / Lyndoch Revised Option 2 Ovals / Nurioopta Pool - New Pool

- 38,012,326 | 39,687,275 | 363,586 | 327,855 | 364,070
- 44,102,593 | 45,099,622 | 47,355 | 153,833 | 699,047
- 79,816,593 | 82,714,165 | 410,040 | 481,688 | 884,080
- 81,478,919 | 84,287,344 | 393,214 | 420,969 | 1,034,104
- 84,778,919 | 87,587,344 | 1,175,135
- 82,114,919 | 84,786,896 | 1,063,117

**Notes**

- Key Assumptions
  - Staging does not in all cases reflect prioritisation of stakeholders just how it has been separated for costing purposes.
  - Due to escalation costs there will be a slight change to depreciation costs including the current financial plan, however unlikely to be material.
  - Does not cater for legislative matters that have changed since costed such as building fire safety.
  - Excludes financing costs - project specific costs only.
  - Escalation of estimated costs based on the Local Government Price Index quarterly result for the quarter of or prior to the costing date.
  - These are estimates based on masterplans and not detailed designs they will therefore be subject to possible significant error depending on design parameters.
  - Cost estimates include provisions for statutory, design, project management and other contingencies which will reduce as detailed designs completed and economies of scale could material alter these estimates.
Financial Modelling
Long Term Financial Plan Impact and Summary for Next Phase Projects
### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital</strong></td>
<td></td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 1 Loan</td>
<td>Capital Loan Repayment - Loan Scenario - Phase 1 - Year 1 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 2 Loan</td>
<td>Capital Loan Repayment - Loan Scenario - Phase 1 - Year 2 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 3 Loan</td>
<td>Capital Loan Repayment - Loan Scenario - Phase 1 - Year 3 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 4 Loan</td>
<td>Capital Loan Repayment - Loan Scenario - Phase 1 - Year 4 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 5 Loan</td>
<td>Capital Loan Repayment - Loan Scenario - Phase 1 - Year 5 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 6 Loan</td>
<td>Loan Scenario - Phase 1 - Year 6 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 7 Loan</td>
<td>Loan Scenario - Phase 1 - Year 7 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 8 Loan</td>
<td>Loan Scenario - Phase 1 - Year 8 Loan</td>
</tr>
<tr>
<td>Loan Scenario - Phase 1 - Year 9 Loan</td>
<td>Loan Scenario - Phase 1 - Year 9 Loan</td>
</tr>
<tr>
<td>Other Support</td>
<td></td>
</tr>
<tr>
<td>Grassroots - Nuriopa - Round 1</td>
<td>$350,000</td>
</tr>
<tr>
<td>Grassroots - Tanunda - Round 1</td>
<td>$206,250</td>
</tr>
<tr>
<td>Nuriopa Clubs</td>
<td>$50,000</td>
</tr>
<tr>
<td>NCPA</td>
<td></td>
</tr>
<tr>
<td>Tanunda Clubs</td>
<td>$98,000</td>
</tr>
<tr>
<td>Grassroots - Angaston Oval - Round 1</td>
<td>$70,000</td>
</tr>
<tr>
<td>Grassroots - Talunga - Round 1</td>
<td>$50,000</td>
</tr>
<tr>
<td>Angaston Footy Club</td>
<td>$22,500</td>
</tr>
<tr>
<td>Talunga Clubs / Tennis SA</td>
<td>$20,000</td>
</tr>
<tr>
<td>Third Party</td>
<td>$50,000</td>
</tr>
<tr>
<td>Grant Target</td>
<td>40% of capital (estimated)</td>
</tr>
</tbody>
</table>

#### Total - Capital Revenue

| Total - Capital Revenue | $2,089,252 |

#### Net Operating Result Profit/(Loss)

| Net Operating Result Profit/(Loss) | $(244,189), $1,269,483 | $(1,724,739), $(2,113,716), $(2,155,735) | $(2,157,657), $(2,159,024), $(2,160,110), $(2,200,588) | $(2,212,263), $(2,218,760), $(2,224,927), $(2,230,738) |

#### Capital Funding Requirements

| Capital Funding Requirements | 1,600,000, 8,200,000, 5,700,000, 6,900,000 |

### Operational

**Operating Income**

- User Charges and Lease Fees
- Hire, Commercial and Other Revenue

**Operating Expenses**

- Depreciation - Estimated from Project Modelling
- Depreciation - Adjustment Against Long Term Modelling
- Employee Expenses
- Materials, Contractors and Consumables

**Interest**

- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 1 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 2 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 3 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 4 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 5 Loan

Reference: Attachment 2
### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

<table>
<thead>
<tr>
<th>Funding</th>
<th>Capital Expenditure</th>
<th>Loan Scenario - Phase 1 - Year 1 Loan</th>
<th>Loan Scenario - Phase 1 - Year 2 Loan</th>
<th>Loan Scenario - Phase 1 - Year 3 Loan</th>
<th>Loan Scenario - Phase 1 - Year 4 Loan</th>
<th>Loan Scenario - Phase 1 - Year 5 Loan</th>
<th>Other Support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Grassroots - Nuriootpa - Round 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Grassroots - Tanunda - Round 1</td>
</tr>
<tr>
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<td>-</td>
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<td>Nuriootpa Clubs</td>
</tr>
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<td>NOPA</td>
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<td>Tanunda Clubs</td>
</tr>
<tr>
<td></td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Grassroots - Angaston Oval - Round 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Grassroots - Talunga - Round 1</td>
</tr>
<tr>
<td></td>
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<td>-</td>
<td>-</td>
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<td>Angaston Football Club</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Talungas Clubs / Tennis SA</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td>Third Party $2M over 5 years</td>
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<td>Grant Target 40% of capital</td>
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<td>Total - Capital Revenue</td>
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<td></td>
<td></td>
<td>Total - Capital Expenses</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Capital Funding Requirements</th>
<th>Operational Operating Income</th>
<th>User Charges and Lease Fees</th>
<th>Hire, Commercial and Other Revenue</th>
<th>Operating Expenses Depreciation - Estimated from Project Modelling</th>
<th>Depreciation - Adjustment Against Long Term Modelling</th>
<th>Employee Expenses</th>
<th>Materials, Contracts and Consumables</th>
<th>Interest Interest Loan Repayment - Loan Scenario - Phase 1 - Year 1 Loan</th>
<th>Interest Loan Repayment - Loan Scenario - Phase 1 - Year 2 Loan</th>
<th>Interest Loan Repayment - Loan Scenario - Phase 1 - Year 3 Loan</th>
<th>Interest Loan Repayment - Loan Scenario - Phase 1 - Year 4 Loan</th>
<th>Interest Loan Repayment - Loan Scenario - Phase 1 - Year 5 Loan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26,410</td>
<td>27,070</td>
<td>27,743</td>
<td>28,446</td>
<td>29,150</td>
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<td>30,182</td>
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<td>19,936</td>
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<td>365,360</td>
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<td>560,520</td>
<td>573,350</td>
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<td>567,661</td>
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<td>638,746</td>
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<td>598,878</td>
<td>618,946</td>
<td>638,746</td>
<td>626,585</td>
<td>690,387</td>
<td>687,243</td>
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<td>26,178</td>
<td>26,046</td>
<td>26,102</td>
<td>26,438</td>
<td>26,335</td>
<td>24,102</td>
<td>18,626</td>
<td>15,003</td>
<td>11,227</td>
<td>7,290</td>
<td>1,186</td>
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<tr>
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<td>219,214</td>
<td>220,000</td>
<td>177,330</td>
<td>182,436</td>
<td>186,746</td>
<td>139,590</td>
<td>119,270</td>
<td>95,490</td>
<td>80,985</td>
<td>78,747</td>
<td>76,745</td>
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<td>182,381</td>
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<td>148,525</td>
<td>149,092</td>
<td>140,000</td>
<td>125,170</td>
<td>110,531</td>
<td>98,531</td>
<td>90,526</td>
<td>82,952</td>
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<td>250,316</td>
<td>259,238</td>
<td>173,927</td>
<td>178,643</td>
<td>182,436</td>
<td>138,712</td>
<td>125,489</td>
<td>109,894</td>
<td>97,329</td>
<td>90,194</td>
<td>82,702</td>
<td>88,958</td>
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</table>

#### The Big Project

| Year 17 | Year 18 | Year 19 | Year 20 | Year 21 | Year 22 | Year 23 | Year 24 | Year 25 | Year 26 | Year 27 |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
## Financial Modelling - 35 Year Generational Model

The Big Project Funding Model and Operating Contingencies - Summary for Project Model

### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>Year</th>
<th>2046-47</th>
<th>2047-48</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
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</thead>
<tbody>
<tr>
<td>NI - Income</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
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<tr>
<td>NI - Capital</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>NI - Balance Sheet</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>NI - Operating</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
<td>776,106</td>
<td>434,762</td>
</tr>
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</table>

### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

**Funding**

- **Capital Expenditure**
  - Loan Scenario - Phase 1 - Year 1 Loan
  - Loan Scenario - Phase 1 - Year 2 Loan
  - Loan Scenario - Phase 1 - Year 3 Loan
  - Loan Scenario - Phase 1 - Year 4 Loan
  - Loan Scenario - Loan Scenario - Phase 1 - Year 5 Loan
  - The Big Project

#### Total - Capital Expenses

776,106

### Capital Revenue

- Loan Scenario - Phase 1 - Year 1 Loan
- Loan Scenario - Phase 1 - Year 2 Loan
- Loan Scenario - Phase 1 - Year 3 Loan
- Loan Scenario - Phase 1 - Year 4 Loan
- Loan Scenario - Phase 1 - Year 5 Loan

### Capital Loan Repayment - Loan Scenario - Phase 1 - Year 5 Loan

-2,456,424

### Capital Loan Repayment - Loan Scenario - Phase 1 - Year 4 Loan

-2,336,513

### Capital Loan Repayment - Loan Scenario - Phase 1 - Year 3 Loan

-2,518,756

### Capital Loan Repayment - Loan Scenario - Phase 1 - Year 2 Loan

-2,471,860

### Capital Loan Repayment - Loan Scenario - Phase 1 - Year 1 Loan

-2,395,690

### Other Support

- Grassroots - Nuriootpa - Round 1
- Grassroots - Nuriootpa - Round 1
- Grassroots - Nuriootpa - Round 1
- Grassroots - Nuriootpa - Round 1
- NCFA
- Tanunda Clubs
- Grassroots - Angaston Oval - Round 1
- Grassroots - Tanunda - Round 1
- Angaston Footy Club
- Tanunda Clubs / Tennis SA

#### Third Party

$2M over 5 years

#### Grant Target

40% of capital

#### Total - Capital Revenue

776,106

### Net Operating Result Profit/(Loss)

(2,265,453)

### Capital Funding Requirements

#### Operational

- **Operating Income**
  - User Charges and Leases Fees
  - Hires, Commercial and Other Revenue

<table>
<thead>
<tr>
<th></th>
<th>2046-47</th>
<th>2047-48</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
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<td>NI</td>
<td>504,272</td>
<td>519,639</td>
<td>533,417</td>
<td>548,619</td>
<td>564,267</td>
<td>580,343</td>
<td>606,891</td>
<td>613,914</td>
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</table>

#### Depreciation - Estimated from Project Modelling

966,274

#### Depreciation - Adjustment Against Long Term Modelling

300,106

#### Employees Costs

753,926

#### Materials, Contractors and Consumables

725,105

#### Interest

- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 1 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 2 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 3 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 4 Loan
- Interest Loan Repayment - Loan Scenario - Phase 1 - Year 5 Loan

### Financial Figures Related to Loan Capacity - Current Rate and Expenditure Settings

<table>
<thead>
<tr>
<th>Year</th>
<th>General Rates $'000</th>
<th>Operating Income</th>
<th>Operating Expenditure</th>
<th>Income Movements</th>
<th>Expenditure Movements</th>
<th>LTFP Budgeted Operating Position Surplus/(Deficit)</th>
<th>LTFP Budgeted Cash Position Surplus/(Deficit)</th>
<th>Borrowings - Current</th>
<th>Borrowings - Non-current</th>
<th>Total</th>
<th>Model Amendments</th>
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<tbody>
<tr>
<td></td>
<td>26,005</td>
<td>38,457</td>
<td>37,737</td>
<td>4.70%</td>
<td>5.21%</td>
<td>720</td>
<td>1,469</td>
<td>2,040</td>
<td>12,955</td>
<td>14,995</td>
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<td>Year 2</td>
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<td>3.81%</td>
<td>564</td>
<td>3,953</td>
<td>1,723</td>
<td>17,236</td>
<td>18,959</td>
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<td>Year 3</td>
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<td>41,574</td>
<td>41,216</td>
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<td>2.85%</td>
<td>358</td>
<td>5,678</td>
<td>1,277</td>
<td>18,412</td>
<td>19,689</td>
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<td>Year 4</td>
<td>28,624</td>
<td>42,863</td>
<td>42,391</td>
<td>2.92%</td>
<td>3.33%</td>
<td>472</td>
<td>5,888</td>
<td>1,338</td>
<td>17,978</td>
<td>19,316</td>
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<td>Year 5</td>
<td>29,554</td>
<td>44,116</td>
<td>43,802</td>
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<td>2.41%</td>
<td>314</td>
<td>558</td>
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<td>12,342</td>
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<td>Year 6</td>
<td>30,515</td>
<td>45,445</td>
<td>44,857</td>
<td>3.06%</td>
<td>1.77%</td>
<td>588</td>
<td>558</td>
<td>733</td>
<td>10,977</td>
<td>11,613</td>
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<td>Year 7</td>
<td>31,507</td>
<td>46,835</td>
<td>46,277</td>
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<td>3.16%</td>
<td>813</td>
<td>888</td>
<td>640</td>
<td>10,439</td>
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<td>Year 8</td>
<td>32,531</td>
<td>48,345</td>
<td>47,536</td>
<td>3.26%</td>
<td>2.80%</td>
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<td>542</td>
<td>9,989</td>
<td>10,443</td>
<td>-864</td>
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<tr>
<td>Year 9</td>
<td>33,588</td>
<td>49,926</td>
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<td>Year 10</td>
<td>34,679</td>
<td>51,587</td>
<td>50,411</td>
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</table>

**Current Long Term Financial Plan Settings**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
<td>2026</td>
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<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
<td>2026</td>
<td>2027</td>
<td>2028</td>
<td>2029</td>
</tr>
</tbody>
</table>

- **General Rates**: $26,005 to $34,679
- **Operating Income**: $38,457 to $51,587
- **Operating Expenditure**: $37,737 to $50,411
- **Income Movements**: 4.70% to 3.33%
- **Expenditure Movements**: 5.21% to 2.80%
- **LTFP Budgeted Operating Position Surplus/(Deficit)**: $720 to $1,176
- **LTFP Budgeted Cash Position Surplus/(Deficit)**: $1,469 to $8,947
- **Borrowings - Current**: $2,040 to $2,040
- **Borrowings - Non-current**: $12,955 to $9,989
- **Total**: $14,995 to $10,443

**Model Amendments**

- **Operating Position Impact $'000**
- **Change to Plan Base Position - Operating Adjustments**: $0 to $66
- **Adjusted Operating Position Surplus/(Deficit)**: $720 to $66

**Cash Impacts $'000 of Borrowings/Projects**

- **Change to Plan Base Position**: $0 to $-864
- **Adjusted Cash Surplus/(Deficit)**: $40 to $66

**Borrowings $'000**

- **Year 1 Borrowings**: $1,600,000 to $1,600,000
- **Year 2 Borrowings**: $8,200,000 to $8,200,000
- **Year 3 Borrowings**: $5,700,000 to $0
- **Year 4 Borrowings**: $6,900,000 to $0
- **Year 5 Borrowings**: $0 to $0

**Total Borrowings for Projects**: $22,400,000 to $12,095,000

**Change in Borrowings $'000**

- **Change More / Less**: $-2,900 to $8,857

**Estimated Adjusted Total Borrowings**: $12,095,000 to $8,857

**Net Debt/Borrowings to General Rates**

- **46.51% to 55.65%**

**Net Debt/Borrowings to Income**

- **31.45% to 37.41%**

**Operating ratio**

- **1.87% to 0.25%**

**Operating ratio - 3 Year**

- **3.63% to 0.25%**
Financial Modelling

Barossa Culture Hub
### Barossa Regional Culture Hub - Financial Model - Priority 1 Projects

#### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th></th>
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<tbody>
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<td>Total Funding</td>
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<tr>
<td>N - Capital</td>
<td>Total Capital</td>
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<tr>
<td>N - Balance Sheet</td>
<td>Debt Repayment</td>
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<tr>
<td>N - Operating</td>
<td>Net Operating</td>
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<tr>
<td>Projected Rating Income</td>
<td>26,605,333</td>
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<td>30,014,942</td>
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<td>32,076,644</td>
<td>33,085,881</td>
<td>34,719,457</td>
<td>36,886,181</td>
<td>38,771,830</td>
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<tr>
<td>Projected Rating Percentage Impact</td>
<td>0.32%</td>
<td>1.88%</td>
<td>1.88%</td>
<td>1.75%</td>
<td>1.70%</td>
<td>1.68%</td>
<td>1.69%</td>
<td>1.63%</td>
<td>1.62%</td>
<td>1.61%</td>
<td>1.60%</td>
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</tr>
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</table>

#### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

Funding

See funding model

Total

Is there a build or purchase cost for an asset?

**Capital Expenditure - Barossa Regional Culture Hub**

**Complete Project**

<table>
<thead>
<tr>
<th>Activity</th>
<th>1 - Upgraded Buildings - Preliminaries and Procurement</th>
<th>124,850</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>2 - Upgraded Buildings - Demolition and Preparation</td>
<td>165,520</td>
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<tr>
<td>Activity</td>
<td>3 - Upgraded Buildings - Electrical and Mechanical Upgrade</td>
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<td>Activity</td>
<td>4 - Upgraded Buildings - Construction</td>
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<td>Activity</td>
<td>5 - New Buildings - Preliminaries and Procurement</td>
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<td>Activity</td>
<td>6 - New Buildings - Manufacturing</td>
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<td>Activity</td>
<td>7 - New Buildings - Demolition, Civil and Site Preparation</td>
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<td>Activity</td>
<td>8 - New Buildings - Footings</td>
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<td>Activity</td>
<td>9 - New Buildings - Structural Elements</td>
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<td>Activity</td>
<td>10 - New Buildings - Roofing</td>
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<td>Activity</td>
<td>11 - New Buildings - Fencing</td>
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<td>Activity</td>
<td>12 - Final Completion and Commissioning</td>
<td>720,937</td>
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<tr>
<td>Activity</td>
<td>13 - Loading and Unloading</td>
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<tr>
<td>Activity</td>
<td>14 - Preliminaries, Fees and Contingencies</td>
<td>2,231,567</td>
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</table>

**Total Capital Expenses**

- 4,003,219 | 2,824,753 | 2,025,041

**All Operating Revenue and Expenses below are additional**

**Net Operating Result Profit/(Loss)**

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<tbody>
<tr>
<td>Artist Studio Tenancy</td>
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<tr>
<td>Office &amp; Workspaces</td>
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<td>Music Incubator Lease</td>
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<td>Commission on Sales / Mechanic Sales</td>
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</tr>
<tr>
<td>Project Funding / Signature Events / Support Services</td>
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**Total Operating Revenue**

- 73,538 | 674,215 | 679,523 | 699,300 | 703,710 | 718,280 | 733,288 | 748,748 | 764,672 | 786,512 | 809,862 | 832,099 |

**Total Maintenance Expenses**

- 11,125 | 22,918 | 23,496 | 24,078 | 24,680 | 25,257 | 25,929 | 26,577 | 27,242 | 32,046 | 33,048 | 33,874 | 34,721 |

**Net Operating Revenue**

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**Operating Expenses**

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**NI - Income**
- Total Funding: -
- Total Capital: -
- Debt Repayment: -
- Net Operating: -

**NI - Capital**
- Total Funding: 4,903,219
- Total Capital: 2,824,763
- Debt Repayment: -
- Net Operating: 2,029,041

**NI - Balance Sheet**
- Debt Repayment: -
- Net Operating: -

**NI - Operating**
- Total Funding: -
- Total Capital: -
- Debt Repayment: -
- Net Operating: -

**Project Annual Position - Surplus/(Deficit)**
- 2019-20: -4,987,880
- 2020-21: -3,339,379
- 2021-22: -2,542,915
- 2022-23: 517,367
- 2023-24: 519,412
- 2024-25: 528,457
- 2025-26: 537,773
- 2026-27: 547,371
- 2027-28: 562,257
- 2028-29: 578,004
- 2029-30: 584,196
- 2030-31: 810,448

**Project Cumulative - Surplus/(Deficit)**
- 2019-20: -4,987,880
- 2020-21: -8,327,259
- 2021-22: -10,870,174
- 2022-23: -11,387,541
- 2023-24: -11,906,953
- 2024-25: -12,435,410
- 2025-26: -12,973,183
- 2026-27: -13,520,554
- 2027-28: -14,082,811
- 2028-29: -14,660,815
- 2029-30: -15,255,011
- 2030-31: -15,865,859

**Projected Rating Income**
- 2019-20: 26,005,323
- 2020-21: 26,850,496
- 2021-22: 27,723,137
- 2022-23: 28,624,139
- 2023-24: 29,554,424
- 2024-25: 30,514,942
- 2025-26: 31,506,678
- 2026-27: 32,530,645
- 2027-28: 33,587,891
- 2028-29: 34,679,497
- 2029-30: 35,806,581
- 2030-31: 36,970,295
- 2031-32: 38,171,830

**Projected Rating Percentage Impact**
- 2019-20: 0.32%
- 2020-21: 1.86%
- 2021-22: 1.80%
- 2022-23: 1.75%
- 2023-24: 1.70%
- 2024-25: 1.68%
- 2025-26: 1.65%
- 2026-27: 1.63%
- 2027-28: 1.62%
- 2028-29: 1.61%
- 2029-30: 1.61%
- 2030-31: 1.60%

**Insurance (Asset & liability)**
- 2019-20: 8,723
- 2020-21: 18,114
- 2021-22: 18,566
- 2022-23: 19,034
- 2023-24: 19,506
- 2024-25: 20,028
- 2025-26: 21,026
- 2026-27: 21,531
- 2027-28: 22,071
- 2028-29: 22,621
- 2029-30: 23,187

**Maintenance Expenses**

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Attachment 2

Financial Modelling - 35 Year Generational Model
Barossa Regional Culture Hub - Financial Model - Priority 1 Projects

PROJECT YEARLY COST NET (GST Exclusive)
SharePoint
NI - Income
NI - Capital
NI - Balance Sheet
NI - Operating

Year 14
2032-33
(627,971)
(627,971)
(16,493,830)
39,412,414
1.59%

Total Funding
Total Capital
Debt Repayment
Net Operating
Project Annual Position - Surplus/(Deficit)
Project Cumulative - Surplus/(Deficit)
Projected Rating Income
Projected Rating Percentage Impact

Year 15
2033-34
(645,579)
(645,579)
(17,139,409)
40,693,318
1.59%

Year 16
2034-35
(663,687)
(663,687)
(17,803,096)
42,015,850
1.58%

Year 17
2035-36
(682,308)
(682,308)
(18,485,404)
43,381,365
1.57%

Year 18
2036-37
(701,458)
(701,458)
(19,186,863)
44,791,260
1.57%

Year 19
2037-38
(721,151)
(721,151)
(19,908,014)
46,246,976
1.56%

Year 20
2038-39
(741,404)
(741,404)
(20,649,417)
47,750,002
1.55%

Year 21
2039-40
(762,231)
(762,231)
(21,411,649)
49,301,878
1.55%

Year 22
2040-41
(783,650)
(783,650)
(22,195,299)
50,904,189
1.54%

Year 23
2041-42
(805,678)
(805,678)
(23,000,977)
52,558,575
1.53%

Year 24
2042-43
(828,332)
(828,332)
(23,829,310)
54,266,728
1.53%

Year 25
2043-44
(851,631)
(851,631)
(24,680,940)
56,030,397
1.52%

Year 26
2044-45
(875,592)
(875,592)
(25,556,533)
57,851,385
1.51%

Year 27
2045-46
(900,235)
(900,235)
(26,456,768)
59,731,555
1.51%

35 Year Funding Requirements & Financial Outcomes
How will the proposal be funded?
Funding
See funding model
Total

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Capital Expenditure - Barossa Regional Culture Hub
Complete Project
Activity 1 - Upgraded Buildings - Preliminaries and Procurement
Activity 2 - Upgraded Buildings - Demolition and Preparation
Activity 3 - Upgraded Buildings - Electrical and Mechanical Upgrade
Activity 4 - Upgraded Buildings - Construction
Activity 5 - New Builds - Preliminaries and Procurement
Activity 6 - New Builds - Manufacturing
Activity 7 - New Builds - Demolition, Civil and Site Prepartion
Activity 8 - New Builds - Footings
Activity 9 - New Builds - Structural Elements
Activity 10 - New Builds - Roofing
Activity 11 - New Builds - Fitout/Landscaping
Activity 12 - Final Completion and Comissioning
Loading and Allowances
Preliminaries, Fees and Contingencies
Total - Capital Expenses

op
y

Is there a build or purchase cost for an asset?

All Operating Revenue and Expenses below are additional ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

Operational
Operating Revenue

(627,971)
263,501
855,883
35,589

(645,579)
271,252
880,353
36,479

(663,687)
279,231
905,528
37,390

(682,308)
287,446
931,429
38,325

(701,458)
295,903
958,078
39,283

(721,151)
304,610
985,496
40,265

30,872
5,537
2,283
13,048
4,845
11,005
13,048
5,219
10,438
52,060
78,286
7,829
13,048
15,983

31,644
5,703
2,352
13,439
4,990
11,335
13,439
5,376
10,751
53,622
80,635
8,063
13,439
16,463

32,435
5,874
2,422
13,842
5,140
11,675
13,842
5,537
11,074
55,231
83,054
8,305
13,842
16,957

33,246
6,050
2,495
14,258
5,294
12,025
14,258
5,703
11,406
56,888
85,546
8,555
14,258
17,466

34,077
6,232
2,570
14,685
5,453
12,386
14,685
5,874
11,748
58,594
88,112
8,811
14,685
17,990

34,929
6,419
2,647
15,126
5,616
12,757
15,126
6,050
12,101
60,352
90,755
9,076
15,126
18,529

35,802
6,611
2,726
15,580
5,785
13,140
15,580
6,232
12,464
62,163
93,478
9,348
15,580
19,085

36,697
6,810
2,808
16,047
5,959
13,534
16,047
6,419
12,838
64,028
96,282
9,628
16,047
19,658

171,070
407,723
43,049
110,381
22,076
17,109
33,114
14,350
1,351
11,892

176,202
419,955
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113,141
22,628
17,537
33,942
14,708
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12,368

181,488
432,554
45,228
115,969
23,194
17,975
34,791
15,076
1,420
12,863

186,933
445,530
46,359
118,869
23,774
18,425
35,661
15,453
1,455
13,377

192,541
458,896
47,518
121,840
24,368
18,885
36,552
15,839
1,492
13,912

198,317
472,663
48,706
124,886
24,977
19,357
37,466
16,235
1,529
14,469

204,267
486,843
49,923
128,008
25,602
19,841
38,403
16,641
1,567
15,048

210,395
501,448
51,171
131,209
26,242
20,337
39,363
17,057
1,606
15,649

C

Net Operating Result Profit/(Loss)
Total Operating Revenue
Total Operating Expenses
Total Maintenance Expenses

Artist Studio Tenancy
Triple B Lease
Liedertafel Lease
Music Incubator Lease
Barossa Players Lease
Concert Income
Door Donations
Venue Hire
Workshop Fees
Commission on Sales / Mechandise Sales
Project Funding / Signature Events / Other Support
Artist Residency Sponsorship
Heritage Sponsorship
Artist Residency Fee for Service Income

(741,404)
313,573
1,013,705
41,272

(762,231)
322,802
1,042,729
42,304

(783,650)
332,302
1,072,591
43,362

(805,678)
342,083
1,103,316
44,446

(828,332)
352,153
1,134,929
45,557

(851,631)
362,520
1,167,455
46,696

(875,592)
373,193
1,200,922
47,863

(900,235)
384,181
1,235,357
49,060

37,614
7,014
2,892
16,528
6,137
13,940
16,528
6,611
13,223
65,949
99,171
9,917
16,528
20,247

38,555
7,224
2,979
17,024
6,321
14,359
17,024
6,810
13,619
67,927
102,146
10,215
17,024
20,855

39,519
7,441
3,069
17,535
6,511
14,789
17,535
7,014
14,028
69,965
105,210
10,521
17,535
21,480

40,507
7,664
3,161
18,061
6,706
15,233
18,061
7,224
14,449
72,064
108,367
10,837
18,061
22,125

41,519
7,894
3,256
18,603
6,908
15,690
18,603
7,441
14,882
74,226
111,618
11,162
18,603
22,789

42,557
8,131
3,353
19,161
7,115
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76,453
114,966
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216,707
516,492
52,451
134,489
26,898
20,846
40,347
17,484
1,647
16,275

223,208
531,986
53,762
137,851
27,570
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41,355
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1,688
16,926

229,904
547,946
55,106
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21,901
42,389
18,369
1,730
17,603

236,801
564,384
56,484
144,830
28,966
22,449
43,449
18,828
1,773
18,308

243,905
581,316
57,896
148,451
29,690
23,010
44,535
19,299
1,818
19,040

251,222
598,755
59,343
152,162
30,432
23,585
45,649
19,781
1,863
19,802

Operating Expenses
Depreciation
Employee Costs
Program Contractors and Casuals
Program and Exhibition Costs
Marketing
Residency Program
Stock
Miscellaneous Running Costs and Consumables
ESL Levy
Electricity Consumption

329
808


### PROJECT YEARLY COST NET (GST Exclusive)

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<tbody>
<tr>
<td>NI - Income Total Funding</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>NI - Capital Total Capital</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>NI - Balance Sheet Debt Repayment</td>
<td>-</td>
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<td>-</td>
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<td>-</td>
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<td>-</td>
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<td>35,089,838</td>
<td>34,766,250</td>
<td>34,442,668</td>
<td>34,118,085</td>
<td>33,793,502</td>
<td>33,468,919</td>
<td>33,144,336</td>
<td>32,819,753</td>
<td>32,495,170</td>
<td>32,170,587</td>
<td>31,846,004</td>
<td>31,521,421</td>
<td>31,196,838</td>
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<td>Project Rating Percentage Impact</td>
<td>1.59%</td>
<td>1.59%</td>
<td>1.58%</td>
<td>1.57%</td>
<td>1.57%</td>
<td>1.56%</td>
<td>1.55%</td>
<td>1.55%</td>
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<td>1.53%</td>
<td>1.53%</td>
<td>1.53%</td>
<td>1.53%</td>
<td>1.53%</td>
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<tr>
<td>Maintenance Expenses</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Insurance (Asset &amp; Liability)</td>
<td>-</td>
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<td>-</td>
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#### Maintenance Expenses

<table>
<thead>
<tr>
<th>Contractors</th>
<th>-Mowing/Landscaping</th>
<th>-Electrical repairs</th>
<th>-Cleaning</th>
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<td>3,030</td>
<td>1,105</td>
<td>5,245</td>
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<tr>
<td>2015</td>
<td>4,054</td>
<td>4,159</td>
<td>4,265</td>
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<tr>
<td>2016</td>
<td>4,054</td>
<td>4,159</td>
<td>4,265</td>
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<tr>
<td>2018</td>
<td>5,519</td>
<td>5,609</td>
<td>5,700</td>
</tr>
<tr>
<td>2019</td>
<td>9,739</td>
<td>9,839</td>
<td>9,939</td>
</tr>
<tr>
<td>2020</td>
<td>6,757</td>
<td>6,926</td>
<td>7,099</td>
</tr>
<tr>
<td>2021</td>
<td>6,757</td>
<td>6,926</td>
<td>7,099</td>
</tr>
</tbody>
</table>

#### Materials and Consumables

| Building Maintenance | 3,738 | 3,838 | 3,938 | 4,038 | 4,138 | 4,238 | 4,338 | 4,438 | 4,538 | 4,638 | 4,738 |
| Infrastructure Maintenance | 5,519 | 5,609 | 5,700 | 5,800 | 5,900 | 6,000 | 6,100 | 6,200 | 6,300 | 6,400 | 6,500 |
| Materials Water | 9,739 | 9,839 | 9,939 | 10,039 | 10,139 | 10,239 | 10,339 | 10,439 | 10,539 | 10,639 | 10,739 |

#### Project Costs Analysis

- **Total Funding**: $627,971
- **Total Capital**: $645,579
- **Debt Repayment**: $663,687
- **Net Operating**: $(682,308)
- **Surplus/(Deficit)**: $(701,458)
- **Cumulative Surplus/(Deficit)**: $(721,151)
- **Projected Rating Income**: $35,412,414
- **Projected Rating Percentage Impact**: 1.59%
- **Insurance (Asset & Liability)**: $24,787

---

*Note: Numbers are approximate and subject to rounding.*
### Financial Modelling - 35 Year Generational Model

#### Barossa Regional Culture Hub - Financial Model - Priority 1 Projects

#### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>Year 28</th>
<th>Year 29</th>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net - Income</td>
<td>Total Funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net - Capital</td>
<td>Total Capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net - Balance Sheet</td>
<td>Debt Repayment</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Net - Operating</td>
<td>Net Operating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total - Capital Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Cumulative - Surplus/(Deficit)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Annual Position - Surplus/(Deficit)</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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</table>

#### 35 Year Funding Requirements & Financial Outcomes

- How will the proposal be funded?
- Is there a build or purchase cost for an asset?

#### Capital Expenditure - Barossa Regional Culture Hub

**Complete Project**

- **Activity 1 - Upgraded Buildings - Preliminaries and Procurement**
- **Activity 2 - Upgraded Buildings - Demolition and Preparation**
- **Activity 3 - Upgraded Buildings - Electrical and Mechanical Upgrade**
- **Activity 4 - Upgraded Buildings - Construction**
- **Activity 5 - New Builds - Preliminaries and Procurement**
- **Activity 6 - New Builds - Manufacturing**
- **Activity 7 - New Builds - Demolition, Civil and Site Preparation**
- **Activity 8 - New Builds - Footings**
- **Activity 9 - New Builds - Structural Elements**
- **Activity 10 - New Builds - Roofing**
- **Activity 11 - New Builds - Fitout/Landscaping**
- **Activity 12 - Final Completion and Commissioning**

**Loading and Allowances**

| Preparations, Fees and Contingencies | | | | | | | |

**Total - Capital Expenses**

| | | | | | | | |

**All Operating Revenue and Expenses below are additional, i.e., a result of the new initiative**

**Net Operating Result Profit/(Loss)**

| (295,580) (951,646) (798,455) (1,006,028) (1,034,387) (1,063,555) (1,093,555) (1,124,410) |

**Total Operating Expenses**

| 1,270,788 1,307,244 1,344,755 1,383,352 1,423,066 1,463,931 1,505,980 1,549,247 |

**Total Maintenance Expenses**

| 50,286 51,543 52,832 54,153 55,506 56,894 58,216 59,714 |

**Operating Revenue**

<table>
<thead>
<tr>
<th>Artist Studio Tenancy</th>
<th>Triple B Lease</th>
<th>Liederhalle Lease</th>
<th>Music Incubator Lease</th>
<th>Barossa Players Lease</th>
<th>Concert Income</th>
<th>Door Donations</th>
<th>Variete Hire</th>
<th>Workshop Fees</th>
</tr>
</thead>
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<tr>
<td>43,821</td>
<td>44,112</td>
<td>45,629</td>
<td>46,975</td>
<td>48,352</td>
<td>49,733</td>
<td>50,956</td>
<td>51,830</td>
<td>52,790</td>
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<td>6,375</td>
<td>6,976</td>
<td>6,889</td>
<td>6,794</td>
<td>6,698</td>
<td>6,597</td>
<td>6,496</td>
<td>6,395</td>
<td>6,295</td>
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<td>3,767</td>
<td>3,934</td>
<td>3,987</td>
<td>4,037</td>
<td>4,087</td>
<td>4,137</td>
<td>4,186</td>
<td>4,235</td>
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<td>7,776</td>
<td>7,708</td>
<td>7,641</td>
<td>7,570</td>
<td>7,499</td>
<td>7,429</td>
<td>7,360</td>
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<td>15,737</td>
<td>16,437</td>
<td>17,137</td>
<td>17,837</td>
<td>18,537</td>
<td>19,237</td>
<td>19,937</td>
<td>20,637</td>
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<td>4,889</td>
<td>4,989</td>
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<td>17,756</td>
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<td>18,762</td>
<td>19,265</td>
<td>19,768</td>
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<tr>
<td>78,745</td>
<td>81,108</td>
<td>83,482</td>
<td>86,048</td>
<td>89,629</td>
<td>93,218</td>
<td>96,817</td>
<td>100,416</td>
<td>104,016</td>
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<td>152,477</td>
<td>157,642</td>
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<td>24,617</td>
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<td>20,906</td>
<td>21,566</td>
<td>22,212</td>
<td>22,870</td>
<td>23,530</td>
<td>24,196</td>
<td>24,866</td>
<td>25,543</td>
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**Operating Expenses**

<table>
<thead>
<tr>
<th>Depreciation</th>
<th>Employee Costs</th>
<th>Program Contractors and Casuals</th>
<th>Program and Exhibition Costs</th>
<th>Marketing</th>
<th>Residency Program</th>
<th>Stock</th>
<th>Miscellaneous Running Costs and Consumables</th>
<th>Electricity Usage</th>
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<tr>
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<td>274,517</td>
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<td>20,276</td>
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<td>22,212</td>
<td>22,870</td>
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<td>24,196</td>
<td>24,866</td>
<td>20,594</td>
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**Copy**
### PROJECT YEARLY COST NET (GST Exclusive)

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<th>Year 27</th>
<th>Year 28</th>
<th>Year 29</th>
<th>Year 30</th>
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<th>Year 35</th>
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<tbody>
<tr>
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<td>-</td>
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</tr>
<tr>
<td>NI - Capital Total Capital</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>NI - Balance Sheet Debt Repayment</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>(1,006,028)</td>
<td>(1,034,387)</td>
<td>(1,063,555)</td>
<td>(1,093,555)</td>
<td>(1,124,410)</td>
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<tr>
<td>Project Cumulative Surplus/(Deficit)</td>
<td>(925,580)</td>
<td>(1,951,646)</td>
<td>(2,978,455)</td>
<td>(3,906,028)</td>
<td>(4,934,387)</td>
<td>(5,963,555)</td>
<td>(6,993,555)</td>
<td>(7,124,410)</td>
<td>-</td>
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</tr>
<tr>
<td>Project Annual Position Surplus/(Deficit)</td>
<td>(925,580)</td>
<td>(951,846)</td>
<td>(978,455)</td>
<td>(1,006,028)</td>
<td>(1,034,387)</td>
<td>(1,063,555)</td>
<td>(1,093,555)</td>
<td>(1,124,410)</td>
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<td>Project Annual Position Surplus/(Deficit)</td>
<td>51,872,311</td>
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<td>63,789,176</td>
<td>65,000,478</td>
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<td>Project Rating Income</td>
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<td>43,789,176</td>
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<td>45,312,865</td>
<td>45,716,420</td>
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### Maintenance Expenses

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Financial Modelling
Angas Recreation Park
### Financial Modelling - 35 Year Generational Model

#### Angas Recreation Park - Financial Model - Priority 1 Projects

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<th>Check Totals</th>
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</table>

#### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

**For all funding see funding financial model**

**Total**

Is there a build or purchase cost for an asset?

### Capital Expenditure

**Project 1 - Junior Oval and Recreational Landscaping**

- Fittings: 56,061
- Special Equipment: 12,593
- Alterations and Renovations: 47,593
- Roads, Footpaths on Paved Areas: 27,925
- Boundary Walls, Fencing, and Gates: 12,285
- Landscaping and Improvements - Oval Build (7500sq m): 150,471
- Stormwater Drainage: 24,677
- Electric Lights and Power: 52,888
- Additional Loading for Tree Estimates: 42,842
- Loading and Allowances: 51,864

**Project 2 - Additional Items Relevant to Achieve Project 1**

- Preliminaries, Fees and Contingencies: 275,465

**Project 3 - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection**

- Clubroom, Changing Rooms Redevelopment: 75,428
- Miscellaneous: 2,240

**Total - Capital Expenses - Council Priority 1**

(0) 165,279 3,188,022

**All Operating Revenue and Expenses below are additional, ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations**

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<tr>
<th>Operating Revenue</th>
<th>User Charges</th>
<th>Hire Revenue</th>
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## Financial Modelling - 35 Year Generational Model

### Angas Recreation Park - Financial Model - Priority 1 Projects

#### PROJECT YEARLY COST NET (GST Exclusive)

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### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

- Funding
  - For all funding see funding financial model

**Is there a build or purchase cost for an asset?**

- Capital Expenditure
  - Project 1 - Junior Oval and Recreational Landscaping
    - Fitments
    - Special Equipment
    - Alterations and Renovations
    - Roads, Footpaths on Paved Areas
    - Boundary Walls, Fencing, and Gates
    - Landscaping and Improvements - Oval Build (7500sq m)
    - Stormwater Drainage
    - Electric Lights and Power
    - Additional Loading for Tree Estimates
    - Loading and Allowances
  - Project 2 - Additional Items Relevant to Achieve Project 1
    - Cricket Net Relocation
  - Project 3 - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection
    - Clubroom, Changing Rooms Redevelopment

**All Operating Revenue and Expenses below are additional**, i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations

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### Financial Modelling - 35 Year Generational Model

#### Financial Modelling - 35 Year Generational Model

- How will the proposal be funded?
  - For all funding see funding financial model

- Is there a build or purchase cost for an asset?
  - Capital Expenditure
    - Project 1 - Junior Oval and Recreational Landscaping
      - Fitments
      - Special Equipment
      - Alterations and Renovations
      - Roads, Footpaths on Paved Areas
      - Boundary Walls, Fencing, and Gates
      - Landscaping and Improvements - Oval Build (7500sq m)
      - Stormwater Drainage
      - Electric Lights and Power
      - Additional Loading for Tree Estimates
      - Loading and Allowances
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      - Cricket Net Relocation
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      - Clubroom, Changing Rooms Redevelopment

- All Operating Revenue and Expenses below are additional, i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations

<table>
<thead>
<tr>
<th>Year 13</th>
<th>Year 14</th>
<th>Year 15</th>
<th>Year 16</th>
<th>Year 17</th>
<th>Year 18</th>
<th>Year 19</th>
<th>Year 20</th>
<th>Year 21</th>
<th>Year 22</th>
<th>Year 23</th>
<th>Year 24</th>
<th>Year 25</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Projected Rating Percentage Impact</td>
<td>0.31%</td>
<td>0.31%</td>
<td>0.31%</td>
<td>0.30%</td>
<td>0.30%</td>
<td>0.30%</td>
<td>0.30%</td>
<td>0.29%</td>
<td>0.29%</td>
<td>0.29%</td>
<td>0.29%</td>
<td>0.28%</td>
</tr>
</tbody>
</table>

### Financial Modelling - 35 Year Generational Model

- How will the proposal be funded?
  - For all funding see funding financial model

- Is there a build or purchase cost for an asset?
  - Capital Expenditure
    - Project 1 - Junior Oval and Recreational Landscaping
      - Fitments
      - Special Equipment
      - Alterations and Renovations
      - Roads, Footpaths on Paved Areas
      - Boundary Walls, Fencing, and Gates
      - Landscaping and Improvements - Oval Build (7500sq m)
      - Stormwater Drainage
      - Electric Lights and Power
      - Additional Loading for Tree Estimates
      - Loading and Allowances
    - Project 2 - Additional Items Relevant to Achieve Project 1
      - Cricket Net Relocation
    - Project 3 - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection
      - Clubroom, Changing Rooms Redevelopment

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### Financial Modelling - 35 Year Generational Model

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  - For all funding see funding financial model

- Is there a build or purchase cost for an asset?
  - Capital Expenditure
    - Project 1 - Junior Oval and Recreational Landscaping
      - Fitments
      - Special Equipment
      - Alterations and Renovations
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### Financial Modelling - 35 Year Generational Model

- How will the proposal be funded?
  - For all funding see funding financial model

- Is there a build or purchase cost for an asset?
  - Capital Expenditure
    - Project 1 - Junior Oval and Recreational Landscaping
      - Fitments
      - Special Equipment
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    - Project 3 - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection
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- All Operating Revenue and Expenses below are additional, i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations
## Financial Modelling - 35 Year Generational Model

### Angas Recreation Park - Financial Model - Priority 1 Projects

### Project Yearly Cost Net (GST Exclusive)

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>NI - Income</th>
<th>Total Funding</th>
<th>NI - Capital</th>
<th>Total Capital</th>
<th>NI - Balance Sheet</th>
<th>Debt Repayment</th>
<th>NI - Operating</th>
<th>Total Operating</th>
</tr>
</thead>
<tbody>
<tr>
<td>2044-45</td>
<td></td>
<td>(161,320)</td>
<td>(165,095)</td>
<td>(168,961)</td>
<td>(172,921)</td>
<td>(176,977)</td>
<td>(181,132)</td>
<td>(185,388)</td>
</tr>
<tr>
<td>2045-46</td>
<td></td>
<td>(165,095)</td>
<td>(168,961)</td>
<td>(172,921)</td>
<td>(176,977)</td>
<td>(181,132)</td>
<td>(185,388)</td>
<td>(189,748)</td>
</tr>
<tr>
<td>2047-48</td>
<td></td>
<td>(172,921)</td>
<td>(176,977)</td>
<td>(181,132)</td>
<td>(185,388)</td>
<td>(189,748)</td>
<td>(194,214)</td>
<td>(198,789)</td>
</tr>
<tr>
<td>2048-49</td>
<td></td>
<td>(176,977)</td>
<td>(181,132)</td>
<td>(185,388)</td>
<td>(189,748)</td>
<td>(194,214)</td>
<td>(198,789)</td>
<td></td>
</tr>
<tr>
<td>2049-50</td>
<td></td>
<td>(181,132)</td>
<td>(185,388)</td>
<td>(189,748)</td>
<td>(194,214)</td>
<td>(198,789)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2050-51</td>
<td></td>
<td>(185,388)</td>
<td>(189,748)</td>
<td>(194,214)</td>
<td>(198,789)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2051-52</td>
<td></td>
<td>(189,748)</td>
<td>(194,214)</td>
<td>(198,789)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2052-53</td>
<td></td>
<td>(194,214)</td>
<td>(198,789)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2053-54</td>
<td></td>
<td>(198,789)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### Project Annual Position - Surplus/(Deficit)

<table>
<thead>
<tr>
<th>Project Annual Position - Surplus/(Deficit)</th>
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</thead>
</table>

### Projected Rating Income

<table>
<thead>
<tr>
<th>Projected Rating Income</th>
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<tbody>
<tr>
<td>57,851,385</td>
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### Projected Rating Percentage Impact

<table>
<thead>
<tr>
<th>Projected Rating Percentage Impact</th>
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<tbody>
<tr>
<td>0.28%</td>
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### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

**Funding**

For all funding see funding financial model

**Total**

Is there a build or purchase cost for an asset?

### Capital Expenditure

#### Project 1 - Junior Oval and Recreational Landscaping

- **Fittings**
- **Special Equipment**
- **Alterations and Renovations**
- **Roads, Footpaths an Paved Areas**
- **Boundary Walls, Fencing, and Gates**
- **Landscaping and Improvements - Oval Build (7500sq m)**
- **Stormwater Drainage**
- **Electric Lights and Power**
- **Additional Loading for Tree Estimates**
- **Loading and Allowances**
- **Preliminaries, Fees and Contingencies**

#### Project 2 - Additional Items Relevant to Achieve Project 1

- **Cricket Net Relocation**

#### Project 3 - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection

- **Clubroom, Changing Rooms Redevelopment**

### Total - Capital Expenses - Council Priority 1

<table>
<thead>
<tr>
<th>Year</th>
<th>2044-45</th>
<th>2045-46</th>
<th>2046-47</th>
<th>2047-48</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
</tr>
</thead>
<tbody>
<tr>
<td>2044-45</td>
<td>6,327,630</td>
<td>6,492,724</td>
<td>6,659,898</td>
<td>6,834,949</td>
<td>7,011,583</td>
<td>7,192,715</td>
<td>7,378,103</td>
<td>7,567,850</td>
<td>7,762,064</td>
<td>7,960,880</td>
</tr>
<tr>
<td>2045-46</td>
<td>57,851,385</td>
<td>59,731,559</td>
<td>61,672,831</td>
<td>63,677,198</td>
<td>65,746,706</td>
<td>67,883,474</td>
<td>70,088,667</td>
<td>72,367,602</td>
<td>74,719,549</td>
<td>77,147,935</td>
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</tbody>
</table>

### Net Operating Result Profit/(Loss)

<table>
<thead>
<tr>
<th>Net Operating Result Profit/(Loss)</th>
<th>Total Operating Revenue</th>
<th>Total Operating Expenses</th>
<th>Total Maintenance Expenses</th>
<th>Operating Revenue</th>
<th>Operating Expenses</th>
<th>Maintenance Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>(161,320)</td>
<td>105,051</td>
<td>56,269</td>
<td>190</td>
<td>82,490</td>
<td>14,877</td>
<td>5,308</td>
</tr>
<tr>
<td>(165,095)</td>
<td>109,843</td>
<td>57,676</td>
<td>195</td>
<td>84,140</td>
<td>15,324</td>
<td>5,521</td>
</tr>
<tr>
<td>(168,961)</td>
<td>112,325</td>
<td>59,118</td>
<td>200</td>
<td>85,823</td>
<td>16,297</td>
<td>5,742</td>
</tr>
<tr>
<td>(172,921)</td>
<td>117,469</td>
<td>60,596</td>
<td>205</td>
<td>87,539</td>
<td>16,745</td>
<td>6,210</td>
</tr>
<tr>
<td>(176,977)</td>
<td>120,133</td>
<td>63,663</td>
<td>210</td>
<td>89,290</td>
<td>17,247</td>
<td>6,845</td>
</tr>
<tr>
<td>(181,132)</td>
<td>122,861</td>
<td>65,255</td>
<td>215</td>
<td>91,076</td>
<td>17,764</td>
<td>6,977</td>
</tr>
<tr>
<td>(185,388)</td>
<td>125,655</td>
<td>66,886</td>
<td>220</td>
<td>92,897</td>
<td>18,297</td>
<td>7,205</td>
</tr>
<tr>
<td>(189,748)</td>
<td>128,517</td>
<td>68,558</td>
<td>226</td>
<td>94,755</td>
<td>18,846</td>
<td>7,556</td>
</tr>
</tbody>
</table>

### Operating Revenue

- **User Charges**
- **Hire Revenue**

### Operating Expenses

- **Depreciation**
- **Employee Costs**
- **Other Costs**
  - **ESL Levy**
  - **Electricity Consumption**
  - **Insurance (Asset & liability)**

### Maintenance Expenses

- **Employee Costs**
- **Contractors**
  - **Mowing/Landscaping**
  - **Electrical repairs**
  - **Cleaning**
- **Oval Maintenance**
- **Infrastructure Maintenance**
- **Materials - Water**

### 3315

### Attachment 2
Financial Modelling
Lyndoch Recreation Park With Rugby Relocation Analysis
**Financial Modelling - 35 Year Generational Model**

**Southern Recreational Hub - Financial Model - Priority 1 Projects**

<table>
<thead>
<tr>
<th>Project Annual Position - Surplus/(Deficit)</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**35 Year Funding Requirements & Financial Outcomes**

**How will the proposal be funded?**

For all funding see funding financial model

<table>
<thead>
<tr>
<th>Total Operating Revenue</th>
<th>-</th>
<th>-</th>
<th>-</th>
<th>8,000</th>
<th>8,200</th>
<th>8,405</th>
<th>8,615</th>
<th>8,831</th>
<th>9,051</th>
<th>9,278</th>
<th>9,509</th>
</tr>
</thead>
</table>

Is there a build or purchase cost for an asset?

<table>
<thead>
<tr>
<th>Capital Expenditure</th>
<th>Build</th>
<th>Loading and Allowances</th>
<th>Preliminaries, Fees and Contingencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1 - Lyndoch Rec Park Upgrades</td>
<td>5,069,701</td>
<td>228,137</td>
<td>1,252,216</td>
</tr>
<tr>
<td>Project 2 - Rugby Relocation - ground infrastructure only</td>
<td>1,516,334</td>
<td>68,235</td>
<td>374,534</td>
</tr>
<tr>
<td>Total - Capital Expenses</td>
<td>(0)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**All Operating Revenue and Expenses below are additional** i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Depreciation</th>
<th>Hire Revenue</th>
<th>Employee Costs</th>
<th>Other Costs</th>
<th>ESL Levy</th>
<th>Electricity Consumption</th>
<th>Insurance (Asset &amp; liability)</th>
<th>Maintenance Expenses</th>
<th>Employee Costs</th>
<th>Contractors</th>
<th>-Mowing/Landscaping - rugby only</th>
<th>-Electrical repairs</th>
<th>-Cleaning</th>
<th>Materials and Consumables - Rugby New Site</th>
<th>Miscellaneous - Rugby New Site</th>
<th>Building Maintenance</th>
<th>Infrastructure Maintenance</th>
<th>Materials Water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Net Operating Result Profit/(Loss)**

<table>
<thead>
<tr>
<th>Total Operating Revenue</th>
<th>-</th>
<th>-</th>
<th>-</th>
<th>8,000</th>
<th>8,200</th>
<th>8,405</th>
<th>8,615</th>
<th>8,831</th>
<th>9,051</th>
<th>9,278</th>
<th>9,509</th>
</tr>
</thead>
</table>

**Total Maintenance Expenses**

<table>
<thead>
<tr>
<th>Total Maintenance Expenses</th>
<th>-</th>
<th>8,527</th>
<th>28,423</th>
<th>29,134</th>
<th>29,862</th>
<th>30,609</th>
<th>31,374</th>
<th>32,158</th>
<th>32,962</th>
<th>34,762</th>
<th>36,562</th>
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</thead>
</table>

**Funding**

For all funding see funding financial model

**Include**

- 35 Year Funding Requirements & Financial Outcomes
- Capital Expenditure
- Operating Expenses
- Net Operating Result Profit/(Loss)
- Total Operating Revenue
- Total Maintenance Expenses
- 35 Year Funding Requirements & Financial Outcomes
- How will the proposal be funded?
- Is there a build or purchase cost for an asset?
## Southern Recreational Hub - Financial Model - Priority 1 Projects

### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>Sharepoint</th>
<th>Year 12</th>
<th>Year 13</th>
<th>Year 14</th>
<th>Year 15</th>
<th>Year 16</th>
<th>Year 17</th>
<th>Year 18</th>
<th>Year 19</th>
<th>Year 20</th>
<th>Year 21</th>
<th>Year 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI - Income</td>
<td>Total Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Capital</td>
<td>Total Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Balance Sheet</td>
<td>Debt Repayment</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
</tbody>
</table>

### Financial Modelling - 35 Year Generational Model

#### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

**Funding**

For all funding see funding financial model

**Total**

Is there a build or purchase cost for an asset?

<table>
<thead>
<tr>
<th>Capital Expenditure</th>
<th>Project 1 - Lyndoch Rec Park Upgrades</th>
<th>Build</th>
<th>5,069,701</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Loading and Allowances</td>
<td>228,137</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preliminaries, Fees and Contingencies</td>
<td>1,252,216</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project 2 - Rugby Relocation - ground infrastructure only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build - 1080 sq m - 14470 @150.43 sq m</td>
</tr>
<tr>
<td>1,516,334</td>
</tr>
<tr>
<td>Loading and Allowances</td>
</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
</tr>
<tr>
<td>374,534</td>
</tr>
</tbody>
</table>

**Total - Capital Expenses** (0)

#### All Operating Revenue and Expenses below are additional i.e., a result of the new initiative

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>9,747</td>
<td>9,991</td>
<td>10,241</td>
<td>10,497</td>
<td>10,759</td>
<td>11,028</td>
<td>11,304</td>
<td>11,586</td>
<td>11,876</td>
<td>12,173</td>
<td>12,477</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>161,284</td>
<td>164,784</td>
<td>168,363</td>
<td>172,024</td>
<td>175,769</td>
<td>179,599</td>
<td>183,515</td>
<td>187,522</td>
<td>191,621</td>
<td>195,814</td>
<td>200,103</td>
</tr>
<tr>
<td>Total Maintenance Expenses</td>
<td>45,137</td>
<td>46,266</td>
<td>47,422</td>
<td>48,608</td>
<td>49,823</td>
<td>51,069</td>
<td>52,345</td>
<td>53,654</td>
<td>54,995</td>
<td>56,370</td>
<td>57,779</td>
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#### Operational

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>User Charges</th>
<th>6,092</th>
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</thead>
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<tr>
<td></td>
<td>Hire Revenue</td>
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<td></td>
<td>3,747</td>
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</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Depreciation</th>
<th>136,072</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Employee Costs</td>
<td>6,991</td>
</tr>
<tr>
<td></td>
<td>Other Costs</td>
<td>672</td>
</tr>
<tr>
<td></td>
<td>ESL Levy</td>
<td>7,553</td>
</tr>
<tr>
<td></td>
<td>Electricity Consumption</td>
<td>9,995</td>
</tr>
<tr>
<td></td>
<td>Insurance (Asset &amp; liability)</td>
<td>10,245</td>
</tr>
</tbody>
</table>

#### Maintenance Expenses

<table>
<thead>
<tr>
<th>Employee Costs</th>
<th>Contractors</th>
<th>- - - - -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Mowing/Landscaping - rugby only</td>
<td>5,043</td>
<td></td>
</tr>
<tr>
<td>- Electrical repairs</td>
<td>4,035</td>
<td></td>
</tr>
<tr>
<td>- Cleaning</td>
<td>3,362</td>
<td></td>
</tr>
</tbody>
</table>

| Miscellaneous - Rugby New Site | 3,362 |
| Building Maintenance | 6,747 |
| Infrastructure Maintenance | 10,506 |
| Materials Water | 8,069 |

**Projected Rating Income**

| 36,970,295 | 38,171,830 | 39,412,414 | 40,693,818 | 42,015,850 | 43,381,365 | 44,791,260 | 46,246,976 | 47,750,002 | 49,301,878 | 50,994,199 |

**Projected Rating Percentage Impact**

| 0.53% | 0.53% | 0.52% | 0.52% | 0.51% | 0.51% | 0.50% | 0.50% | 0.49% | 0.49% | 0.48% |
### Financial Modelling - 35 Year Generational Model

#### Southern Recreational Hub - Financial Model - Priority 1 Projects

<table>
<thead>
<tr>
<th>PROJECT YEARLY COST NET (GST Exclusive)</th>
<th>Year 23</th>
<th>Year 24</th>
<th>Year 25</th>
<th>Year 26</th>
<th>Year 27</th>
<th>Year 28</th>
<th>Year 29</th>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
</tr>
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<tr>
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<td></td>
</tr>
<tr>
<td>NI - Income</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td>NI - Capital</td>
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</tr>
<tr>
<td>NI - Balance Sheet</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI - Operating</td>
<td>(250,925)</td>
<td>(256,575)</td>
<td>(262,358)</td>
<td>(268,277)</td>
<td>(274,335)</td>
<td>(280,536)</td>
<td>(286,884)</td>
<td>(293,382)</td>
<td>(300,034)</td>
<td>(306,843)</td>
<td>(313,815)</td>
</tr>
<tr>
<td>Project Cumulative - Surplus/(Deficit)</td>
<td></td>
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<td></td>
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<tr>
<td>Project Operating &amp; Surplus/(Deficit)</td>
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<tr>
<td>NI - Net Operating</td>
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<td>NI - Sharepoint</td>
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</tr>
<tr>
<td>NI - Total Funding</td>
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<td>NI - Total Capital</td>
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<td>NI - Debt Repayment</td>
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<td></td>
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<tr>
<td>NI - Operating</td>
<td>(250,925)</td>
<td>(256,575)</td>
<td>(262,358)</td>
<td>(268,277)</td>
<td>(274,335)</td>
<td>(280,536)</td>
<td>(286,884)</td>
<td>(293,382)</td>
<td>(300,034)</td>
<td>(306,843)</td>
<td>(313,815)</td>
</tr>
</tbody>
</table>

### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

**Funding**
- **For all funding see funding financial model**

#### Is there a build or purchase cost for an asset?

**Total:**

#### Capital Expenditure

**Project 1 - Lyndoch Rec Park Upgrades**
- **Build:** 5,069,701
- **Loading and Allowances:** 228,137
- **Preliminaries, Fees and Contingencies:** 1,252,216

**Project 2 - Rugby Relocation - ground infrastructure only**
- **Build - 10080 sq m - 144x70 @150.43 sq m:** 1,516,334
- **Loading and Allowances:** 68,235
- **Preliminaries, Fees and Contingencies:** 374,534

**Total - Capital Expenses:** 0

All Operating Revenue and Expenses below are **additional**, i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations.

<table>
<thead>
<tr>
<th>Year</th>
<th>User Charges</th>
<th>Hire Revenue</th>
<th>Depreciation</th>
<th>Employee Costs</th>
<th>Other Costs</th>
<th>ESI Levy</th>
<th>Electricity Consumption</th>
<th>Insurance (Asset &amp; Liability)</th>
<th>Maintenance Expenses</th>
</tr>
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<tbody>
<tr>
<td>2041-42</td>
<td>7,993</td>
<td>4,916</td>
<td>8,823</td>
<td>9,044</td>
<td>9,270</td>
<td>9,501</td>
<td>9,739</td>
<td>9,982</td>
<td>10,232</td>
</tr>
<tr>
<td>2042-43</td>
<td>8,193</td>
<td>5,039</td>
<td>9,160</td>
<td>9,394</td>
<td>9,627</td>
<td>9,861</td>
<td>10,093</td>
<td>10,329</td>
<td>10,561</td>
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<tr>
<td>2043-44</td>
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<td>5,224</td>
<td>9,529</td>
<td>9,811</td>
<td>9,974</td>
<td>10,181</td>
<td>10,412</td>
<td>10,640</td>
<td>10,875</td>
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<td>2044-45</td>
<td>8,608</td>
<td>5,425</td>
<td>9,977</td>
<td>10,180</td>
<td>10,345</td>
<td>10,542</td>
<td>10,757</td>
<td>10,972</td>
<td>11,194</td>
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<tr>
<td>2045-46</td>
<td>8,823</td>
<td>5,647</td>
<td>10,427</td>
<td>10,536</td>
<td>10,689</td>
<td>10,879</td>
<td>11,077</td>
<td>11,276</td>
<td>11,473</td>
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<tr>
<td>2046-47</td>
<td>9,044</td>
<td>5,877</td>
<td>10,871</td>
<td>10,634</td>
<td>10,780</td>
<td>10,966</td>
<td>11,154</td>
<td>11,327</td>
<td>11,497</td>
</tr>
<tr>
<td>2047-48</td>
<td>9,270</td>
<td>6,118</td>
<td>11,310</td>
<td>10,751</td>
<td>10,891</td>
<td>11,066</td>
<td>11,235</td>
<td>11,393</td>
<td>11,547</td>
</tr>
<tr>
<td>2048-49</td>
<td>9,501</td>
<td>6,369</td>
<td>11,747</td>
<td>11,070</td>
<td>11,197</td>
<td>11,362</td>
<td>11,513</td>
<td>11,660</td>
<td>11,797</td>
</tr>
<tr>
<td>2049-50</td>
<td>9,739</td>
<td>6,628</td>
<td>12,184</td>
<td>11,368</td>
<td>11,488</td>
<td>11,643</td>
<td>11,779</td>
<td>11,913</td>
<td>11,968</td>
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<tr>
<td>2050-51</td>
<td>9,982</td>
<td>6,900</td>
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<td>11,796</td>
<td>11,942</td>
<td>12,066</td>
<td>12,166</td>
<td>12,219</td>
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<tr>
<td>2051-52</td>
<td>10,232</td>
<td>7,185</td>
<td>13,042</td>
<td>11,803</td>
<td>11,948</td>
<td>12,082</td>
<td>12,193</td>
<td>12,244</td>
<td>12,294</td>
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</table>

**Attachment:**
- [Attachment 2](#)
### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th></th>
<th>Year 2022-23</th>
<th>Year 2023-24</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SharePoint</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NI - Income</strong></td>
<td>Total Funding</td>
<td>-</td>
</tr>
<tr>
<td><strong>NI - Capital</strong></td>
<td>Total Capital</td>
<td>-</td>
</tr>
<tr>
<td><strong>NI - Balance Sheet</strong></td>
<td>Debt Repayment</td>
<td>-</td>
</tr>
<tr>
<td><strong>NI - Operating</strong></td>
<td>Net Operating</td>
<td>(230,952)</td>
</tr>
<tr>
<td><strong>Project Annual Position - Surplus/(Deficit)</strong></td>
<td>(230,952)</td>
<td>(328,260)</td>
</tr>
<tr>
<td><strong>Project Cumulative - Surplus/(Deficit)</strong></td>
<td>(14,193,925)</td>
<td>(14,522,185)</td>
</tr>
<tr>
<td><strong>Projected Rating Income</strong></td>
<td>74,719,948</td>
<td>77,147,935</td>
</tr>
<tr>
<td><strong>Projected Rating Percentage Impact</strong></td>
<td>0.43%</td>
<td>0.43%</td>
</tr>
</tbody>
</table>

### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

**Funding**

For all funding see funding financial model

**Total**

Is there a build or purchase cost for an asset?

**Capital Expenditure**

- **Project 1 - Lyndoch Rec Park Upgrades**
  - Build: 5,069,701
  - Loading and Allowances: 228,137
  - Preliminaries, Fees and Contingencies: 1,252,216

- **Project 2 - Rugby Relocation - ground infrastructure only**
  - Build: 1,008,790 sq m @ 150.43 sq m: 1,516,334
  - Loading and Allowances: 68,235
  - Preliminaries, Fees and Contingencies: 374,534

**Total - Capital Expenses**

(0)

All Operating Revenue and Expenses below are **additional** i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations

<table>
<thead>
<tr>
<th></th>
<th>Year 2022-23</th>
<th>Year 2023-24</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Result Profit/(Loss)</strong></td>
<td>(320,952)</td>
<td>(328,260)</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>16,781</td>
<td>17,200</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>260,025</td>
<td>265,810</td>
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<tr>
<td><strong>Total Maintenance Expenses</strong></td>
<td>77,707</td>
<td>79,649</td>
</tr>
<tr>
<td><strong>Operational Revenue</strong></td>
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<td></td>
</tr>
<tr>
<td>User Charges</td>
<td>10,488</td>
<td>10,750</td>
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<tr>
<td>Hire Revenue</td>
<td>6,493</td>
<td>6,450</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<td></td>
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<tr>
<td>Depreciation</td>
<td>210,364</td>
<td>214,971</td>
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<tr>
<td>Employee Costs</td>
<td>13,396</td>
<td>13,798</td>
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<tr>
<td>Other Costs</td>
<td>1,158</td>
<td>1,187</td>
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<td><strong>ESL Levy</strong></td>
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<td>17,638</td>
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<tr>
<td><strong>Insurance (Asset &amp; liability)</strong></td>
<td>17,901</td>
<td>18,617</td>
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<tr>
<td><strong>Maintenance Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mowing/Landscaping - rugby only</td>
<td>6,682</td>
<td>8,900</td>
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<td>Electrical repairs</td>
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<td>7,120</td>
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<tr>
<td>Cleaning</td>
<td>6,946</td>
<td>7,120</td>
</tr>
<tr>
<td>Materials and Consumables - Rugby New Site</td>
<td>5,788</td>
<td>5,933</td>
</tr>
<tr>
<td>Miscellaneous - Rugby New Site</td>
<td>5,788</td>
<td>5,933</td>
</tr>
<tr>
<td>Building Maintenance</td>
<td>11,277</td>
<td>11,989</td>
</tr>
<tr>
<td>Infrastructure Maintenance</td>
<td>18,087</td>
<td>18,539</td>
</tr>
<tr>
<td>Materials Water</td>
<td>13,892</td>
<td>14,239</td>
</tr>
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820
Financial Modelling
Murray Recreation Park
## Financial Modelling - 35 Year Generational Model

### Murray Recreation Park - Financial Model - Priority 1 Projects

#### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>Year</th>
<th>Yearly Cost Net (GST Exclusive)</th>
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<tbody>
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<td>2020-21</td>
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</tr>
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<td>2022-23</td>
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<td>2031-32</td>
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</table>

#### 35 Year Funding Requirements & Financial Outcomes

How will the proposal be funded?

<table>
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<tr>
<th>Year</th>
<th>Funding</th>
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<tbody>
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<td>2021-22</td>
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<td>2022-23</td>
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<tr>
<td>2031-32</td>
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</table>

Is there a build or purchase cost for an asset?

<table>
<thead>
<tr>
<th>Capital Expenditure</th>
<th>Alternations - Toilets, Pavilion, Playground, Shower and Laundry Block</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build 144,561</td>
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</tr>
<tr>
<td>Loading and Alterations 6,506</td>
<td>-</td>
</tr>
<tr>
<td>Preliminaries, Fees and Contingencies 35,707</td>
<td>-</td>
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</tbody>
</table>

Total: Capital Expenses (0)

All Operating Revenue and Expenses below are additional, ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

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<tr>
<th>Operational Revenue</th>
<th>User Charges</th>
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<td>2,557</td>
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<td>2,608</td>
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<td>-</td>
<td>2,937</td>
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<td>2,996</td>
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<table>
<thead>
<tr>
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<th>Depreciation</th>
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<td>32,530,645</td>
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<td>33,587,891</td>
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<td>34,679,497</td>
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<td>35,806,581</td>
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<td>-</td>
<td>580</td>
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<tr>
<td>-</td>
<td>594</td>
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<tr>
<td>-</td>
<td>609</td>
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<table>
<thead>
<tr>
<th>Maintenance Expenses</th>
<th>Contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
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### Financial Modelling - 35 Year Generational Model

**Murray Recreation Park - Financial Model - Priority 1 Projects**

**SharePoint**

| NI - Income | Total Funding |  |
| NI - Capital | Total Capital |  |
| NI - Balance Sheet | Debt Repayment |  |
| NI - Operating | Net Operating |  |

#### Project Annual Position - Surplus/(Deficit)

#### Project Cumulative - Surplus/(Deficit)

#### Projected Rating Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Funding</th>
<th>Total Capital</th>
<th>Debt Repayment</th>
<th>Net Operating</th>
<th>Surplus/(Deficit)</th>
<th>Cumulative Surplus/(Deficit)</th>
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#### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

**Funding**

For all funding see funding financial model

**Total**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Funding</th>
<th>Total Capital</th>
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**Is there a build or purchase cost for an asset?**

**Capital Expenditure**

Alternations - Toilets, Pavilion, Playground, Shower and Laundary Block

**Build**

<table>
<thead>
<tr>
<th>Year</th>
<th>Loadings and Allowances</th>
<th>Preliminaries, Fees and Contingencies</th>
<th>Total - Capital Expenses</th>
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<tr>
<th>Year</th>
<th>User Charges</th>
<th>Hire Revenue</th>
<th>Depreciation</th>
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#### Total - Capital Expenses

**All Operating Revenue and Expenses below are additional**, i.e., a result of the

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<th>Year</th>
<th>Operating Revenue</th>
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<th>Total Maintenance Expenses</th>
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#### Net Operating Result Profits/(Loss)

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<th>Year</th>
<th>Operating Revenue</th>
<th>Operating Expenses</th>
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**Employee Costs**

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**Insurances (Asset & liability)**

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**Maintenance Expenses**

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**Infrastructure Maintenance**

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**Materials Water**

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# Financial Modelling - 35 Year Generational Model

## Murray Recreation Park - Financial Model - Priority 1 Projects

### Project Yearly Cost Net (GST Exclusive)

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<th>SharePoint</th>
<th>NI - Income Total Funding</th>
<th>NI - Capital Total Capital</th>
<th>NI - Balance Sheet Debt Repayment</th>
<th>NI - Operating Net Operating</th>
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<td>(13,473)</td>
<td>(13,810)</td>
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<td>2047-48</td>
<td>(14,511)</td>
<td>(14,875)</td>
<td>(15,249)</td>
<td>(15,633)</td>
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### Project Cumulative - Surplus/(Deficit)

<table>
<thead>
<tr>
<th>35 Year Funding Requirements &amp; Financial Outcomes</th>
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</thead>
<tbody>
<tr>
<td>How will the proposal be funded?</td>
</tr>
<tr>
<td>Funding</td>
</tr>
<tr>
<td>For all funding see funding financial model</td>
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<tr>
<td>Total</td>
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</tbody>
</table>

### Is there a build or purchase cost for an asset?

#### Capital Expenditure

- Alternations - Toilets, Pavilion, Playground, Shower and Laundry Block
  - Build
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

### All Operating Revenue and Expenses below are additional, i.e., a result of the

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Operating Result Profit/(Loss)</th>
<th>Total Operating Revenue</th>
<th>Total Operating Expenses</th>
<th>Total Maintenance Expenses</th>
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<tr>
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### Operational

#### Operating Revenue

- User Charges
- Hire Revenue

#### Operating Expenses

- Depreciation
- Employee Costs
- Other Costs
- ESL Levy
- Electricity Consumption
- Insurance (Asset & Liability)

#### Maintenance Expenses

- Employee Costs
- Contractors
- Mowing/Landscaping
- Electrical repairs
- Cleaning
- Building Maintenance
- Infrastructure Maintenance
- Materials Water

## 35 Year Funding Requirements & Financial Outcomes

### How will the proposal be funded?

- **Funding**
  - **For all funding see funding financial model**
  - **Total**

### Is there a build or purchase cost for an asset?

- **Capital Expenditure**
  - Alternations - Toilets, Pavilion, Playground, Shower and Laundry Block
    - Build
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    - Preliminaries, Fees and Contingencies

### All Operating Revenue and Expenses below are additional, i.e., a result of the
Financial Modelling
Nuriootpa Centennial Park
## Financial Modelling - 35 Year Generational Model

### Nurooonga Centennial Park - Financial Model - Priority 1 Projects

### PROJECT YEARLY COST NET (GST Exclusive)

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<tbody>
<tr>
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</tr>
<tr>
<td>N - Capital</td>
<td>1,110,000</td>
<td>3,126,734</td>
<td>2,283,646</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>N - Balance Sheet</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>N - Operating</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
</tbody>
</table>

### Project Accumal Position - Build/Oper/(Deficit)

| Year       | 1,110,000 | 3,126,734 | 2,283,646 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

### Project Cumulative - Build/Oper/(Deficit)

| Year       | 1,110,000 | 3,126,734 | 2,283,646 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

### Project Operating Income

| Year       | 26,865,323 | 26,865,466 | 27,732,537 | 28,624,139 | 29,554,626 | 31,524,942 | 31,596,875 | 33,536,646 | 35,587,885 | 34,979,497 | 28,056,968 | 28,708,298 | 24,171,835 | 28,412,414 |

### Project Operating Percentage Impact

| Year       | 0.17% | 0.48% | 0.86% | 0.86% | 0.84% | 0.84% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% |

### 35 Year Funding Requirements & Financial Outcomes

#### Funding

- For all funding see funding financial model

#### Total Capital Expenditure

| Year       | 1,356,903 | 492,547 | 326,753 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

#### Project 2 - Soccer Club Rooms

| Year       | 1,500,000 | 542,151 | 563,538 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

#### Project 3 - AFL/Netball Change Rooms

| Year       | 1,000,000 | 726,000 | 247,000 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

#### Project 4 - Scouts Relocation

| Year       | 600,000 | 433,747 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

#### Project 5 - New Soccer Pitches

| Year       | 1,796,127 | 1,048,831 | 662,118 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

#### Project 6 - Additional Items Relevant to Achieve Project 1 & 3 & 5

| Year       | 110,000 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

### Total - Capital Expenses

| Year       | 1,110,000 | 3,126,724 | 2,283,646 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

### Net Operating Result Profit/(Loss)

| Year       | (45,843) | (110,224) | (188,856) | (193,260) | (197,770) | (202,391) | (207,125) | (211,974) | (223,941) | (229,206) | (234,399) | (240,126) | (245,788) | -       |

#### Total Operating Revenue

| Year       | 18,870 | 64,286 | 107,456 | 109,285 | 111,475 | 113,704 | 115,978 | 118,258 | 120,864 | 123,017 | 125,939 | 128,040 | 130,610 | -       |

#### Total Operating Expenses

| Year       | 5,629 | 11,259 | 18,765 | 19,328 | 19,908 | 20,505 | 21,130 | 21,754 | 22,406 | 23,078 | 23,771 | 24,484 | 25,218 | -       |

### Total Maintenance Expenses

| Year       | 19,249 | 33,697 | 56,162 | 57,566 | 59,005 | 60,480 | 61,992 | 63,542 | 72,131 | 73,934 | 75,782 | 77,677 | 79,619 | -       |

### Operational

#### Operating Revenue

| Year       | - | - | - | - | - | - | - | - | - | - | - | - | - | -       |

#### Operating Expenses

| Year       | 18,870 | 64,286 | 107,456 | 109,285 | 111,475 | 113,704 | 115,978 | 118,258 | 120,864 | 123,017 | 125,939 | 128,040 | 130,610 | -       |

#### Other Costs

| Year       | 0.17% | 0.48% | 0.86% | 0.86% | 0.84% | 0.84% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | 0.83% | -       |

### Maintenance Expenses

| Year       | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | -       |

### Is there a build or purchase cost for an asset?

#### Capital Expenditure

| Year       | 1,356,903 | 492,547 | 326,753 | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       |

---

**Note:** This document is a financial model outlining the costs and revenue for various projects over a 35-year period. The table provides a breakdown of costs, expenses, and revenues, along with financial outcomes such as operating results and maintenance expenses. The model integrates different economic factors like Employee Costs, Materials, and Insurance to provide a comprehensive financial projection. The data is presented in a structured format to facilitate easy analysis and decision-making.
## Financial Modelling - 35 Year Generational Model

**Nuriootpa Centennial Park - Financial Model - Priority 1 Projects**

### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>N</td>
<td>- Income Total Funding</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>N</td>
<td>- Capital Total Capital</td>
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<td>-</td>
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</tr>
<tr>
<td>N</td>
<td>- Balance Sheet Debt Repayment</td>
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<td>-</td>
</tr>
</tbody>
</table>

### Project 1 - Landscaping/Civil/Roads / Electrical and Drainage

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

### Project 2 - Soccer Club Rooms

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

### Project 3 - AFL/Netball Change Rooms

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

### Project 4 - Scouts Relocation

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

### Project 5 - New Soccer Pitches

- 11,940 sq metres @ 150.43 sq m
- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

### Project 6 - Additions Items Relevant to Achieve Project 1 & 3 & 5

- **Cricket Net Relocation**

### Total - Capital Expenses

**Net Operating Requirement**

### Total Funding Requirements & Financial Outcomes

**35 Year Funding Requirements & Financial Outcomes**

- **Funding**
- For all funding see funding financial model
- **Total**
- Is there a build or purchase cost for an asset?

### Capital Expenditure

- **NI** - Balance Sheet
- **SharePoint**
- **35 Year Funding Requirements & Financial Outcomes**

### Additional Items Relevant to Achieve Project 1 & 3 & 5

- **Cricket Net Relocation**

### Total - Capital Expenses

**Net Operating Result Profit/(Loss)**

### Operating Revenue

- **User Charges**
- **Hire Revenue**

### Operating Expenses

- **Depreciation**
- **Employee Costs**
- **Other Costs**

### EIS Levy

- Electricity Consumption
- Insurance (Asset & Liability)

### Maintenance Expenses

- **Employee Costs**
- **Contracts**
- **Mowing/Landscaping - Electrical repairs - Cleaning**
- **Building Maintenance**
- **Infrastructure Maintenance**
- **Materials Water**

### Project Cumulative - Surplus/(Deficit)

- 26,803,072
- 35,569,871
- 32,824,213
- (10,694,760)
- (10,370,354)
- (10,935,194)
- (10,942,731)
- (11,238,154)
- (11,542,854)
- (11,543,137)
- (11,711,492)
- (12,497,187)
- (12,839,750)
- (13,172,198)
- (13,521,846)

### Project Operating Percentage Impact

- 0.62%
- 0.61%
- 0.61%
- 0.60%
- 0.40%
- 0.58%
- 0.89%
- 0.88%
- 0.88%
- 0.57%
- 0.57%
- 0.56%
- 0.56%
- 0.55%

### Year 26

- 10,392
- 9,782
- 4,751
- 150,030
- 5,116
- 8,529
- (333,513)
- (303,482)
- 30,112
- (12,830,700)
- 0.55%
- 10,277
- 50,904,189
- 7,608
- 2045-46
- 23,620
- 8,961
- 94,642
- 5,701
- 2038-39
- 8,823
- -
- 430
- 34,908
- 63,677,198
- 3,997
- Year 29
- -
- -
- 32,904
- 27,889
- 487
- (289,538)
- 10,651
- 4,635
- 39,289
- (296,423)
- 24,816
- 13,109
- 27,557
- (325,724)
- 3,711
- 11,586
- 2046-47
- 109,755
- -
- 5,294
- -

### Year 18

- 23,958
- 202,659
- 11,344
- 193,570
- 2042-43
- 4,199
- -
- 2037-38
- 12,789
- 27,392
- 8,646
- -
- 2039-40
- 4,097
- -
- 2036-37
- 13,193
- 27,427
- 9,903
- -
- 2041-42
- 3,621
- -
- 2035-36
- 11,940
- 25,266
- 9,903
- -
- 2043-44
- 3,621
- -
- 2034-35
- 11,037
- 25,266
- 9,903
- -
- 2044-45
- 3,621
- -
- 2033-34
- 10,967
- 25,266
- 9,903
- -
- 2045-46
- 3,621
- -
- 2032-33
- 10,967
- 25,266
- 9,903
- -
- 2046-47
- 3,621
- -

### Attachment 2
## Financial Modelling - 35 Year Generational Model

### Nuriootpa Centennial Park - Financial Model - Priority 1 Projects

**PROJECT YEARLY COST NET (GST Exclusive)**

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
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<tbody>
<tr>
<td>NI - Income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Total Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Balance Sheet</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>NI - Debt Repayment</td>
<td>-</td>
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<tr>
<td>NI - Operating</td>
<td>-</td>
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<td>-</td>
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</tr>
</tbody>
</table>

#### Project Annual Position - Surplus/(Deficit)

**NI**

**Projected Rating Income**

**Projected Rating Percentage Impact**

### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

**Funding**

For all funding see funding financial model

**Total**

#### Is there a build or purchase cost for an asset?

**Capital Expenditure**

Project 1 - Landscaping/Civil/Roads/ Electrical and Drainage

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

Project 2 - Soccer Club Rooms

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

Project 3 - AFL/Netball Change Rooms

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

Project 4 - Scouts Relocation

- **Build**
- Loading and Allowances
- Preliminaries, Fees and Contingencies

Project 5 - New Soccer Pitch

- 11,940 sq metres @150.43 sq m
- Loading and Allowances
- Preliminaries, Fees and Contingencies

Project 6 - Additional Items Relevant to Achieve Project 1 & 3 & 5

- Cricket Net Relocation

#### Total - Capital Expenses

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>(358,073)</td>
<td>(366,675)</td>
<td>(375,494)</td>
<td>(384,536)</td>
<td>(393,806)</td>
<td>(403,311)</td>
</tr>
</tbody>
</table>

#### All Operating Revenue and Expenses below are additional, is a result of the

**Net Operating Result Profit/(Loss)**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>(358,073)</td>
<td>(366,675)</td>
<td>(375,494)</td>
<td>(384,536)</td>
<td>(393,806)</td>
<td>(403,311)</td>
</tr>
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</table>

**Total Operating Revenue**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,582</td>
<td>15,972</td>
<td>16,371</td>
<td>16,781</td>
<td>17,200</td>
<td>17,630</td>
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</table>

**Total Operating Expenses**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>255,461</td>
<td>261,498</td>
<td>267,687</td>
<td>274,033</td>
<td>280,541</td>
<td>287,215</td>
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</table>

**Total Maintenance Expenses**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>118,195</td>
<td>121,149</td>
<td>124,178</td>
<td>127,283</td>
<td>130,465</td>
<td>133,726</td>
</tr>
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**Operational**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,739</td>
<td>9,982</td>
<td>10,232</td>
<td>10,488</td>
<td>10,795</td>
<td>11,019</td>
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**Operating Revenue**

<table>
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<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Charges</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hire Revenue</td>
<td>9,963</td>
<td>9,963</td>
<td>9,938</td>
<td>9,930</td>
<td>9,420</td>
</tr>
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</table>

**Operating Expenses**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>175,300</td>
<td>182,888</td>
<td>188,544</td>
<td>190,275</td>
<td>194,080</td>
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<td>Employee Costs</td>
<td>40,468</td>
<td>41,682</td>
<td>42,933</td>
<td>44,221</td>
<td>45,547</td>
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<tr>
<td>Other Costs</td>
<td>524</td>
<td>538</td>
<td>551</td>
<td>567</td>
<td>579</td>
</tr>
<tr>
<td>EIS Levy/Electricity/Consumption Insurance (Asset &amp; Liability)</td>
<td>5,244</td>
<td>5,375</td>
<td>5,509</td>
<td>5,647</td>
<td>5,788</td>
</tr>
<tr>
<td>Maintenance Expenses</td>
<td>12,216</td>
<td>12,622</td>
<td>12,936</td>
<td>13,258</td>
<td>13,674</td>
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</table>

**Total Costs**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>215,667</td>
<td>220,928</td>
<td>224,054</td>
<td>226,784</td>
<td>230,396</td>
<td>234,001</td>
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</table>

**Net Operating Result Profit/(Loss)**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,432</td>
<td>9,432</td>
<td>9,432</td>
<td>9,432</td>
<td>9,432</td>
<td>9,432</td>
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</table>

**Projected Rating Percentage Impact**

<table>
<thead>
<tr>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.54%</td>
<td>0.54%</td>
<td>0.54%</td>
<td>0.53%</td>
<td>0.53%</td>
<td>0.52%</td>
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</tbody>
</table>
Financial Modelling
Stockwell Recreation Park
Financial Modelling - 35 Year Generational Model

Stockwell Recreation Park - Financial Model - Priority 1 Projects

<table>
<thead>
<tr>
<th>PROJECT YEARLY COST NET (GST Exclusive)</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
<th>Year 12</th>
<th>Year 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>N - Income</td>
<td>Total Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>N - Capital</td>
<td>Total Capital</td>
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<td>240,343</td>
<td>-</td>
<td>124,469</td>
<td>2,048,996</td>
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<td>-</td>
</tr>
<tr>
<td>N - Balance Sheet</td>
<td>Debt Repayment</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
</tbody>
</table>

35 Year Funding Requirements & Financial Outcomes

Is there a build or purchase cost for an asset?

Capital Expenditure

Project 1 - New Change Room and Facilities

- Build 1,745,218
- Loading and Allocations 76,536
- Preliminaries, Fees and Contingencies 431,088

Project 2 - Spectator Viewing

- Build 257,240
- Loading and Allocations 11,518
- Preliminaries, Fees and Contingencies 63,594

Project 3 - BMX Track

- Build 250,000
- Loading and Allocations 11,250
- Preliminaries, Fees and Contingencies 61,796

Total - Capital Expenses 0 14,800 240,343 - 124,469 2,048,996 - - - - - -

All Operating Revenue and Expenses below are additional, i.e., a result of the new initiative (with GST excluded) and do not include previous normal level operations

Net Operating Result Profit/(Loss) - - (2,814) (7,934) (6,356) (54,111) (55,291) (56,497) (57,730) (63,991) (65,405) (66,852) (68,331)

Operating Revenue

- User Charges - - - - - - - - - - - -
- Hire Revenue - - - - - - - - - - - -

Operating Expenses

- Depreciation 1,014 1,156 1,166 5,519 5,657 5,798 5,943 11,092 11,369 11,654 11,945

Total Operating Expenses - - - - - - - - - - - -

Net Operating Result Profit/(Loss) - - (2,814) (7,934) (6,356) (54,111) (55,291) (56,497) (57,730) (63,991) (65,405) (66,852) (68,331)

Maintenance Expenses

- Employee Costs 1,014 1,156 1,166 5,519 5,657 5,798 5,943 11,092 11,369 11,654 11,945
- Contractors - - - - - - - - - - - -
- Mowing/Landscaping - - - - - - - - - - - -
- Electrical repairs - - - - - - - - - - - -
- Cleaning - - - - - - - - - - - -

Total Maintenance Expenses - - - - - - - - - - - -

NI - Operating 0.17% 0.18% 0.18% 11,092 0.18% 0.18% 0.18% 0.18% 0.18% 0.18% 0.18% 0.18% 0.18%
## Financial Modelling - 35 Year Generational Model

### Stockwell Recreation Park - Financial Model - Priority 1 Projects

#### PROJECT YEARLY COST NET (GST Exclusive)

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<td>(92,986)</td>
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### 35 Year Funding Requirements & Financial Outcomes

#### How will the proposal be funded?

For all funding see funding financial model

#### All Operating Revenue and Expenses below are additional ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

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### Project Annual Position - Surplus/(Deficit)

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<td>Project Cumulative - Surplus/(Deficit)</td>
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<td>Project Rating Percentage Impact</td>
<td>0.18%</td>
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### Financial Modelling - 35 Year Generational Model

#### Stockwell Recreation Park - Financial Model - Priority 1 Projects

**PROJECT YEARLY COST NET (GST Exclusive)**

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<th>Year</th>
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<td>11,211</td>
<td>(2,718)</td>
<td>(3,977)</td>
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<td>65,746,706</td>
<td>67,883,474</td>
<td>70,089,687</td>
<td>72,367,602</td>
<td>74,719,549</td>
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#### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

**Funding**
For all funding see funding financial model

**Is there a build or purchase cost for an asset?**

**Capital Expenditure**

**Project 1 - New Change Room and Facilities**
- **Build**
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

**Project 2 - Spectator Viewing**
- **Build**
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

**Project 3 - BMX Track**
- **Build**
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

**Total - Capital Expenses**

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<td><strong>Total Operating Revenue</strong></td>
<td>61,673,831</td>
<td>63,677,198</td>
<td>65,746,706</td>
<td>67,883,474</td>
<td>70,089,687</td>
<td>72,367,602</td>
<td>74,719,549</td>
<td>77,147,215</td>
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<td>79,462</td>
<td>81,197</td>
<td>82,971</td>
<td>84,756</td>
<td>86,641</td>
<td>88,539</td>
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<td>7,141</td>
<td>7,356</td>
<td>7,576</td>
<td>7,804</td>
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<td>6,731</td>
<td>6,933</td>
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<td>7,356</td>
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<td>4,536</td>
<td>4,649</td>
<td>4,766</td>
<td>4,885</td>
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<td><strong>Insurance (Asset &amp; liability)</strong></td>
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<td>4,425</td>
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<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
<tr>
<td><strong>Employee Costs</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
<tr>
<td><strong>Contractors</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2046-47</th>
<th>2047-48</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building Maintenance</strong></td>
<td>798</td>
<td>7,993</td>
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<td>8,398</td>
<td>8,608</td>
<td>8,823</td>
<td>9,044</td>
<td>9,270</td>
</tr>
<tr>
<td><strong>Infrastructure Maintenance</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
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</tbody>
</table>

**All Operating Revenue and Expenses below are additional ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations**

**Operational Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>2046-47</th>
<th>2047-48</th>
<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>User Charges</strong></td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
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<tr>
<td><strong>Hire Revenue</strong></td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
<td>832</td>
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**Additional Costs**

<table>
<thead>
<tr>
<th>Year</th>
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<th>2048-49</th>
<th>2049-50</th>
<th>2050-51</th>
<th>2051-52</th>
<th>2052-53</th>
<th>2053-54</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mowing/Landscaping</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
<tr>
<td><strong>Electrical repairs</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
<tr>
<td><strong>Cleaning</strong></td>
<td>1,900</td>
<td>1,948</td>
<td>1,996</td>
<td>2,046</td>
<td>2,096</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
</tr>
</tbody>
</table>

**Attachment 2**
Financial Modelling
Talunga and Old Talunga Recreation Parks
Attachment 2

Financial Modelling - 35 Year Generational Model
Talunga - Financial Model - Priority 1 Projects

PROJECT YEARLY COST NET (GST Exclusive)
SharePoint
NI - Income
NI - Capital
NI - Balance Sheet
NI - Operating

Year 1
2019-20
1,168,446
(1,168,446)
(1,168,446)
26,005,323

Total Funding
Total Capital
Debt Repayment
Net Operating
Project Annual Position - Surplus/(Deficit)
Project Cumulative - Surplus/(Deficit)
Projected Rating Income
Projected Rating Percentage Impact

Year 2
2020-21
1,703,483
(45,315)
(1,748,798)
(2,917,244)
26,850,496
0.17%

Year 3
2021-22
(79,166)
(79,166)
(2,996,410)
27,723,137
0.29%

Year 4
2022-23
(81,033)
(81,033)
(3,077,443)
28,624,139
0.28%

Year 5
2023-24
(82,948)
(82,948)
(3,160,390)
29,554,424
0.28%

Year 6
2024-25
(84,910)
(84,910)
(3,245,300)
30,514,942
0.28%

Year 7
2025-26
(86,921)
(86,921)
(3,332,221)
31,506,678
0.28%

Year 8
2026-27
(88,983)
(88,983)
(3,421,203)
32,530,645
0.27%

Year 9
2027-28
(91,096)
(91,096)
(3,512,300)
33,587,891
0.27%

Year 10
2028-29
(100,763)
(100,763)
(3,613,063)
34,679,497
0.29%

Year 11
2029-30
(103,172)
(103,172)
(3,716,234)
35,806,581
0.29%

Year 12
2030-31
(105,641)
(105,641)
(3,821,876)
36,970,295
0.29%

Year 13
2031-32
(108,174)
(108,174)
(3,930,049)
38,171,830
0.28%

SECTION C: 10 Year Funding Requirements & Financial Outcomes
How will the proposal be funded?
Funding
For all funding see funding financial model
Total

-

-

-

-

-

-

-

-

-

-

-

-

-

-

Is there a build or purchase cost for an asset?

285,784
12,860
70,589

715,783
45,495
249,715

730,814
46,450
254,959

-

-

2,021,986
90,989
499,430

111,477
7,085
38,891

113,818
7,234
39,708

-

-

Project 3 - Tennis and Netball Courts
Build
Loading and Allowances
Preliminaries, Fees and Contingencies

500,000
22,500
123,500

-

361,434
22,973
126,094

-

-

1,168,446

1,703,483

op
y

Capital Expenditure
Project 1 - Caravan Park
Build
Loading and Allowances
Preliminaries, Fees and Contingencies
Project 2 - Equestrian
Build
Loading and Allowances
Preliminaries, Fees and Contingencies

Total - Capital Expenses

0

-

-

-

-

All Operating Revenue and Expenses below are additional ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

Operational
Operating Revenue
User Charges
Caravan Fees

-

(45,315)
25,792
19,523

C

Net Operating Result Profit/(Loss)
Total Operating Revenue
Total Operating Expenses
Total Maintenance Expenses

(79,166)
54,892
68,981
65,077

(81,033)
56,264
70,594
66,703

(82,948)
57,671
72,247
68,371

(84,910)
59,113
73,942
70,080

(86,921)
60,590
75,679
71,832

(88,983)
62,105
77,460
73,628

(91,096)
63,658
79,285
75,469

(100,763)
65,249
81,157
84,856

(103,172)
66,880
83,075
86,977

(105,641)
68,552
85,043
89,151

(108,174)
70,266
87,060
91,380

-

-

5,000
49,892

5,125
51,139

5,253
52,418

5,384
53,728

5,519
55,071

5,657
56,448

5,798
57,859

5,943
59,306

6,092
60,788

6,244
62,308

6,400
63,866

-

19,864
3,231

49,220
10,769

50,204
11,092

51,209
11,425

52,233
11,767

53,277
12,120

54,343
12,484

55,430
12,859

56,538
13,244

57,669
13,642

58,823
14,051

59,999
14,473

ESL Levy
Electricity Consumption
Insurance (Asset & liability)

-

162
1,615
921

538
5,384
3,069

552
5,600
3,146

566
5,824
3,225

580
6,057
3,305

594
6,299
3,388

609
6,551
3,472

624
6,813
3,559

640
7,086
3,648

656
7,369
3,739

672
7,664
3,833

689
7,970
3,929

-

5,384
5,384
10,769
2,154
8,001
8,077
8,077
3,231
5,384
5,384
3,231

-

-

-

-

-

-

-

-

-

-

-Mowing/Landscaping
-Electrical repairs
-Cleaning
-Pumbling
-Misc
Additional Oval Maintenance - Equestrian Use
Materials / Consumables - Caravan Site
Advertising - Caravan Park
Building Maintenance
Infrastructure Maintenance
Materials Water

-

5,519
5,519
11,038
2,208
8,201
8,279
8,279
3,311
5,519
5,519
3,311

5,657
5,657
11,314
2,263
8,406
8,486
8,486
3,394
5,657
5,657
3,394

5,798
5,798
11,597
2,319
8,617
8,698
8,698
3,479
5,798
5,798
3,479

5,943
5,943
11,887
2,377
8,832
8,915
8,915
3,566
5,943
5,943
3,566

6,092
6,092
12,184
2,437
9,053
9,138
9,138
3,655
6,092
6,092
3,655

6,244
6,244
12,489
2,498
9,279
9,366
9,366
3,747
6,244
6,244
3,747

6,400
6,400
12,801
2,560
9,511
9,601
9,601
3,840
8,900
11,400
3,840

6,560
6,560
13,121
2,624
9,749
9,841
9,841
3,936
9,123
11,685
3,936

6,724
6,724
13,449
2,690
9,993
10,087
10,087
4,035
9,351
11,978
4,035

6,893
6,893
13,785
2,757
10,242
10,339
10,339
4,136
9,585
12,277
4,136

Operating Expenses
Depreciation
Employee Costs
Other Costs

Maintenance Expenses
Employee Costs
Contractors

1,615
1,615
3,231
646
2,400
2,423
2,423
969
1,615
1,615
969

355
834


## SECTION C: 10 Year Funding Requirements & Financial Outcome

How will the proposal be funded?

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Budgeted Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure</td>
<td></td>
</tr>
<tr>
<td>Project 1 - Caravan Park</td>
<td></td>
</tr>
<tr>
<td>Build</td>
<td></td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td></td>
</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td></td>
</tr>
<tr>
<td>Project 2 - Equestrian</td>
<td></td>
</tr>
<tr>
<td>Build</td>
<td></td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td></td>
</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td></td>
</tr>
<tr>
<td>Project 3 - Tennis and Netball Courts</td>
<td></td>
</tr>
<tr>
<td>Build</td>
<td></td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td></td>
</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td></td>
</tr>
<tr>
<td>Total - Capital Expenses</td>
<td></td>
</tr>
</tbody>
</table>

### Net Operating Result Profit/(Loss)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Operating Result Profit/(Loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2032-33</td>
<td>3,412,414</td>
</tr>
<tr>
<td>2033-34</td>
<td>4,085,318</td>
</tr>
<tr>
<td>2034-35</td>
<td>4,015,900</td>
</tr>
<tr>
<td>2035-36</td>
<td>4,381,369</td>
</tr>
<tr>
<td>2036-37</td>
<td>4,761,386</td>
</tr>
<tr>
<td>2037-38</td>
<td>4,953,743</td>
</tr>
<tr>
<td>2038-39</td>
<td>5,161,300</td>
</tr>
<tr>
<td>2039-40</td>
<td>5,391,369</td>
</tr>
<tr>
<td>2040-41</td>
<td>5,631,322</td>
</tr>
<tr>
<td>2041-42</td>
<td>5,910,688</td>
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<tr>
<td>2042-43</td>
<td>6,140,027</td>
</tr>
<tr>
<td>2043-44</td>
<td>6,395,057</td>
</tr>
<tr>
<td>2044-45</td>
<td>6,630,397</td>
</tr>
<tr>
<td>2045-46</td>
<td>6,830,397</td>
</tr>
</tbody>
</table>

**Attachment 2**

**Total Capital**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>2032-33</td>
<td>44,818,150</td>
</tr>
<tr>
<td>2033-34</td>
<td>45,744,231</td>
</tr>
<tr>
<td>2034-35</td>
<td>46,276,413</td>
</tr>
<tr>
<td>2035-36</td>
<td>46,893,479</td>
</tr>
<tr>
<td>2036-37</td>
<td>47,536,381</td>
</tr>
<tr>
<td>2037-38</td>
<td>48,249,743</td>
</tr>
<tr>
<td>2038-39</td>
<td>48,989,000</td>
</tr>
<tr>
<td>2039-40</td>
<td>50,060,771</td>
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<tr>
<td>2040-41</td>
<td>51,189,567</td>
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<tr>
<td>2041-42</td>
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<td>2042-43</td>
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<td>2043-44</td>
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<td>2045-46</td>
<td>61,432,359</td>
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**Financial Modelling - 35 Year Generational Model**

Talunga - Financial Model - Priority 1 Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Yearly Cost Net (GST Exclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1 - Caravan Park</td>
<td>Build</td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td>Preliminaries, Fees and Contingencies</td>
</tr>
<tr>
<td>Project 2 - Equestrian</td>
<td>Build</td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td>Preliminaries, Fees and Contingencies</td>
</tr>
<tr>
<td>Project 3 - Tennis and Netball Courts</td>
<td>Build</td>
</tr>
<tr>
<td>Loadings and Allowances</td>
<td>Preliminaries, Fees and Contingencies</td>
</tr>
<tr>
<td>Total - Capital Expenses</td>
<td></td>
</tr>
</tbody>
</table>

**Net Operating Result Profit/(Loss)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Operating Result Profit/(Loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2032-33</td>
<td>3,412,414</td>
</tr>
<tr>
<td>2033-34</td>
<td>4,085,318</td>
</tr>
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<td>2034-35</td>
<td>4,015,900</td>
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<td>2036-37</td>
<td>4,761,386</td>
</tr>
<tr>
<td>2037-38</td>
<td>4,953,743</td>
</tr>
<tr>
<td>2038-39</td>
<td>5,161,300</td>
</tr>
<tr>
<td>2039-40</td>
<td>5,391,369</td>
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<tr>
<td>2040-41</td>
<td>5,631,322</td>
</tr>
<tr>
<td>2041-42</td>
<td>5,910,688</td>
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<tr>
<td>2042-43</td>
<td>6,140,027</td>
</tr>
<tr>
<td>2043-44</td>
<td>6,395,057</td>
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<td>2044-45</td>
<td>6,630,397</td>
</tr>
<tr>
<td>2045-46</td>
<td>6,830,397</td>
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</table>

**Additional Oval Maintenance - Equestrian Use**

<table>
<thead>
<tr>
<th>Year</th>
<th>Additional Oval Maintenance - Equestrian Use</th>
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</thead>
<tbody>
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<td>10,597</td>
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<td>2033-34</td>
<td>10,862</td>
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<tr>
<td>2034-35</td>
<td>11,134</td>
</tr>
<tr>
<td>2035-36</td>
<td>11,412</td>
</tr>
<tr>
<td>2036-37</td>
<td>11,697</td>
</tr>
<tr>
<td>2037-38</td>
<td>12,029</td>
</tr>
<tr>
<td>2038-39</td>
<td>12,357</td>
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<tr>
<td>2039-40</td>
<td>12,697</td>
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<tr>
<td>2040-41</td>
<td>13,051</td>
</tr>
<tr>
<td>2041-42</td>
<td>13,323</td>
</tr>
<tr>
<td>2042-43</td>
<td>13,595</td>
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<tr>
<td>2043-44</td>
<td>13,832</td>
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<td>2044-45</td>
<td>14,094</td>
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<tr>
<td>2045-46</td>
<td>14,372</td>
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</table>

**Depreciation**

<table>
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<tr>
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<th>Depreciation</th>
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<td>4,239</td>
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<tr>
<td>2033-34</td>
<td>4,345</td>
</tr>
<tr>
<td>2034-35</td>
<td>4,454</td>
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<tr>
<td>2035-36</td>
<td>4,565</td>
</tr>
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<td>2036-37</td>
<td>4,676</td>
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<tr>
<td>2037-38</td>
<td>4,798</td>
</tr>
<tr>
<td>2038-39</td>
<td>4,923</td>
</tr>
<tr>
<td>2039-40</td>
<td>5,050</td>
</tr>
<tr>
<td>2040-41</td>
<td>5,178</td>
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<tr>
<td>2041-42</td>
<td>5,309</td>
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<tr>
<td>2042-43</td>
<td>5,442</td>
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<tr>
<td>2043-44</td>
<td>5,582</td>
</tr>
<tr>
<td>2044-45</td>
<td>5,721</td>
</tr>
</tbody>
</table>

**Total - Capital Expenses**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>2032-33</td>
<td>44,818,150</td>
</tr>
<tr>
<td>2033-34</td>
<td>45,744,231</td>
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</tr>
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<td>48,249,743</td>
</tr>
<tr>
<td>2038-39</td>
<td>48,989,000</td>
</tr>
<tr>
<td>2039-40</td>
<td>50,060,771</td>
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<td>2040-41</td>
<td>51,189,567</td>
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<td>2041-42</td>
<td>52,558,575</td>
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<td>54,266,728</td>
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<td>56,032,754</td>
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<td>58,474,492</td>
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<tr>
<td>2045-46</td>
<td>61,432,359</td>
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</tbody>
</table>
Financial Modelling - 35 Year Generational Model

SECTION C: 10 Year Funding Requirements & Financial Outcome

Funding
For all funding see funding financial model
Total

Is there a build or purchase cost for an asset?
Capital Expenditure
Project 1 - Caravan Park
Build
Loading and Allowances
Preliminaries, Fees and Contingencies

Project 2 - Equestrian
Build
Loading and Allowances
Preliminaries, Fees and Contingencies

Project 3 - Tennis and Netball Courts
Build
Loading and Allowances
Preliminaries, Fees and Contingencies

Total - Capital Expenses

All Operating Revenue and Expenses below are additional ie., a result of the

Net Operating Result Profit/(Loss) (154,920) (158,717) (162,613) (166,611) (170,713) (174,923) (179,243) (183,676)
Total Operating Revenue 161,767 164,311 166,918 169,591 172,331 175,139 178,018 181,018 183,066
Total Operating Expenses 132,346 135,654 139,046 142,522 146,085 149,737 153,480 157,317 160,000
Total Maintenance Expenses 5,920 5,932 5,976 6,120 6,268 6,550 6,980 7,461 7,964

Operating Expenses
Depreciation 80,751 82,968 84,933 86,893 87,407 88,955 90,438 92,931 95,434
Employee Costs 22,698 23,490 24,222 24,898 25,520 26,165 26,809 27,469 28,141
Other Costs 968 1,023 1,076 1,129 1,186 1,245 1,305 1,366 1,427
ESL Levy 14,354 14,928 15,525 16,146 16,792 17,464 18,162 18,889 19,648
Insurance (Asset & liability) 5,920 5,932 5,993 6,120 6,268 6,550 6,980 7,461 7,964

Maintenance Expenses
Employee Costs 14,834 15,205 15,585 15,975 16,374 16,783 17,203 17,633 18,073
Contractors -Mowing/Landscaping 14,974 15,348 15,732 16,125 16,528 16,941 17,365 17,795 18,235
-Electrical repairs 14,974 15,348 15,732 16,125 16,528 16,941 17,365 17,795 18,235
-Cleaning 10,905 10,930 10,970 11,000 11,035 11,076 11,118 11,161 11,204
-Pumbling 3,965 4,083 4,195 4,300 4,408 4,518 4,632 4,746 4,861

Additional Oval Maintenance - Equestrian Use 14,974 15,348 15,732 16,125 16,528 16,941 17,365 17,795 18,235
Materials / Consumables - Caravan Site 14,974 15,348 15,732 16,125 16,528 16,941 17,365 17,795 18,235
Advertising - Caravan Park 9,982 10,232 10,488 10,750 11,019 11,294 11,577 11,866 12,161
Building Maintenance 13,882 14,229 14,584 14,949 15,323 15,708 16,094 16,501 16,919
Infrastructure Maintenance 13,882 14,229 14,584 14,949 15,323 15,708 16,094 16,501 16,919
Materials Water 5,920 5,932 5,976 6,120 6,268 6,550 6,980 7,461 7,964

Total Operating Revenue 161,767 164,311 166,918 169,591 172,331 175,139 178,018 181,018 183,066
Total Operating Expenses 132,346 135,654 139,046 142,522 146,085 149,737 153,480 157,317 160,000
Total Maintenance Expenses 5,920 5,932 5,976 6,120 6,268 6,550 6,980 7,461 7,964
Net Operating Result Profit/(Loss) (154,920) (158,717) (162,613) (166,611) (170,713) (174,923) (179,243) (183,676) (187,534)

Projected Rating Income 61,672,631 63,677,198 65,746,706 67,883,474 70,099,687 72,366,602 74,719,049 77,147,933 79,654,049
Projected Rating Percentage Impact 0.23% 0.23% 0.23% 0.23% 0.24% 0.24% 0.24% 0.24% 0.24%

Attachment 2
Financial Modelling
Tanunda Recreation Park
### Financial Modelling - 35 Year Generational Model

**Tanunda Recreation Park - Financial Model - Additional Priority 1 Projects**

#### PROJECT YEARLY COST NET (GST Exclusive)

<table>
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<td>Total Funding</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>N - Capital</td>
<td>Total Capital</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>N - Balance Sheet</td>
<td>Net Operating</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>N - Operating</td>
<td>Net Operating</td>
<td>(11,938)</td>
<td>(70,213)</td>
<td>(143,076)</td>
<td>(146,178)</td>
<td>(140,349)</td>
<td>(152,591)</td>
<td>(155,906)</td>
<td>(164,294)</td>
<td>(167,884)</td>
<td>(171,554)</td>
<td>(175,307)</td>
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</table>

#### Project Annual Position - Surplus/(Deficit)

<table>
<thead>
<tr>
<th>Year</th>
<th>2029-30</th>
<th>2030-31</th>
<th>2031-32</th>
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<tbody>
<tr>
<td></td>
<td>3,152</td>
<td>0.46%</td>
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<tr>
<td>Project Contributions - Surplus/(Deficit)</td>
<td>(8,426,127)</td>
<td>2,811,881</td>
<td>(167,884)</td>
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<tr>
<td>Project Rating Income</td>
<td>26,005,323</td>
<td>2,631,469</td>
<td>2,647,338</td>
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<tr>
<td>Project Rating Percentage Impact</td>
<td>0.05%</td>
<td>0.44%</td>
<td>0.46%</td>
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</table>

### 35 Year Funding Requirements & Financial Outcomes

**Funding**

For all funding see funding financial model

| Total |  |  |  |  |  |  |  |  |  |  |  |  |

Is there a build or purchase cost for an asset?

**Capital Expenditure**

**Project 1 - Clubrooms Stage 1 - Urgent Upgrades**

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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<tbody>
<tr>
<td>Build</td>
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<td>-</td>
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</tr>
<tr>
<td>Loading and Alliances</td>
<td>34,930</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td>518,704</td>
<td>-</td>
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</table>

**Project 2 - New Entry - Playground**

<table>
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<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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</thead>
<tbody>
<tr>
<td>Build</td>
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<td>-</td>
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</tr>
<tr>
<td>Loading and Alliances</td>
<td>65,170</td>
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</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td>160,663</td>
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**Project 3 - Junior Sport Field**

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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</thead>
<tbody>
<tr>
<td>Build = $634,065 Oval Underpotted</td>
<td>1,325,025</td>
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<td>-</td>
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</tr>
<tr>
<td>Loading and Alliances</td>
<td>50,814</td>
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</tr>
<tr>
<td>Preliminaries, Fees and Contingencies</td>
<td>328,324</td>
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</table>

**Project 4 - Additional Items Relevant to Achieve Projects Above**

<table>
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<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket Net Relocation</td>
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<td>-</td>
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<tr>
<td>Project 1a - Add On Consideration for Council to Make Development More Attractive for Funding</td>
<td>-</td>
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</table>

#### Total - Capital Expenses

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,938,068</td>
<td>4,511,742</td>
<td>4,157,758</td>
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#### Cricket nets

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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</table>

### Total Operating Revenue and Expenses below are additional as a result of the new initiative (with GST excluded) and do not include previous normal level operations

#### Net Operating Result Profit/(Loss)

<table>
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<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
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#### Total Operating Expenses

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
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</table>

#### Total Maintenance Expenses

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
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### Operational Expenses

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<th>Year 4</th>
<th>Year 5</th>
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### Maintenance Expenses

<table>
<thead>
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<th>Year 4</th>
<th>Year 5</th>
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<th>Year 8</th>
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## Financial Modelling - 35 Year Generational Model

### Tanunda Recreation Park - Financial Model - Additional Priority 1 Projects

**Project YEARLY COST NET (GST Exclusive)**

<table>
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<th>SharePoint</th>
<th>Year 14</th>
<th>Year 15</th>
<th>Year 16</th>
<th>Year 17</th>
<th>Year 18</th>
<th>Year 19</th>
<th>Year 20</th>
<th>Year 21</th>
<th>Year 22</th>
<th>Year 23</th>
<th>Year 24</th>
<th>Year 25</th>
<th>Year 26</th>
<th>Year 27</th>
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</thead>
<tbody>
<tr>
<td>NI - Income</td>
<td>Total Funding</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Capital</td>
<td>Total Capital</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>NI - Balance Sheet</td>
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### Project Annual Position - Surplus/(Deficit)

<table>
<thead>
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<th>Year</th>
<th>Surplus/(Deficit)</th>
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<tbody>
<tr>
<td>2033-34</td>
<td>38,156,249</td>
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<tr>
<td>2034-35</td>
<td>38,185,249</td>
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<td>2035-36</td>
<td>38,185,249</td>
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<tr>
<td>2036-37</td>
<td>38,243,565</td>
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<tr>
<td>2037-38</td>
<td>38,243,565</td>
</tr>
<tr>
<td>2038-39</td>
<td>38,544,144</td>
</tr>
<tr>
<td>2039-40</td>
<td>38,544,144</td>
</tr>
</tbody>
</table>

### Project Contributions - Surplus/(Deficit)

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus/(Deficit)</th>
</tr>
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<tbody>
<tr>
<td>2033-34</td>
<td>38,156,249</td>
</tr>
<tr>
<td>2034-35</td>
<td>38,185,249</td>
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<tr>
<td>2035-36</td>
<td>38,185,249</td>
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<tr>
<td>2036-37</td>
<td>38,243,565</td>
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<td>2037-38</td>
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<td>2038-39</td>
<td>38,544,144</td>
</tr>
<tr>
<td>2039-40</td>
<td>38,544,144</td>
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### Project Rating Income

<table>
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<td>2033-34</td>
<td>39,412,414</td>
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<td>2034-35</td>
<td>40,693,318</td>
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<tr>
<td>2035-36</td>
<td>42,015,980</td>
</tr>
<tr>
<td>2036-37</td>
<td>43,381,369</td>
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<tr>
<td>2037-38</td>
<td>44,791,260</td>
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<td>2038-39</td>
<td>46,246,976</td>
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<tr>
<td>2039-40</td>
<td>47,750,602</td>
</tr>
<tr>
<td>2040-41</td>
<td>49,301,078</td>
</tr>
<tr>
<td>2041-42</td>
<td>50,964,189</td>
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<tr>
<td>2042-43</td>
<td>52,668,720</td>
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<td>2043-44</td>
<td>54,430,307</td>
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<tr>
<td>2044-45</td>
<td>56,231,380</td>
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### Project Rating Percentage Impact

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<th>Percentage Impact</th>
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<td>0.46%</td>
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<tr>
<td>2034-35</td>
<td>0.43%</td>
</tr>
<tr>
<td>2035-36</td>
<td>0.45%</td>
</tr>
<tr>
<td>2036-37</td>
<td>0.44%</td>
</tr>
<tr>
<td>2037-38</td>
<td>0.43%</td>
</tr>
<tr>
<td>2038-39</td>
<td>0.42%</td>
</tr>
<tr>
<td>2039-40</td>
<td>0.41%</td>
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<tr>
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<tr>
<td>2041-42</td>
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<td>2042-43</td>
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<tr>
<td>2043-44</td>
<td>0.38%</td>
</tr>
<tr>
<td>2044-45</td>
<td>0.37%</td>
</tr>
</tbody>
</table>

### 35 Year Funding Requirements & Financial Outcomes

- **How will the proposal be funded?**
  - Total Funding: 213,139
  - Debt Repayment: (183,069)

### Capital Expenditure

- **Project 1 - Clubrooms Stage 1 - Urgent Upgrades**
  - Build
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

- **Project 2 - New Entry - Playground**
  - Build
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

- **Project 3 - Junior Sport Field**
  - Build + $564,865 Oval Underpoured
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies

- **Project 4 - Additional Items Relevant to Achieve Projects Above**
  - Cricket Net Relocation

### Project 1a - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection

- **Projected Operational Revenue**
  - Cricket nets

### Funding

- Is there a build or purchase cost for an asset?

### How will the proposal be funded?

- **NI - Income**
  - Total Funding
  - Total Capital
  - Debt Repayment
  - Net Operating

### 35 Year Funding Requirements & Financial Outcomes

- How will the proposal be funded?
  - Total Funding: 213,139
  - Debt Repayment: (183,069)

---

### Operational Expenses

- **Surplus/(Deficit)**
  - Total Operating Revenue
  - Net Operating Result Profit/(Loss)

### Total Operating Expenses

- **Total Management Expenses**
  - Total Operating Revenue
  - Net Operating Result Profit/(Loss)

### Surplus/(Deficit)

- **Total Operating Revenue**
  - User Charges
  - Hire Revenue

### Depreciation

- **Total Operating Revenue**
  - Electricity Consumption
  - Insurance (Asset & Liability)

### Others

- **Total Operating Revenue**
  - ESL Levy
  - Employee Costs
  - Other Costs
  - Total Operating Revenue

### Maintenance Expenses

- **Employee Costs**
  - Contractors
  - Moving/Landscaping
  - Electrical Repairs
  - Cleaning

### Building Maintenance

- **Infrastructure Maintenance**
  - Materials
  - Total Materials Water

### Materials

- **Total Materials Water**
  - 11,021
  - 11,397
  - 11,676
  - 11,969
  - 12,265
  - 12,569
  - 12,874
  - 13,181
  - 13,490
  - 13,800
  - 14,111
  - 14,424
  - 14,739

---

### Attachment 2

839
### Tanunda Recreation Park - Financial Model - Additional Priority 1 Projects

**Project Yearly Cost Net (GST Exclusive)**

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>NI - Income</th>
<th>Total Funding</th>
<th>NI - Capital</th>
<th>Total Capital</th>
<th>NI - Balance Sheet</th>
<th>Debt Repayment</th>
<th>Net Operating</th>
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<td>2047-48</td>
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<td>2053-54</td>
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**Project Annual Position - Surplus/(Deficit)**

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<th>Project Rating Income</th>
<th>Project Rating Percentage Impact</th>
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<td>61,672,831</td>
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<td>2047-48</td>
<td>63,677,198</td>
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<tr>
<td>2048-49</td>
<td>65,746,706</td>
<td>0.39%</td>
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<td>2049-50</td>
<td>67,883,474</td>
<td>0.38%</td>
</tr>
<tr>
<td>2050-51</td>
<td>70,099,687</td>
<td>0.38%</td>
</tr>
<tr>
<td>2051-52</td>
<td>72,367,602</td>
<td>0.37%</td>
</tr>
<tr>
<td>2052-53</td>
<td>74,719,049</td>
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</tr>
<tr>
<td>2053-54</td>
<td>77,147,835</td>
<td>0.37%</td>
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### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

- Funding
  - For all funding see funding financial model
  - Total

**Is there a build or purchase cost for an asset?**

- Capital Expenditure
- Project 1 - Clubrooms Stage 1 - Urgent Upgrades
  - Build
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies
- Project 2 - New Entry - Playground
  - Build
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies
- Project 3 - Junior Sport Field
  - Build + $634,865 Oval Underquoted
  - Loading and Allowances
  - Preliminaries, Fees and Contingencies
- Project 4 - Additional Items Relevant to Achieve Projects Above
  - Cricket Net Relocation

**Project 1a - Add On Consideration for Council to Make Development More Attractive for Funding - Jobs Connection**

- Clubroom, Changing Rooms Redevelopment

**Total - Capital Expenses**

- Cricket nets

**Net Operating Result Profit/(Loss)**

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<thead>
<tr>
<th>Year 28</th>
<th>Year 29</th>
<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
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</thead>
<tbody>
<tr>
<td>(242,959)</td>
<td>(248,333)</td>
<td>(253,830)</td>
<td>(259,454)</td>
<td>(265,206)</td>
<td>(271,090)</td>
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<td>22,381</td>
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<td>208,149</td>
<td>212,654</td>
<td>217,259</td>
<td>221,968</td>
<td>226,783</td>
<td>231,707</td>
<td>236,742</td>
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<tr>
<td>2049-50</td>
<td>48,926</td>
<td>50,149</td>
<td>51,403</td>
<td>52,688</td>
<td>54,005</td>
<td>55,355</td>
<td>56,739</td>
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<td>11,816,989</td>
<td>12,070,820</td>
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<td>12,866,569</td>
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<td>212,654</td>
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<td>221,968</td>
<td>226,783</td>
<td>231,707</td>
<td>236,742</td>
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</table>

**Operating Expenses**

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<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
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<td>52,688</td>
<td>54,005</td>
<td>55,355</td>
<td>56,739</td>
</tr>
<tr>
<td>2049-50</td>
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<td>21,362</td>
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<td>7,792</td>
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<td>17,189</td>
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<td>6,525</td>
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**Maintenance Expenses**

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<th>Year 30</th>
<th>Year 31</th>
<th>Year 32</th>
<th>Year 33</th>
<th>Year 34</th>
<th>Year 35</th>
</tr>
</thead>
<tbody>
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<td>2,098</td>
<td>2,150</td>
<td>2,204</td>
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<td>2,315</td>
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<td>2,098</td>
<td>2,150</td>
<td>2,204</td>
<td>2,259</td>
<td>2,315</td>
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<td>2,046</td>
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<tr>
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<td>7,993</td>
<td>8,193</td>
<td>8,398</td>
<td>8,608</td>
<td>8,823</td>
<td>9,044</td>
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<tr>
<td>2053-54</td>
<td>15,572</td>
<td>16,982</td>
<td>16,361</td>
<td>16,770</td>
<td>17,189</td>
<td>17,619</td>
<td>18,060</td>
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Timing, Resourcing and Grant Identification Assessment
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<th>Masterplan</th>
<th>Priority</th>
<th>% Funds</th>
<th>Identified Funding Opportunity</th>
<th>Project Lead</th>
<th>Estimated Start Date</th>
<th>Funding Program Timelines</th>
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<th>Other</th>
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<td>2024/2025</td>
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<td>Lyndoch Recreation Park</td>
<td>17/7240</td>
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<td>Expression of Interest / Council</td>
<td>Jo Thomas</td>
<td>2022/2023</td>
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<tr>
<td>Talunga Recreational Park</td>
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<td>Local</td>
<td>1</td>
<td>8</td>
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<td>2022/2023</td>
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<td>Tanunda Recreation Park</td>
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**Resource Type**

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<td>Coordinator Coordinator</td>
<td>CM</td>
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<tr>
<td>Works and Engineering Services Support</td>
<td>WES</td>
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</table>

**Other Grant Opportunities not yet explored:**

- South Australian Foundation
- Federal Sports funding
- Federal Regional Growth Fund - Infrastructure

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843
Further the risk matters previously addressed in the Asset Disposal Policy are represented for Council’s review, at Attachment 4, there is no further update than that previously provided. It is reiterated the only person in the market than can assist in meeting the principles of the Indenture Deed is Chateau Tanunda and therefore it is somewhat questionable that a market truly exists, in any case the independent valuation and negotiations to date also address this issue.

**COMMUNITY CONSULTATION**

Community consultation for this entire revocation of community land process and culture hub has been extensive. Further both matters have been challenged under Section 270 of the Local Government Act and the Ombudsman and found to be proper or the best or preferable decision. At appropriate times the Mayor and or Chief Executive have met with the Executor/s to keep them up to date as was committed.

**VISITORS TO THE MEETING - 9.27AM**

Mayor Lange welcomed Amber Perry, Liam Tappert, Finn Reed, Jessica Gobell, Austin McDonald, Mitchell McDonald, Riley McDonald, Maegan Schiller, Hayden Schiller, Kai Carson, Bailey Lobegeiger, Max Moritz and Kegan Coulter to the meeting and presented them with Youth Grant certificates.

Mayor Lange thanked each recipient for their attendance and congratulated them on their achievements.

**RESUMPTION OF COUNCIL MEETING – 9.45AM**

The Council meeting resumed at 9.45am.

**7.2.1.8 THE BIG PROJECT PRIORITISATION AND FINANCIAL MODELLING – THE NEXT PHASE**

**B5601**

**MOVED Cr Johnstone**

(1) That Council having considered, reviewed and analysed The Big Project masterplans, community needs and benefits as gathered through the master planning and community engagement processes over the past 33 months, financial modelling and ability to fund projects, economic development opportunities, third party and grant funding alignment endorse the “Target Next Phase Priorities and Associated Analysis – August 2019” document as presented at the Attachment.

(2) That Council noting that current 2019-20 financial year programs being the Angaston Railway Station masterplan implementation, Tanunda Recreational Park acceleration works, Nuriootpa Centennial Park multi-use change rooms and Old Talunga Recreation Park tennis/netball upgrades are approved projects that are below the thresholds of the Prudential Management Policy under to Section 48(aa1) of the Local Government Act for a full independent prudential report proceed as budgeted.

(3) That Council noting that the “Target Next Phase Priorities and Associated Analysis – August 2019” include some projects that are above the expenditure threshold for a full independent prudential management report as contemplated by the Prudential Management Policy under to Section 48(aa1) of the Local Government Act undertake the required full prudential management report as outlined by Clause 4.3 of the policy on the remaining projects in totality and that the Chief Executive Officer proceed to engage an independent consultant to undertake the work.
(4) That Council acknowledge that the target plan will be adjusted and revised depending on the availability and success of grant applications, annual funding allocations, changing community need, and resourcing needs to deliver this aspirational target plan.

(5) That the Mayor release a public statement relative to this resolution of Council.

Seconded Cr Angas

**AMENDMENT**

Cr Haebich proposed the following amendment:

*To remove the Barossa Culture Hub from the Big Project and park for a period of 5 years in order for Council to concentrate on the remaining projects that affect the majority of rate payers and their families.*

Mayor Lange ruled that the amendment would substantially change the intent of the motion and the amendment as proposed by Cr Haebich was not accepted.

Much discussion ensued.

The motion was put and

**CARRIED 2018-22/280**

Cr Haebich called for a division.

Mayor Lange set aside the decision.

Mayor Lange asked those voting for the motion to stand.

Those voting for the motion:

Crs Johnstone, Troup, Miller, Angas and Schilling

Those voting against the motion:

Crs Wiese-Smith, Haebich, Barrett and Hurn

Mayor Lange declared the motion **CARRIED 2018-22/281**

**PURPOSE**

To review the work to prioritise and financially model The Big Project Next Phase and endorse the associated plan.

**REPORT**

**Background and Introduction**

Council in 2016 endorsed a report to commence an ambitious project to fundamentally develop a generational plan for the future. This became known as The Big Project and officially commenced in November 2016. Resources have been devoted to developing the masterplans through engagement and consultation on a raft of plans in four key outcome areas:

1. Recreation and Sporting Facilities;
2. Aquatic Strategy;
3. Cycle and Leisure Tourism;
4. Arts Culture and Heritage Tourism.

The level of work has reached a level of maturity for the new Council to set a plan for the future. The outcomes of the work over the past 6 months by Council supported by staff is the Target Next Phase Priorities and Associated Analysis – August 2019 (“target plan”) document as presented at the Attachment. The target plan provides relevant extract plan details, financial analysis and prioritisation, resourcing and grant program assessments.

**Discussion**

The ultimate role of Council is to plan and set strategy for the future. The past Council commenced this thinking by developing an aspirational vision through its 20 year Community Plan...
and then committing to The Big Project. As a result of that platform the current Council has been working towards an informed assessment of all the various projects. In order to undertake this work Council has:

1. Reviewed the masterplans including site visits to many;
2. Considered ways to assess the many competing demands across multiple facilities by assessing (some and not limited to) the following factors supported by the information in the Attachments:
   a. Vision of the plans and community;
   b. Economic development and growth opportunities especially culture, art and recreational and sporting tourism;
   c. Needs analysis;
   d. Participation and population;
   e. Renewal and upgrade priorities versus new infrastructure;
   f. Ability to attract and align with understood State and Commonwealth grant programs and strategies;
   g. Third party funding support;
   h. Shared use and multi-use efficient infrastructure opportunities;
   i. Upstream project needs to achieve main targeted outcomes;
   j. Risk profile.

Some overriding project principles were identified:

- Retaining a decentralised / local approach to recreational facilities rather than a centralised, greenfield approach.
- Shared use facilities wherever practicable.
- Maintaining Business as Usual investments and strategies without impact from The Big Project deliverables.
- Leveraging matched funding, co contributions, partnership approaches wherever possible.

The second clear role for Council was to allocate future budgeted resources based on its assessment of the above factors and assess the downstream impacts and outcomes.

The results of the analysis and many discussions is a target plan for the next phase of implementation projects, noting many projects of The Big Project have either commenced or are already concluded being:

1. Opening of the Warren Reservoir to recreational use;
2. Implementation of a replacement bridge to Williamstown recreation park;
3. Tanunda oval enlargement, lighting, electrical capacity upgrade and upgrade/extension of the show hall;
4. Angaston Railway Precinct masterplan implementation;
5. Nuriootpa Centennial Park multi-use change rooms;
6. Purchasing land for the future expansion needs of Nuriootpa Centennial Park;
7. Angaston number two oval is in the early stages of planning and a grant submission being made, if successful implementation will then commence (most likely in 2020-21);
8. Old Talunga Recreation Park upgrade to tennis and netball courts is also in the early stages of planning and subject to a grant application.

After assessing the array of projects and considerations the summarised priority outcomes are:

1. Recreation and Sporting Facilities:
   a. Tanunda recreation park – part investment of $6.918M (additional to accelerated projects in progress);
   b. Southern Recreational Hub – Lyndoch Recreational Park – part investment $6.968M which at this time includes Rugby relocation but only playing infrastructure, Council has indicated an interim move is likely to be required;
   c. Nuriootpa Centennial Park – part investment $6.520M ($1M already funded in multi-use change rooms);
   d. Talunga and Old Talunga Recreation Park – part investment $2.872M
   e. Murray Recreation Park – part investment $145K;
   f. Stockwell Recreation Park – part investment $2.428M; and
g. Angas Recreation Park – part investment $3.353M.

2. Aquatic Strategy is currently still before Council and will be discussed further at this time. No modelling included as is not part of the target plan priorities.

3. Cycle and Leisure Tourism will continue to be pursued separately through the Adelaide Wine Capitals Trail across the current six Council initiative.

4. Arts Culture and Heritage Tourism will be pursued through the Barossa Culture Hub which includes activation of other halls in accordance with the decentralised model and relevant programs and is included in the target plan.

There are many assumptions in the financial modelling estimates and the target plan. The key assumptions to achieving the target plan are:

1. Borrowings are secured at 4.2% or lower over a 25 year repayment timeframes;
2. Delivery of the program is over a minimum of 5 years, likely to be longer;
3. Grant funding is achieved at the estimates provided;
4. Third party funding contributions from clubs, groups and other bodies is provided to support construction costs (cash and/or in kind) either directly or amortised over a period of time;
5. Grant and third party contributions are generally a maximum 40% of the infrastructure construction estimates (some grants and third party contributions already received) to give applications a better chance of support;
6. Inflationary pressures remain stable and do not extend beyond a real level of 2.1% as it applies to local government (for clarity not the consumer price index);
7. Revenues and existing service levels remain as they are currently budgeted in the estimated 10 year long term financial plan period;
8. Final design, procurement and other construction models used to achieve approved projects.

Clearly one of the challenges for Council is prioritising a long term aspirational vision and plan, which means the allocation of scarce resources (in the sense of economic definition of scarce resources). It means it will take at least a decade, if not more, to deliver on all the main aspects of the plan. The total costs of The Big Project items at present are estimated in the order of $88M; noting the last masterplan is still being developed, Springton Recreation Park. Council has predicated The Big Project on maintaining existing service levels for items not within its scope, to proceed on a basis of $88M would not meet this outcome without serious service level reductions, borrowing levels that would be unreasonable and significant increased risk to Council and associated rates increases.

The target plan has expenditure thresholds of some of the projects that triggers the requirements of Section 48 of the Local Government Act and the supporting Prudential Management Policy thereby requiring a full independent prudential report. Rather than undertaking a report for each individual project that reaches the threshold test in the Local Government Act and associated policy it is recommended that the target plan, excluding those already approved 2019-20 projects which do not meet the threshold test (which is all of them) be done in totality. Doing a full prudential report will test the target plan and its level of spending and more efficiently address the financial, economic, strategic and operating risk and sustainability matters in a single process/report.

**Summary/Conclusion**
The Big Project has now reached a level of maturity that has seen it transitioning from planning to implementation, the attached target plan has been developed over six months and is now tabled for formal consideration and endorsement.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**
Attachment - The Big Project Target Next Phase Priorities and Associated Analysis – August 2019

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

- Community Plan
  - Natural Environment and Built Heritage
All strategies under the community plan

Legislative Requirements
S8, S48 of the Local Government Act

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial and Resources
The final document in the target plan presented at the Attachment addresses resourcing issues. Clearly a plan of this size cannot be resourced by existing resources. Depending on the success or otherwise of grant applications and third party funding, resourcing will be structured around the best and appropriate delivery model based on the assessment of annual business plans and budget settings. The financial model estimates include significant external and/or internal resourcing increases to appropriately manage project delivery, engagement, financial, strategic, construction and operational risk.

The financial model estimates provided in the Attachment are summarised as follows. The estimates are based on the best information we have and can materially change based on the eight key assumptions outlined in the body of this report:

1. Total cost is $38.962M which includes escalation costs over the current five year timeframe and includes upstream projects that would need to happen to achieve the project outcomes.
2. Total borrowings to achieve this will be $22.4M.
3. Current budgeted amounts in the long term plan are $28M spend with $13M borrowings.
4. The third party funding and grants target is $14.806M, grants are set for a target of $12.566M being 32.25% of the cost.
5. Over the 10 year estimates operating costs and borrowing impacts are:
   a. Operating costs are in the order of $15.798M over 10 years including depreciation the cash cost being $7.845M – this is total cost not incremental and a large portion of the estimates associated with the original budgeting of $28M expenditure are already in the long term plan;
   b. Depreciation is estimated at $7.953M.
   c. Interest costs are $7.601M.
   d. Net operating impact is an operating loss of $5.174M.

The long term financial plan estimate impacts over 10 years are:

1. Operating profit reduced but over a 10 year period remains in surplus of $1.277M the impact being $5.174M. Importantly the operating profit dips into deficit for four years ranging from $458K to $7K and continues to rise thereafter.
2. The cash position remains viable over the 10 year estimate including paying the final Rex balloon payment in total, the cash impact over this period is $22.84M.
3. Debt levels peak around year 4 at $28.0M or net debt to income ratio of 65.32% this is the equivalent of a household owning a $300,000 house in the valley and owing $195,960 on that house.
Please note this does not include any of the Nuriootpa pool or alternative modelling, as Council has laid the matter on the table for further discussion. The current estimates for the water play area ranging to the full idea:

1. Water Play Area component - $2.675M  
2. Swimming Pool component - $5.864M  
3. Full initial scope - $11.893M.

It is considered that the inclusion of any of these items will have a material effect on the financial model and at this time cannot be accurately modelled and on the balance of probability would require Council to reduce other expenditure in the target plan.

Importantly the estimates provided based on the eight key assumptions and subject to a prudential assessment by an independent consultant, an ability to achieve the plan within existing long term budget settings.

**Risk Management**

Broad risk management principles have been applied to the project planning stages. Further the financial, economic, strategic and operating risk matters will be assessed as part of the full independent prudential management report. Each project will be risk assessed as part of implementation processes as and when they are fully funded.

**COMMUNITY CONSULTATION**

Extensive community engagement and consultation has been undertaken over the past three years and will be ongoing on a project by project basis.

**ADJOURNMENT OF COUNCIL MEETING – 10.40AM**

MOVED Cr Angas that the meeting adjourn for a 10 minute break at 10.40am.  
Seconded Cr Miller  
CARRIED 2018-22/282

**RESUMPTION OF COUNCIL MEETING – 10.49AM**

The Council meeting resumed at 10.49am.

Cr Haebich returned to the meeting at 10.50am.

**7.2.1.9**

**REQUEST TO CLOSE ROADS AND GIFT TO DEPARTMENT OF ENVIRONMENT AND WATER (DEW) FOR EXPANSION OF KAISERSTUHL CONSERVATION PARK (the PROPOSAL)**

**Attachment 2**

MOVED Cr Wiese-Smith

That Council having considered the request agree in principle to the proposal to commence a road closure process as outlined in the Attachments and authorise the Chief Executive Officer to authorise the preliminary plan on condition that the Department of Environment and Water;

(1) Pay all costs of the road closure process;

(2) That all submissions from consultation under the road closure process be provided to Council before authorisation of final road closure documentation;

(3) Pay any and all costs associated with the transfer of the land should the closure be approved including taxes and out of pockets costs incurred by Council are borne by the Department; and

(4) The Department allow access to the area known as Granites Track to link Rifle Range Road and Goodchild Road to passive recreational pursuits including walking and bicycle uses is provided for the loss of the road reserve linkages.
7.2.1 CHIEF EXECUTIVE OFFICER - DEBATE

7.2.1.5 ENGAGEMENT PLATFORM REPLACEMENT
B992

PURPOSE
The Our Better Barossa engagement platform cannot be rebuilt and an urgent replacement is now required.

RECOMMENDATION
That Council:

(1) Support the purchase of an off-the-shelf engagement platform and authorise the Chief Executive Officer to enter into a contract, after undertaking a final assessment of the options and obtaining a final quote that is consistent with this report.

(2) Adjust the 2019-20 budget to support the implementation costs of $9268 and adjust the long term funds to reflect the costs of the current level of service.

REPORT

Background

In 2015 in preparation for the Community Plan work, a purpose built but very simple engagement platform was developed in-house with minimal budget. The cost was approximately $5,000 plus some staff time and assistance. This has served us as a platform for near on four years. Through internal effort and industry connections we have been able to keep it running even though its base system is outdated and no longer supported.

In December 2019 the functionality of Council’s existing platform, Our Better Barossa, rewritten on a few occasions overtime, was completely compromised and it was subsequently disabled. It cannot be recovered despite attempts to rebuild it. Council currently has no engagement platform and if a new initiative is unsuccessful in the current budget round, the organisation will have no mechanism to undertake community engagement, including those legislatively required. This exposes Council to significant legislative, good governance and reputational risk. Previously, two New Initiatives have been unsuccessful.

Officers have been asked to submit a further 2020-21 New Initiative for a community engagement platform after the 2019 New Initiative was unsuccessful (with a Business Assessment Tool score of 50), however the urgency has escalated due to the inability to get the prior system working.
It is important to note that implementing a new community engagement platform is an extension of the level of service provided via the previous platform (Our Better Barossa), on a more expansive scale.

Discussion

To build a new system is considered inefficient and unnecessary as there are advanced tools now available in the market. In considering the connection to the need to replace the community engagement platform, officers have turned their mind to the following key points:

- Delivering community engagement in the context of increased cross-organisational focus on 24-7 digitally connected, efficient and integrated systems as part of our customer service remit
- Changing sentiment in the chamber around engagement
- High volume and visibility of pending consultations in calendar/financial year including:
  - Community Plan (organisational)
  - Corporate Plan (organisational)
  - Annual Budget and Business Plan (organisational)
  - Public Consultation Policy (ES)
  - Economic Development Strategy (ES)
  - Nuriootpa Pool (CCS)
  - Drive My Future (CCS)
  - Infrastructure Asset Management Plans (WES)
  - Public Health Plan review (DES)
  - PDI Community Engagement Charter (DES)
  - Mobile Food Van Policy (DES)

In assessing market options the most readymade solution is considered to be ‘Bang the Table’. Officers overtime have also assessed Your Say and SimpleGov. On the basis of functionality, manageability, value for money and experience in the local government sector, Bang the Table continues to be the preferred solution, however as some of the dates are older than 12 months any approval should require updated quotes and final checking of functionality. We have not costed another purpose built solution as to develop something of the sophistication of commercial products would be an inefficient use of resources.

This report is being brought forward not only due to the urgency but for Council to determine its level of investment in community engagement and system replacement. This is not considered a new initiative, by me, as we are simply having to replace the fundamental service we are already providing. Additional functionality for the price is a bonus for the investment and improves service, but this is not the base reason for the recommendation. The definition of new initiative from the Budget and Business Plan and Review Policy state “is any proposed new, removal, increase or decrease of a Council service/program or asset. This would include projects outside of the budget cycle.” This proposal is not for a new, removal, increase or decrease it is for the replacement of a service that due to technological matters cannot be recovered due to obsolesces of the software and original coding. As the proposal is seeking the allocation of additional funds from the current operating surplus and future year base budgets an updated assessment
and budget are provided in the financial considerations to comply with clause 4.5 of the aforementioned policy.

**Applications for Bang the Table**
The Bang the Table option presented as a 2019 new initiative is not purely a community consultation platform. In addition to the consultations identified above, the platform offers extensive functionality and many other applications beyond community consultation. Included at the Attachment is detailed applications information.

**Analytics Capacity**

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<td>Exportable formats</td>
<td>Export all demographic, summary, detailed and feedback tool reports in PDF, Excel and CSV formats with no duplication of effort and manual collation.</td>
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<tr>
<td>Summaries</td>
<td>Report on-site visitation and participation levels – aware, informed and engaged.</td>
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<td>Demographics</td>
<td>Receive reports on the demographic breakdown of registered participants. This can cross-tabulated against community feedback.</td>
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<tr>
<td>Comment analysis</td>
<td>Understand which issues are important to the community with keyword tagging of qualitative feedback including forum comments.</td>
</tr>
</tbody>
</table>

**Reporting and Analytics**

**SUMMARIES**
The summaries report on site visitation and participation levels – aware, informed, and engaged — which are available for one, all, or any combination of campaigns for any data range.

**DEMOGRAPHICS**
Receive reports on the demographic breakdown of registered participants. This can be cross-tabulated against community feedback.

**EXPORTABLE FORMATS**
Export all demographic, summary, detailed, and feedback tool reports in PDF, Excel, and CSV formats.

**COMMENT ANALYSIS**
Comment analysis helps to understand which issues are important to your community with keyword tagging of qualitative feedback, including forum comments.

**EXPORTABLE CHARTS & BENCHMARKING**
Use Excel formats, PDF, PNG, PDF, SVG. Compare engagement outcomes between your projects to public identify critical issues and improve strategies.

**EMAILED REPORTS**
Reports delivered straight to your inbox. Give you real-time insight into what’s happening with your project.

**EFFICIENCY GAINS**
At present there is extensive duplication of effort and manual handling for each community response received during a consultation process eg officers receive the response, acknowledge response, forward to responsible officer, register in the
electronic records management system, manually re-record data in an Excel or Word document and reproduce for Council report.

Using as an example, Council’s waste consultation (824 online responses) and assuming 20 minutes processing time per response this equates to 27 hours of Officer resources at a cost of more than $1000. When this is extrapolated over multiple engagements, the capacity to streamline the process through exportable formats, with the added benefit of detailed analysis, represents a major productivity gain. Additionally the option to migrate more people to online engagement will reduce the manual handling associated with hard copy surveys and other traditional engagement techniques.

Other Benefits
Other benefits include:

- Builds an online community and promotes Council transparency and accountability;
- 24-7 moderation protects Council and the community, and keeps discussions on-topic;
- Capacity to transfer online content to hard copy;
- Integration with existing platforms eg Mailchimp;
- Intuitive and easy to use (both front-facing and back-end).

Current LG Clients:

<table>
<thead>
<tr>
<th>Council</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holdfast Bay</td>
<td><a href="https://www.yourviewholdfast.com/">https://www.yourviewholdfast.com/</a></td>
</tr>
<tr>
<td>Mount Barker</td>
<td>On-boarding</td>
</tr>
<tr>
<td>City of West Torrens</td>
<td>On-boarding</td>
</tr>
</tbody>
</table>

Summary and Conclusion
The matter needs urgent attention and Council is requested to approve the contracting of the Bang the Table solution and updating of the base budget accordingly.
ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Functionality Assessment
Business Analysis and Budget Assessments (DDR)

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Community Plan

- Natural Environment and Built Heritage
- Community and Culture
- Infrastructure
- Health and Wellbeing
- Business and Employment
- How We Work – Good Governance

All

Legislative Requirements
Local Government Act – S50 – Public Consultation Policies

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
The mitigation of risks is explained in the body of the report.

The costs of the solution are:

- 2019-20 Implementation $9,268
- 2020-21 Annual Licensing and Support $23,700

Currently there are budgets to support engagement and surveys mounting to $5,000 per annum, and a further $5,000 can be supported from general consultancy funds used to support the change program and other general items within the Executive Services budget. Therefore, the net annual cost would be $13,700 rounded to $14,000 per annum.

This item has a net cost for 2019/20 of $9k and a future yearly cost of $14k pa reducing the operating surplus. Council’s cash balance forecast by year end was $2m and is now reduced to $1.46m affecting the funds available for future operations, capital works and other projects.

Financial assessment for this project and others approved by council since the Mid-Year Budget Review 2019/20:
Since the adoption of the 2019/20 Long Term Financial Plan (LTFP) changes have been made to the provision and cost of services including the Budget updates, Mid-year review and numerous reports at Council meetings for other budget additions. The draft 2020/21 LTFP) is to be prepared, reconciled and considered by Council during the budget workshops and meetings up to the adoption scheduled in June.

### Assessment of Key Performance Indicators (KPI) for all changes* since the Quarter Report - Mid-year Budget Review as at 31 Dec 2019:

<table>
<thead>
<tr>
<th>KPI</th>
<th>Revised forecast</th>
<th>Overall change since*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Surplus / (Deficit) (Target: break even position over a five year period)</td>
<td>$129k</td>
<td>Reduction to surplus $55k</td>
</tr>
<tr>
<td>Operating Surplus Ratio (Target: -2% to 10%)</td>
<td>0.33%</td>
<td>0.17%</td>
</tr>
<tr>
<td>Net Financial Liabilities Ratio</td>
<td>$12982k</td>
<td>Reduction of cash at bank $545k</td>
</tr>
<tr>
<td>Net Financial Liabilities Ratio (Target: &gt;0 to &lt;100%)</td>
<td>33.3%</td>
<td>Increase to liabilities ratio 1.3%</td>
</tr>
<tr>
<td>Asset Funding Renewal Ratio (Target: &gt;80% to &lt;110%)</td>
<td>125%</td>
<td>No change</td>
</tr>
</tbody>
</table>

Noting that after the addition of these projects - all KPI’s are within the target range set by Council.

Funding for this project will:
- [ ] Be transferred from existing budget line:
- [ ] Be allocated from next years discretionary spend:
- [ ] Be allocated from previous years surplus:
- [x] Effect the Council’s end of year results and cash position.

---

<table>
<thead>
<tr>
<th>Item for Budget inclusion:</th>
<th>Our Better Barossa engage platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating costs (incl depreciation)</td>
<td>$9,268</td>
</tr>
<tr>
<td>Total project cost (ex GST)</td>
<td>$9,268</td>
</tr>
<tr>
<td>Grant income (ex GST)</td>
<td>$0</td>
</tr>
<tr>
<td>Funding required by Council</td>
<td>$9,268</td>
</tr>
<tr>
<td>DDR provided</td>
<td>Yes</td>
</tr>
<tr>
<td>This projects BAT score – approved by CMT (Cut-off score for 2019/20 NI’s = 46)</td>
<td>55</td>
</tr>
<tr>
<td>CMT reviewed and recommended</td>
<td>Approved and put to Council</td>
</tr>
<tr>
<td>If approved – a BAR or NI will be included in the:</td>
<td>2019/20 Budget Update as at 31 March 2020</td>
</tr>
</tbody>
</table>
2020. This LTFP annual review will include all of Councils decisions made during 2019/20 along with the current proposals and budget deliberations. The Councils financial sustainability will need to be assessed and as required projects, revenue, expenditure, other funding and financing options reconsidered.

**COMMUNITY CONSULTATION**

The tool is for the support of community consultation, engagement, surveys and other activities.
<table>
<thead>
<tr>
<th>Tool*</th>
<th>Functionality</th>
<th>Application</th>
<th>Efficiency/Productivity Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey</td>
<td>Provides a guided context for feedback which returns higher response rates than other formats</td>
<td>Council Customer Satisfaction Survey Including:</td>
<td>Replace Roy Morgan Research Poll no longer in use</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Phone Service</td>
<td>Customisable for targeted, data-rich &amp; meaningful feedback on customer behaviours and preferences</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Library Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Service received from Branch Offices</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Event Feedback / Survey</td>
<td></td>
</tr>
<tr>
<td>Quick poll</td>
<td>Get quick answers on one question, selecting from multiple choice answers Real-time data to help inform decision-making</td>
<td>epathway</td>
<td>One centralised platform &amp; admin</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• website</td>
<td>Consistent methodology as opposed to ad-hoc paid &amp; unpaid subscriptions currently in use</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• D/As</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Youth surveys</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Customer Service Rating</td>
<td></td>
</tr>
<tr>
<td>Ideas</td>
<td>Customers use virtual post-it notes to add their ideas to a collective board Can include images and media</td>
<td>Customer Service foyer upgrade</td>
<td>Complements proposed 'pop-ups' at local venues - no staff resourcing required</td>
</tr>
<tr>
<td>Places</td>
<td>A simple way to get feedback directly on a map - participants drop a 'pin' in the area of concern, add photos or fill in a quick survey</td>
<td>• IAMPs</td>
<td>Captures a broad range of information at once with the benefit of visual data - in regards to utilising as a method for submitting customer requests the user could submit an image of their concern which could save staff time in physically attending the site to assess.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Annual Budget and Business Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Customer Requests</td>
<td></td>
</tr>
</tbody>
</table>
| Stories | Forum for sharing individual and group stories  
Can include images or media | • Nuriootpa Pool  
• Barossa Regional Gallery/Barossa Culture Hub  
Capture community narrative and storytelling as we transition to new facilities and models of service delivery  
• Barossa Calendar Competition  
• Library competitions  
• Tour Down Under Design a Jersey competition | Complements face-to-face engagement  
Community driven with no on-the-ground staff resourcing required  
Can be easily collated into online or hard copy as a permanent community resource  
Community populate native content  
Reduced staff resources for coordination  
Option for online voting/popular vote |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Guestbook</td>
<td>Comments only</td>
<td>All Council engagements</td>
</tr>
</tbody>
</table>
| Questions | Issues management and communications risk mitigation tool – a managed space for our community to ask questions  
Responses can be public or private | Council engagements – alerting them to new engagements and closing the loop, plus an additional avenue to communicate Council news | Can moderate community expectations in a managed space rather than Facebook |
| Newsletters | Ability to communicate directly to an engaged audience within our community | | Ability to grow an engaged online audience to communicate with digital with the potential to replace the existing e-news database (housed on mail-chimp) we are trying to grow – adds to a 'one-stop-shop' approach for customers to engage with Council. |

*Tools can be mixed or switched on or off depending on the particular engagement.*
## Financial Modelling

### Engagement Platform

### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI - Income</td>
<td>Total Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Capital</td>
<td>Total Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Balance Sheet</td>
<td>Debt Repayment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Operating</td>
<td>Net Operating</td>
<td>(9,268)</td>
<td>(13,700)</td>
<td>(14,043)</td>
<td>(14,394)</td>
<td>(14,753)</td>
<td>(15,122)</td>
</tr>
<tr>
<td>Project Annual Position - Surplus/(Deficit)</td>
<td>(9,268)</td>
<td>(13,700)</td>
<td>(14,043)</td>
<td>(14,394)</td>
<td>(14,753)</td>
<td>(15,122)</td>
<td>(15,500)</td>
</tr>
<tr>
<td>Project Cumulative - Surplus/(Deficit)</td>
<td>(9,268)</td>
<td>(22,968)</td>
<td>(37,011)</td>
<td>(51,404)</td>
<td>(66,157)</td>
<td>(81,280)</td>
<td>(96,780)</td>
</tr>
<tr>
<td>Projected Rating Income</td>
<td>26,005,323</td>
<td>26,850,496</td>
<td>27,723,137</td>
<td>28,624,139</td>
<td>29,554,424</td>
<td>30,514,942</td>
<td>31,506,678</td>
</tr>
<tr>
<td>Projected Rating Percentage Impact</td>
<td>0.051%</td>
<td>0.051%</td>
<td>0.050%</td>
<td>0.050%</td>
<td>0.050%</td>
<td>0.050%</td>
<td>0.049%</td>
</tr>
</tbody>
</table>

### 35 Year Funding Requirements & Financial Outcomes

**How will the proposal be funded?**

For all funding see funding financial model

**Is there a build or purchase cost for an asset?**

**Capital Expenditure**

 Nil

**All Operating Revenue and Expenses below are additional** ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

<table>
<thead>
<tr>
<th>Net Operating Result Profit/(Loss)</th>
<th>(9,268)</th>
<th>(13,700)</th>
<th>(14,043)</th>
<th>(14,394)</th>
<th>(14,753)</th>
<th>(15,122)</th>
<th>(15,500)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>9,268</td>
<td>13,700</td>
<td>14,043</td>
<td>14,394</td>
<td>14,753</td>
<td>15,122</td>
<td>15,500</td>
</tr>
</tbody>
</table>

**Operating Revenue**

| User Charges | -       | -       | -       | -       | -       | -       | -       |
| Hire Revenue | -       | -       | -       | -       | -       | -       | -       |

**Operating Expenses**

| Implementation Costs | 9,268 | -       | -       | -       | -       | -       | -       |
| Annual Licence Fees - Net of Budget Adjustments | - | 13,700 | 14,043 | 14,394 | 14,753 | 15,122 | 15,500 |
### Financial Modelling

**Engagement Platform**

#### PROJECT YEARLY COST NET (GST Exclusive)

<table>
<thead>
<tr>
<th>SharePoint</th>
<th>Yearly Costs</th>
<th>2026-27</th>
<th>2027-28</th>
<th>2028-29</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI - Income</td>
<td>Total Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Capital</td>
<td>Total Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Operating</td>
<td>Debt Repayment</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NI - Operating</td>
<td>Net Operating</td>
<td>(15,888)</td>
<td>(16,285)</td>
<td>(16,692)</td>
</tr>
<tr>
<td>Project Annual Position - Surplus/(Deficit)</td>
<td>(15,888)</td>
<td>(16,285)</td>
<td>(16,692)</td>
<td></td>
</tr>
</tbody>
</table>

#### 35 Year Funding Requirements & Financial Outcomes

How will the proposal be funded?

**Funding**

For all funding see funding financial model

<table>
<thead>
<tr>
<th>Total</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(128,953)</td>
<td>(145,645)</td>
<td></td>
</tr>
<tr>
<td>Project Cumulative - Surplus/(Deficit)</td>
<td>(112,668)</td>
<td>(128,953)</td>
<td>(145,645)</td>
</tr>
<tr>
<td>Projected Rating Income</td>
<td>32,530,645</td>
<td>33,587,891</td>
<td>34,679,497</td>
</tr>
<tr>
<td>Projected Rating Percentage Impact</td>
<td>0.049%</td>
<td>0.048%</td>
<td>0.048%</td>
</tr>
</tbody>
</table>

Is there a build or purchase cost for an asset?

**Capital Expenditure**

Nil

<table>
<thead>
<tr>
<th>Yearly Costs</th>
<th>2026-27</th>
<th>2027-28</th>
<th>2028-29</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Operating Result Profit/(Loss)</td>
<td>(15,888)</td>
<td>(16,285)</td>
<td>(16,692)</td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>15,888</td>
<td>16,285</td>
<td>16,692</td>
</tr>
</tbody>
</table>

**Operating Revenue**

User Charges

<table>
<thead>
<tr>
<th>Yearly Costs</th>
<th>2026-27</th>
<th>2027-28</th>
<th>2028-29</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Operating Expenses**

Implementation Costs

<table>
<thead>
<tr>
<th>Yearly Costs</th>
<th>2026-27</th>
<th>2027-28</th>
<th>2028-29</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Licence Fees - Net of Budget Adjustments</td>
<td>15,888</td>
<td>16,285</td>
<td>16,692</td>
</tr>
</tbody>
</table>
**Bid Analysis Tool**

**Engagement Platform Replacement**

See Council report 7.2.1.5 of Agenda 17 March 2020 - risk has already occurred as current system is unrecoverable.

---

### RISK Priority Number calculated as L + I + W + P

<table>
<thead>
<tr>
<th>Likelihood of Risk Occurring</th>
<th>Impact if Risk Occur</th>
<th>Who Controls Risk</th>
<th>Political Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain</td>
<td>Catastrophic</td>
<td>TBC</td>
<td>Extreme Impact</td>
</tr>
<tr>
<td>Likely</td>
<td>Major</td>
<td>4</td>
<td>Major Impact</td>
</tr>
<tr>
<td>Possible</td>
<td>Moderate</td>
<td>3 Sub</td>
<td>Moderate Impact</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Minor</td>
<td>2</td>
<td>Minor Impact</td>
</tr>
<tr>
<td>Rare</td>
<td>Insufficient</td>
<td>1</td>
<td>Insufficient Impact</td>
</tr>
</tbody>
</table>

### COST Priority Number calculated as A + C + F + P

<table>
<thead>
<tr>
<th>Additional Staff Resources Required</th>
<th>Cash Required (non sal) - Current Year</th>
<th>Future Project Financial Commitments</th>
<th>Period of Future Financial Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>No additional FTE</td>
<td>$0</td>
<td>5 No</td>
<td>5 No</td>
</tr>
<tr>
<td>Under 1 FTE or additional salary funding</td>
<td>+ $20,000</td>
<td>4 &lt;3 out of 10 years</td>
<td>4 &lt;3 out of 10 years</td>
</tr>
<tr>
<td>1-2 FTE</td>
<td>+ $20,001</td>
<td>3 3-5 out of 10 years</td>
<td>3 3-5 out of 10 years</td>
</tr>
<tr>
<td>&gt;2 FTE</td>
<td></td>
<td>1 6-10 out of 10 years</td>
<td>1 6-10 out of 10 years</td>
</tr>
</tbody>
</table>

### IMPACT Priority Number calculated as H + E + S + B

<table>
<thead>
<tr>
<th>Health &amp; Safety Impact</th>
<th>Environmental Impact</th>
<th>Social/Comm Wellbeing Impact</th>
<th>Business &amp; Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public at large at threat</td>
<td>Significant Positive Impact</td>
<td>Net Positive Impact</td>
<td>Net Positive Impact</td>
</tr>
<tr>
<td>Section of the community/council employees at threat</td>
<td>Positive Impact</td>
<td>Positive Impact</td>
<td>Positive Impact</td>
</tr>
<tr>
<td>Neutral Impact</td>
<td>Neutral Impact</td>
<td>Neutral Impact</td>
<td>Neutral Impact</td>
</tr>
<tr>
<td>Negative Impact</td>
<td>Negative Impact</td>
<td>Negative Impact</td>
<td>Negative Impact</td>
</tr>
</tbody>
</table>

### BENEFITS Priority Number calculated as E + S + B + S

<table>
<thead>
<tr>
<th>Funding (External) Sources</th>
<th>Savings</th>
<th>Beneficiaries</th>
<th>Service Levels Outcome (to Community)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Funded via External Sources</td>
<td>Generates Savings Immediately</td>
<td>TBC - Region Wide &amp; Beyond</td>
<td>Industry Best Practice</td>
</tr>
<tr>
<td>Part Funded External &gt;50% of Total Cost</td>
<td>4-12 months</td>
<td>TBC - Region Wide</td>
<td>Achieving contemporary standards</td>
</tr>
<tr>
<td>5-5 years</td>
<td>TBC - Section of Community/Key Stakeholders</td>
<td>ImprovementIncrease in Services Level</td>
<td></td>
</tr>
<tr>
<td>Potential for funding</td>
<td>5 years</td>
<td>TBC - Limited number of Beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Fully Funded via Risks</td>
<td>Not Applicable</td>
<td>TBC - Limited number of Beneficiaries</td>
<td></td>
</tr>
</tbody>
</table>

### FINANCIAL SUSTAINABILITY Priority Number calculated as O + C + J

<table>
<thead>
<tr>
<th>Operating Budget Impact</th>
<th>Capital Budget Impact</th>
<th>Justification for Council Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Favourable</td>
<td>3 Asset Replacement - Like for Like Replacement</td>
<td>5 Legislative Requirement / Must Do</td>
</tr>
<tr>
<td>No Effect/Not Applicable</td>
<td>3 Effect Not Applicable</td>
<td>3 Should Do</td>
</tr>
<tr>
<td>Unfavourable</td>
<td>3 New Asset</td>
<td>1 Like To Do</td>
</tr>
</tbody>
</table>

### INNOVATION / CONTINUOUS IMPROVEMENT / OTHER CONSIDERATIONS Priority Number calculated as O + C + J

<table>
<thead>
<tr>
<th>Opportunities for Regional /Sector Collaboration</th>
<th>Addressing Local or Regional Emergency Plans</th>
<th>Continuous Improvement</th>
<th>Other Strategic Plans (Public Health, DAIP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>4 Yes to a great extent at regional level</td>
<td>Major contribution to achieving</td>
<td>Major contribution to achieving</td>
</tr>
<tr>
<td>Medium</td>
<td>4 Yes to a moderate extent at local level</td>
<td>Major contribution to achieving</td>
<td>Major contribution to achieving</td>
</tr>
<tr>
<td>Low</td>
<td>4 No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

---

**Any Other Comments:**
7.2.2 DEBATE AGENDA - FINANCE

7.2.2.1 MONTHLY FINANCE REPORT (AS AT 29 FEBRUARY 2020)
B411

Author: Senior Accountant

**PURPOSE**
The Uniform Presentation of Finances report provides information as to the financial position of Council, including notes on material financial trends and transactions.

**RECOMMENDATION**
That the Monthly Finance Report as at 29 February 2020 be received and noted.

**REPORT**
Discussion
The Monthly Finance Report (as at 29 February 2020) is attached. The report has been prepared comparing actuals to the Original adopted budget 2019/20 and incorporating the Revised Budgets for September and December.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**
Attachment 1: Monthly Finance Report 29 February 2020

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**
Corporate Plan

- How We Work – Good Governance

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.
6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
6.4 Ensure that decisions regarding expenditure of Council’s budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
6.9 Provide access to Council’s plans, policies and processes and communicate with the community in plain English.
6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.
**Legislative Requirements**
Local Government (Financial Management) Regulations 2011 - Reg 9(1)(b)
LGA Information paper no. 25 – Monitoring Council Budget Performance

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

**Financial**
To enable Council to make effective and strategic financial decisions, a regular up to date high level financial report is provided.

**COMMUNITY CONSULTATION**
Community Consultation was part of the original budget adoption process in June 2019, as per legislation. This report is advising Council of the monthly finance position compared to that budget.
MONTHLY FINANCE REPORT
AS AT 29 FEBRUARY 2020
FOR YEAR ENDING 30 JUNE 2020

<table>
<thead>
<tr>
<th>Notes</th>
<th>% Actual Expenditure to Original Budget ($'000)</th>
<th>Original Budget (Full-Year)</th>
<th>Revised Budget (Q2) (Full-Year)</th>
<th>Actual Result (Year-to-Date)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

Uniform Presentation of Finances

**OPERATING ACTIVITIES:**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Operating Income</th>
<th>Operating Expenses</th>
<th>Operating Surplus / (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38,457</td>
<td>37,737</td>
<td>39,012</td>
</tr>
<tr>
<td></td>
<td>62.55%</td>
<td>(38,828)</td>
<td>(36,541)</td>
</tr>
<tr>
<td></td>
<td>63,541</td>
<td>23,603</td>
<td>12,938</td>
</tr>
</tbody>
</table>

**CAPITAL ACTIVITIES:**

Net Outlays on Existing Assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>Capital Expenditure on Renewal and Replacement of Existing Assets</th>
<th>Add back Depreciation, Amortisation &amp; Impairment</th>
<th>Add back Proceeds from Sale of Replaced Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>49.60%</td>
<td>7,664</td>
<td>305</td>
</tr>
<tr>
<td></td>
<td>(6,139)</td>
<td>(7,664)</td>
<td>(305)</td>
</tr>
<tr>
<td></td>
<td>(6,191)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(3,045)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(5,109)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,830</td>
<td>1,778</td>
<td>166</td>
</tr>
</tbody>
</table>

Net Outlays on New and Upgraded Assets

<table>
<thead>
<tr>
<th>Notes</th>
<th>Capital Expenditure on New and Upgraded Assets</th>
<th>Add back Proceeds from Sale of Surplus Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31.13%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(12,700)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(13,501)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(3,953)</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>(7,506)</td>
<td>(12,108)</td>
</tr>
</tbody>
</table>

Net Lending/(Borrowing) for the Financial Year

<table>
<thead>
<tr>
<th>Notes</th>
<th>Total % Capital Budget Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>37.15%</td>
</tr>
</tbody>
</table>

Reconciliation for the movement in Net Lending / (Borrowing)

<table>
<thead>
<tr>
<th>Notes</th>
<th>Original 2019/20 Full Year Budget Net Lending / (Borrowing)</th>
<th>Carried Forward Budget Adjustments</th>
<th>September 2019 Budget Review</th>
<th>December 2019 Budget Review</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(4,956)</td>
<td>Funded for these projects in cash</td>
<td>Funds required for these items will decrease Council’s cash and investments.</td>
<td>Funds required for these items will increase Council’s cash and investments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and investments at 30 June 2019.</td>
<td>(6,900)</td>
<td>(691)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(4,956)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTES

1) The third quarter Grants Commission payment $150k was received in February

2) 2019/20 Capital Expenditure spent to end of February includes:

- Angaston Cemetery Niche Wall $11k
- Angaston Hall Flooring $13k
- Barossa Visitor Centre Interpretative Display/Video Wall $1k, Car Park Sealing - Design Only $15k
- Bridges $222k
- Bushgardens Quad Bike $11k
- CWMS $121k
- Depot Upgrades $80k
- Drainage $475k
- Footpaths $52k
- Mt Pleasant Main Street $5k
- Nuriootpa Centennial Park Authority Change Rooms $55k, Half Basketball Court $6k
- Nuriootpa Dog Park $41k
- Nuriootpa Office Air Conditioning $44k, LED Lighting Replacement $3k
- Nuriootpa Cricket Nets $103k
- Nuriootpa Swimming Pool Tiling $50k
- Playground Equipment $6k
- Road Resheeting $300k
- Reserves Irrigation $43k
- Sealed Roads $2,066k
- Taluna Recreation Park Oval Irrigation $77k
- Taluna Tennis Courts Reseal/Drainage $10k
- The Big Project - Angaston Railway Precinct $1,118k
- The Big Project - Angas Recreation Park $15k, Junior Oval $27k
- The Big Project - Barossa Culture Hub $51k
- The Big Project - Lyndoch Recreation Park $21k, Upgrade Lighting $7k
- The Big Project - Tanunda Recreation Park - Oval $7k, Show Hall Upgrade $917k, Electrical Upgrade/Lighting $538k
- The Rex Solar Panels $5k, Disabled Parking $1k
- Tolley Reserve Skate Park Half Pipe $103k
- Williamstown QVJP Bridge Entrance Landscaping $18k, Internal Roadways $42k

864
7.2.2 DEBATE AGENDA – FINANCE

7.2.2.2 CONSIDERATION AND ADOPTION OF AUDIT COMMITTEE RESOLUTIONS

PURPOSE
The Minutes of the Audit Committee meeting held 3 March 2020 are presented for the consideration and adoption of Council.

RECOMMENDATION
That Council, having reviewed the Minutes of the Audit Committee meeting held 3 March 2020, adopt the Resolutions contained therein.

REPORT
The consideration and adoption of recommendations of Council committees requires assessment by Council to ensure compliance with Council obligations under section 6(a) of the Local Government Act.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment: Minutes of the Audit Committee meeting held 3 March 2020

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan
How We Work – Good Governance

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.9 Provide access to Council’s plans, policies and processes and communicate with the community in plain English.

Legislative Requirements
Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
The consideration and adoption of recommendations of Council committees is a risk management tool.

COMMUNITY CONSULTATION
Not required under legislation or Council’s Public Consultation Policy.
1. **WELCOME**
Mr Brass declared the meeting open at 3.05pm and welcomed all in attendance.

2. **MEMBERS PRESENT**
Mr Peter Brass, Mr Ian Swan, Cr Russell Johnstone, Cr John Angas

   **Invited Staff Members**
   Mr Martin McCarthy, Chief Executive Officer
   Mr Mark Lague, Manager Financial Services
   Ms Nicole Rudd, Coordinator Internal Control (until 4.00pm)
   Mr Derek Jones, Risk Advisor (until 4.15pm)
   Ms Thomas, Director Corporate and Community Services (from 4.00pm)
   Ms Annette Randall, Executive Assistant (Minute Secretary)

3. **APOLOGIES**
Ms Ellen Ewing

4. **CONFLICT OF INTEREST DECLARATIONS**
Nil

5. **CONFIRMATION OF MINUTES FROM PREVIOUS MEETING**

   **MOVED** Cr Johnstone that the Minutes of the Audit Committee Meeting held 16 December 2019 be confirmed as a true and correct record of the proceedings of that meeting.
   **Seconded** Mr Swan
   **CARRIED 2019-20/18**

6. **BUSINESS ARISING FROM PREVIOUS MINUTES**
Nil

7. **CONSENSUS AGENDA**

   7.1 **ITEMS FOR EXCLUSION FROM THE CONSENSUS AGENDA**
   Nil

   Regarding Item 7.1.1, Cr Johnstone asked if policy reviews were included in the Workplan. Noted that it is included under ‘Reporting Responsibilities’, although individual policies are not specified.
Regarding Item 7.1.3, Mr Brass queried if the matter had been presented to Council as yet. Mr Lague advised it has not. Mr Brass stated that the Audit Committee supported the action to extend the audit contract for the remaining three years.

8. **RECEIPT OF CONSENSUS AGENDA**

<table>
<thead>
<tr>
<th>MOVED</th>
<th>Cr Angas that Reports for Information items 7.1.1 to 7.1.3 be received.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seconded</td>
<td>Mr Swan</td>
</tr>
</tbody>
</table>

9. **DEBATE AGENDA**

9.1.1 **INTERNAL FINANCIAL CONTROL REPORT**

<table>
<thead>
<tr>
<th>B3705</th>
</tr>
</thead>
</table>

Ms Rudd spoke to the Report and answered questions from the Members.

Mr McCarthy will forward a copy of the City of Playford’s ICAC Report to Members for information.

<table>
<thead>
<tr>
<th>MOVED</th>
<th>Mr Swan that the report from the Coordinator Internal Control on the status of Internal Financial Control work, be received and noted.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seconded</td>
<td>Cr Johnstone</td>
</tr>
</tbody>
</table>

**PURPOSE**

To provide an update on the status of Internal Financial Control work.

**REPORT**

*Attached* is a copy of the Internal Financial Control Report for October 2019 to February 2020.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Internal Financial Control Report – October 2019 to February 2020

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

**Community Plan**

How We Work – Good Governance

**Corporate Plan**

How We Work – Good Governance

6.2 Ensure that Council’s policies and process frameworks are based on principles of sound governance and meet legislative requirements.

6.4 Ensure that decisions regarding expenditure of Council’s budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

**Legislative Requirements**

Local Government Act 1999 – Section 125, 126, 129 (1) (b)
Local Government (Financial Management) Regulations 2011, 14(e)

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

The regular monitoring and review of Council’s financial internal controls and risk assessments will significantly facilitate the on-going safeguarding of Council assets. The control and review of risks is a core officer function and responsibility.
COMMUNITY CONSULTATION
Not required under legislation or Council’s Public Consultation Policy.

9.1.2 TREASURY MANAGEMENT REVIEW
B2237
Mr Lague spoke to the Report.

MOVED Cr Johnstone that the report on Council’s 2019 Treasury Management activities be received and noted.
Seconded Cr Angas CARRIED 2019-20/21

PURPOSE
Pursuant to Section 140 of the Local Government Act 1999, and in accordance with Council’s Treasury Management Policy, Council must undertake an annual performance review of its Treasury Management activities.

REPORT
The key principles within Council’s Treasury Management Policy are as follows:

Council will:

• Maintain target ranges for its Net Financial Liabilities ratio;
• Generally only borrow funds when it needs cash and not specifically for particular projects;
• Not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
• Apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

Comments regarding the 2019 performance with regard to the above principles are outlined below:

Net Financial Liabilities Ratio
Council’s policy regarding its net financial liabilities is that they shall not exceed 100% of total operating revenue (adopted February 2010).

As at 30 June 2019, Council’s net financial liabilities represented 10% of total operating revenue, and it is projected to increase to 32% as at 30 June 2020 (as per Mid-year Budget Review as at 31 December 2019). Accordingly, Council is currently operating within its policy threshold.

Loan Borrowings
Council’s policy relative to loan borrowings states that the use of internal reserves be considered prior to consideration of external loan borrowings. The total variable borrowings for Nuriootpa Centennial Park Authority are currently $1,160,000. No new fixed debenture loans were borrowed by Council in 2019.

The use of internal cash reserves has continued to be used in funding Council’s capital works programs and has subsequently minimised the net interest cost to Council.

A summary of the fixed interest rate borrowings provided though the Local Government Finance Authority are shown below:
Debenture Loan Summary

<table>
<thead>
<tr>
<th>No.</th>
<th>Loan Amount</th>
<th>Interest Rate</th>
<th>Final Payment Date</th>
<th>Principal Outstanding as at 31 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>1,954,200</td>
<td>6.45%</td>
<td>15/03/20</td>
<td>99,417</td>
</tr>
<tr>
<td>101</td>
<td>2,500,000</td>
<td>6.24%</td>
<td>15/03/21</td>
<td>365,559</td>
</tr>
<tr>
<td>102</td>
<td>5,000,000</td>
<td>6.62%</td>
<td>16/10/21</td>
<td>979,336</td>
</tr>
<tr>
<td>103</td>
<td>100,000</td>
<td>6.80%</td>
<td>15/11/21</td>
<td>19,768</td>
</tr>
<tr>
<td>104</td>
<td>2,900,000</td>
<td>6.90%</td>
<td>15/03/22</td>
<td>708,469</td>
</tr>
<tr>
<td>105</td>
<td>7,000,000</td>
<td>7.02%</td>
<td>16/11/24</td>
<td>4,661,707</td>
</tr>
<tr>
<td>106</td>
<td>2,000,000</td>
<td>6.85%</td>
<td>15/04/26</td>
<td>1,115,106</td>
</tr>
<tr>
<td>107*</td>
<td>113,000</td>
<td>4.75%</td>
<td>16/07/22</td>
<td>39,622</td>
</tr>
<tr>
<td>108*</td>
<td>515,000</td>
<td>6.20%</td>
<td>15/01/34</td>
<td>429,045</td>
</tr>
<tr>
<td>109*</td>
<td>125,000</td>
<td>5.30%</td>
<td>15/09/29</td>
<td>93,642</td>
</tr>
<tr>
<td>112*</td>
<td>180,000</td>
<td>4.25%</td>
<td>15/12/27</td>
<td>149,788</td>
</tr>
<tr>
<td>113*</td>
<td>80,000</td>
<td>4.50%</td>
<td>15/02/28</td>
<td>70,148</td>
</tr>
<tr>
<td>114</td>
<td>1,750,000</td>
<td>3.60%</td>
<td>15/08/28</td>
<td>1,601,738</td>
</tr>
</tbody>
</table>

* Loans approved by Council, provided for the Community to Clubs, Societies or Groups. The repayments to Council are on schedule for the community loans outstanding - a total principal balance at 31 December 2019 of $782,245.

A summary of the variable interest rate borrowings are shown below:

Cash Advance Loan Summary
(Nuriootpa Centennial Park Authority)

<table>
<thead>
<tr>
<th>No.</th>
<th>Total Facility Loan Amount</th>
<th>Current Interest Rate</th>
<th>Facility End Date</th>
<th>Principal Outstanding as at 31 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA110</td>
<td>1,000,000</td>
<td>2.70%</td>
<td>15/06/20</td>
<td>1,000,000</td>
</tr>
<tr>
<td>CA111</td>
<td>260,000</td>
<td>2.70%</td>
<td>15/03/21</td>
<td>160,000</td>
</tr>
</tbody>
</table>

**Council Funded Loans**

Council has approved external loans not included in the Debenture Loan Summary table that have been paid from Council funds. Two existing loans are in place:

1) Barossa Valley Machinery Preservation Society Inc
2) Nuriootpa Centennial Park Authority (NCPA). The current adopted long term financial plan (LTFP) includes a $130k repayment in June 2020 and the loan is to be fully repaid during 2025/26. The NCPA loan repayment schedule is subject to an annual review of their LTFP, checking the operational and capital expenditure, cash flow requirements and the financial sustainability of the business. The NCPA loan is charged at the current cash advance loan interest rate. The Council Funded loan summary is shown in the following table:

Council Funded Loan Summary

<table>
<thead>
<tr>
<th>Name.</th>
<th>Total Facility Loan Amount</th>
<th>Current Interest Rate</th>
<th>Facility End Date</th>
<th>Principal Outstanding as at 31 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barossa Valley Machinery Preservation Society Inc</td>
<td>25,000</td>
<td>4.30%</td>
<td>8/11/28</td>
<td>22,940</td>
</tr>
<tr>
<td>Nuriootpa Centennial Park Authority</td>
<td>650,000</td>
<td>2.70%</td>
<td>per LTFP</td>
<td>520,000</td>
</tr>
</tbody>
</table>

542,940
**Investments**  
Council currently holds investments with National Australia Bank (NAB) and the Local Government Finance Authority (LGFA). Council’s total investments as at 31 December 2019 were:

<table>
<thead>
<tr>
<th>Interest Rate Range</th>
<th>Variable Interest Rate '000</th>
<th>Fixed Interest Rate '000</th>
<th>&gt; 1 year $'000</th>
<th>&gt; 5 years $'000</th>
<th>TOTAL $'000</th>
<th>Interest Rate Range 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGFA</td>
<td>2,131</td>
<td>7,481</td>
<td>0</td>
<td>0</td>
<td>9,612</td>
<td>1.05% to 2.20%</td>
</tr>
<tr>
<td>NAB Investment A/c</td>
<td>5,395</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5,395</td>
<td>1.25% to 2.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7,526</td>
<td>7,481</td>
<td>0</td>
<td>0</td>
<td>15,007</td>
<td></td>
</tr>
</tbody>
</table>

The level of funds invested during the year is presented in the graph below. The graph excludes Council’s separate operating bank account which was maintained at minimum working capital levels in accordance with the Policy.

---

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

**Policy**  
Treasury Management Policy

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

**Community Plan**  
How We Work – Good Governance

**Corporate Plan**

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.
Auditor Committee - Minutes of meeting held 3 March 2020

NOT CONFIRMED

Legislative Requirements
Local Government Act 1999, Section 140

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial
A review of investments and borrowings is required as per the Treasury Management Policy and Local Government Act

COMMUNITY CONSULTATION
No separate consultation is required under Council’s Public Consultation Policy.

9.1.3
2020/21 AUDIT COMMITTEE BUDGET

Mr Lague spoke to the report and answered questions from the Members.

Noted in relation to any requirement for Consultant fees, Mr McCarthy advised that the Change Program is currently providing an efficiency and effectiveness reform function, as detailed reviews of services and processes are being undertaken in the Program. An update report on the Change Program will be provided to the next meeting.

MOVED Mr Swan that for the 2020/21 draft Audit Committee budget, the Audit Committee recommend Council:

(1) Include an amount for Training of $1,000 and Nil for Consultants;

(2) Consider and approves the other budgets listed in this report during the budget processes.

Seconded Cr Johnstone

CARRIED 2019-20/22

PURPOSE
To consider a draft 2020/21 budget for the Audit Committee’s operations.

REPORT
The budget for 2020/21 is being prepared by completing the base budget for activities that are externally and internally required by the Audit Committee.

In the Audit Committee budget, two items that require review are Consultant and Training/Seminar expenditure.

In the past, consultants have been used to undertake reviews and compliance checks for taxation and accounting, along with purchase and implementation of the internal control tracking tool. The training budget has previously been used by independent members to attend LGA programs.

A proposed 2020/21 budget to support the operations of the Audit Committee is outlined in the following table:

<table>
<thead>
<tr>
<th>Description</th>
<th>February YTD Actuals</th>
<th>Budget Review 2019/20 Q2</th>
<th>Budget % YTD</th>
<th>Draft 2020/21 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>496 - Audit Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; related costs (preparation of reports/agendas, attendance at)</td>
<td>15,275</td>
<td>22,195</td>
<td>60%</td>
<td>22,776</td>
</tr>
</tbody>
</table>

Audit Committee Financial Statement as at 24 February 2020:

ATTACHMENT
NOT CONFIRMED

Audit Committee – CEO, Director C&CS, Manager Financial Services, Minute Secretary

| Consultants (provision for sundry project work undertaken as part of Committee work plan or specifically requested by Council) | 0 | 0 | 0% | 0 |
| Training / Seminar expenses | 0 | 1,000 | 0% | 1,000 |
| Sitting Fees (Independent Members) | 3,205 | 5,835 | 48% | 5,965 |
| Advertising | 0 | 700 | 93% | 700 |
| **Total 496 - Audit Committee** | **18,480** | **29,730** | **57%** | **30,441** |

* Provides for expected increase for salary costs for Enterprise Agreement. Depending on cost centre allocations, this amount may change when the budget is finalised.

~ Training and advertising expenses provide for one independent member appointment if required.

# Provides for Sitting Fees as follows: Chairperson $585 and Independent Members x 2 - $380 to attend 4 meetings each and annual report attendance at Council meeting for the Chairperson; to be considered and approved by Council – only provided for Audit Committee members’ information.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Policy
Budget & Business Plan and Review Policy

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

Corporate Plan
How We Work – Good Governance

6.4 Ensure that decisions regarding expenditure of Council’s budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

Legislative Requirements
Local Government (Financial Management) Regulations 2011 - Reg 9(1)(b)
LGA Information paper no. 25 – Monitoring Council Budget Performance

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Financial
Funding to support the operations of the Audit Committee is required to ensure resources are adequate to undertake this vital role within Council and is included in the annual budget.

As part of the draft Budget 2020/21, Council has approved budget process where costs should be reviewed with actual $ required for that ongoing service provision. Selected costs are increased by indexation where agreements, contracts, EBA, licensing, arranged service charges, etc. provide for that option, along with costs outside of our control, can be increased where the service provider(s) initiate increases, ie fuel, postages.

The Independent Members - Sitting Fee is not subject to agreement or contract but should ensure Council can attract and retain qualified and experienced people and receive value for service provision. It is recommended that Council increase the fee by the CPI for Adelaide, September 2019 being 1.9% (December 2019 at 2.1%), rounded to the nearest $5. In 2019/20, the sitting fee for the Chairperson is $575 and Independent Members is $370. The proposed amount for 2020/21 financial year is $585 and $380 respectively. The Sitting Fee will be included in the draft 2020/21 budget to be considered and approved by Council.
COMMUNITY CONSULTATION
Public Consultation will be included as part of the draft 2020/21 Budget/Business Plan consultation and adoption process.

9.1.4 REVIEW DRAFT BUDGET 2020/21 AND ANNUAL REVIEW LONG TERM FINANCIAL PLAN INDEXATION AND ASSUMPTIONS
Mr Lague spoke to the Report.

MOVED Mr Swan that the Audit Committee notes the indexation and assumptions for the Annual Budget & Business Plan 2020/21 and Long Term Financial Plan 2020/21 to 2029/30.
Seconded Cr Angas
CARRIED 2019-20/23

PURPOSE
As per the 2020/21 Annual Budget/Business Plan timetable endorsed by Council in January 2020, the Audit Committee needs to receive and can provide comment on the indexation and assumptions for the Annual Budget & Business Plan (AB&BP) 2020/21 and Long Term Financial Plan (LTFP) 2020/21 to 2029/30.

REPORT
Overview
The review of indexing and assumptions for the Annual Budget & Business Plan 2020/21 and Long Term Financial Plan (LTFP) 2020/21 to 2029/30 has been considered by Council at the information briefing Workshop on 27 January 2020. This process enables Council to take a long term view and ‘set the big picture’ before starting the annual budget process.

Key Assumptions and Enhancements
Each annual review process provides an opportunity to introduce new assumptions or enhance the information base as required, using the existing indexation and assumptions.

The main assumptions and indexation being considered during this early stage of budget preparation is the income and expenditure indexation. As included in the presentation paper, Council reviews the proposed rate increase and the indexation application to operational expenditure.

The LGPI (Local Government Price Index) is used as a base for the plan(s) and considering local needs and requirements to meet service levels, including external influences such as service contracts where fuel prices and employment costs may vary the service cost. The Local Government Price Index (LGPI) increase for 12 months to 30 September 2019 was 1.9%; (noting the Adelaide CPI for the 31 December 2019 period was 2.1%).

As the cost indexation has been reducing from previous adopted Long Term Financial Plans, Council will reconsider the cost of delivering services and any changes to the level of service to ensure income or charges for the services are appropriate. The following indexation is sourced from the adopted LTFP.

Income
Rate increases to fund and ensure service level provision is maintained in line with revised sustainability requirements.

Both the residential and non-residential rate revenue (excluding growth) were budgeted to increase at 2.25% in 2020/21 to 2022/23, and the years following 2023/24 to 2028/29 at 2.50% per annum plus growth at 1%.
Due to the State Government waste disposal levy, a review of the service charge for 2020/21 will be required to ensure the cost recovery is currently adequate. The adopted Waste Service Rate Revenue indexation rate in the LTFP last year was budgeted to increase at:

<table>
<thead>
<tr>
<th>Year</th>
<th>Indexation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020/21</td>
<td>6.50%</td>
</tr>
<tr>
<td>2021/22</td>
<td>2.10%</td>
</tr>
<tr>
<td>2022/23 to 2024/25</td>
<td>2.25%</td>
</tr>
<tr>
<td>2025/26 to 2028/29</td>
<td>2.50%</td>
</tr>
</tbody>
</table>

The adopted Community Wastewater Management Systems Service Rate Revenue (excluding growth) indexation rates in the LTFP from last year was budgeted to increase at 2.25% for 2020/21 to 2025/26 and from 2.00% to 2.25% for the remaining years. An ongoing review of the service charge is underway for requirements from ESCOSA, including the cost of Capital and Risk, along with internal review of executive, administration and governance operating costs.

Other income indexation has a base increase of 2.0%.

**Expenditure**

Operating expenditure indexation will be assessed individually for internal and external factors as follows:

- employee costs adopted LTFP indexation is at 2.25% from 2020/21 to 2022/23 and at 2.50% from 2023/24 to 2028/29. The ASU enterprise bargaining agreement approved November 2019 increases salary costs at 2.00% from 2020/21 and 2021/22.

- contractors and materials will be reviewed to meet service requirements, using the 2019/20 budget and last two previous years actual costs as a base for the 2020/21 year draft budget (the adopted LTFP for 2020/21 was at 2.10%, from 2021/22 to 2022/23 at 2.25% and from 2023/24 to 2028/29 at 2.50%);

- selected costs are increased by indexation where agreements, contracts, licensing, arranged service charges, etc provide for that option, along with costs outside of our control; these will be considered where the service provider(s) initiate increases, ie fuel, postage;

- other operating costs have been isolated as increases to these are unique, eg. power – 2.50%, water and insurance – from 2020/21 to 2022/23 at 2.10% and from 2023/24 to 2028/29 at 2.5%, plus changes to service provision, ie. increased number of services provided (eg. number of waste collection(s)) or usage (eg. water usage at parks and gardens). All indexation quoted is from the adopted LTFP, to be reviewed.

Long term plans for Capital expenditure will be reassessed, ensuring funding is allocated for renewal and replacement assets along with an allowance for new discretionary projects.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Nil

**Policy**

Budget & Business Plan and Review Policy

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

**Corporate Plan**

- How We Work – Good Governance

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
6.4 Ensure that decisions regarding expenditure of Council’s budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

6.9 Provide access to Council’s plans, policies and processes and communicate with the community in plain English.

6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

Legislative Requirements
Local Government Act 1999 Section 123
Local Government (Financial Management) Regulations 2011

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial
Long term financial planning is an ongoing regular process. As new information is included in the planning process, the plans are reviewed and updated.

Each annual review process provides an opportunity to introduce new assumptions or enhance the information base as required.

COMMUNITY CONSULTATION

Included as part of the draft 2020/21 Budget/Business Plan consultation and adoption process.

9.1.5 THE BAROSSA COUNCIL QUARTER 2 – 2019/20 PERFORMANCE & ACTIVITY REPORT

Mr McCarthy answered questions from the Members in relation to the Customer Service Reboot Project, the Waste Management Services Contract, the status of the dump remediation site at Angaston and possibility of reporting on arrears of rates payments (as may an indication of financial stress in the community).

Update reports on the Waste Management Services Contract and the dump remediation site at Angaston will be provided to the next meeting.

MOVED Cr Johnstone that the Audit Committee receives and notes The Barossa Council Quarter 2 – 2019/20 Performance & Activity Report.
Seconded Mr Swan
CARRIED 2019-20/24

PURPOSE


REPORT

Background
Since November 2016, Council and the Audit Committee has been presented with Quarterly Performance Reports on measures adopted within the Corporate Plan.

Introduction
The Barossa Council Quarter 2 – 2019/20 Performance & Activity Report provides performance results against Corporate Plan measures as at 31 December 2019. The report also includes a suite of activity measures, providing a snapshot of activity undertaken over the quarter in the delivery of key internal and external Council services under each Community Plan Theme.

Discussion
In an effort to improve the relevance and currency of information shared within Quarterly Performance Reports, a new approach has been developed to only report on Annual Measures within Quarter 4 and 1 reports at which time provisional and final annual figures are available. This change will result in more streamlined reports at the Quarter 2 and 3 intervals where only those measures featuring quarterly data and the ongoing activity snapshots will be presented.
An appendix has been added to the end of the attached report providing an overview of the total suite of performance measures and the frequency that they are reported on.

In addition to the above, as part of ongoing continuous improvement activity officers are continuing to refine counting rules and formulas for the extraction and analysis of data, which may result in the revision of previously reported results where the data has been refined or cleansed. Where this is the case, the report will include a disclaimer regarding the nature of any changes implemented and its impact on the data.

Further, where justification exists, performance targets may be amended to reflect a more realistic figure. As above, where this is the case, the report will include an explanation of the nature of and justification for any changes implemented and its impact on the data.

Summary and Conclusion
The Barossa Council Quarter 2 – 2019/20 Performance & Activity Report is presented for consideration.

Attachments or Other Supporting References

Community Plan / Corporate Plan / Legislative Requirements

Community Plan

How We Work – Good Governance

Corporate Plan
A6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

Legislative Requirements
Nil

Financial, Resource and Risk Management Considerations
Current resources are sufficient to provide ongoing quarterly reporting.

Community Consultation
Community consultation is not required under the Act or Council’s Public Consultation Policy.

9.1.6 Update - Risk Management Programs and Projects
B7531
Mr Jones spoke to the Report and answered questions from the Members.

Mr McCarthy advised further, that in relation to the publicised Covid-19 (Coronavirus), the Executive team was monitoring SA Health communications, informing Staff and Members and will act in accordance with our Business Continuity Plan if required.

Moved Cr Johnstone that the Audit Committee receives and notes report 9.1.6 Update – Risk Management Programs and Projects.
Seconded Mr Swan
CARRIED 2019-20/25

Purpose
To present a report on the progress of Risk Management programs and projects.

Report
Risk Management Quarterly Report
Council’s Risk Management Quarterly Report for Quarter 2 - 2019/2020, provided to the Corporate Management Team (CMT) for consideration at its weekly meeting of 5 February 2020. The Report is provided in Attachment 1 for the Audit Committee to review.

Local Government Association Mutual Liability Scheme (LGAMLS)
No new claims submitted to the LGAMLS between 9 December 2019 and 25 February 2020, the following potential claims were submitted to Council: these have either been rejected by Council under the Civil Liability or Local Government Acts or no formal submission has been received:

Mutual Liability Claims:
1. Damaged Fence, blown over in storm event, property bounds on a stormwater reserve. Director has communicated with property owner and rejected claim.
2. Fall Injury – 10 February 2020 – Angaston, member of public tripped over raised section of concrete footpath. Works department attended site and painted raised section to highlight hazard. CRM entered to grind concrete back to level with rest of path. Risk Advisor discussed potential claim with injured person and explained Council’s indemnity under the Civil Liability Act. No claim has been received to date
3. Fall Injury – 24 February 2020 – Mt Pleasant – member of public tripped over raised paver, Works department have inspected areas as described by caller and not been able to identify hazard; an e-mail has been sent to the caller asking for clarification. Caller informed by Customer Support if they wish to make a claim to submit details to Council in writing. No claim received to date

Risk Management Activities
• 2019/2020 KPI Action plan developed and approved by Local Government Risk Services.
• Drug and Alcohol Management Policy and Process – Lots of feedback received during consultation period, redrafting to take feedback into account. Due to extensive consultation this may not meet the 30 March 2020 planned completion date.
• Smarter Ways of Working Safely Project
  o Project team have agreed the scope of the project work is complete and Risk can now manage the remaining tasks as part of usual activities.
  o Hazard Management Policy and Process – review drafted ready for Consultation, current drafted versions take into consideration future use of Skytrust as a hazard management tool.
  o Duplicate vehicle inspection books developed, printed, distributed and training provided for operational vehicles. Provides clarity to operators on what has been reported previously.
  o Skytrust – Organisational structure, security and user access requirements configuration to allow development of workflows/system setup for electronic submission of hazard and incident reports, WHS inspections and corrective and preventative action monitoring.
  o Skytrust - Development of Asbestos and workplace safety inspections, contractor inductions and performance monitoring tools
• Risk Management Policy and Process – Draft review will be ready for consultation with organisation in March 2020.
• Emergency Management
  o Operational Staff called on to provide support emergency services during recent community emergencies within Council area and in neighbouring Councils.
    ▪ Debriefings conducted with those involved, additional risk assessments to be conducted and actions developed
    ▪ Emergency “Go Kits” prepared for workers and supervisors
  o Zone Emergency Management Committee
    ▪ 4 February 2020.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Risk Management Quarterly Report – Qtr 2, 1 October 2019 to 31 December 2020

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Corporate Plan
Audit Committee - Minutes of meeting held 3 March 2020
Page 12
6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

Legislative Requirements
Local Government Act 1999
Work Health Safety Act 2012

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**
Addressed within the Report.

**COMMUNITY CONSULTATION**
Not required under legislation or Council’s Public Consultation Policy.

10. **PRESENTATION BY DIRECTOR CORPORATE AND COMMUNITY SERVICES**
Mr Brass welcomed Ms Thomas to the meeting. Ms Thomas provided a Powerpoint presentation on the highest assessed Risks (in Council’s Strategic Risk Register) for which the Corporate and Community Services Directorate is responsible, and how they are being managed.

11. **NEXT MEETING**
Date to be advised.

12. **CLOSURE OF MEETING**
There being no further business, Mr Brass closed the meeting at 4.50pm.

Confirmed:

**Chairman:........................................ Date:..........................**
7.3.1 DEBATE AGENDA

7.3.1.1 NURIOOTPA SWIMMING POOL - COMMUNICATIONS PLAN

B5994

PURPOSE
To seek approval for the proposed Communication Plan to progress consultation with the Barossa Community on the Nuriootpa War Memorial Swimming Pool.

RECOMMENDATION
That Council:
(1) approves the proposed draft Communication Plan and draft associated documentation for community consultation on the Nuriootpa War Memorial Swimming Pool for the period 1 July 2020 to 31 March 2021.
(2) notes that the online component of the draft proposal is linked to the review of the Council Engagement platform that is the subject of a separate report in the 17 March 2020 Council Meeting Agenda.
(3) notes that the associated costs of the consultation process are included in the Council draft base Budget and Business Plan for 2020/21 and subject to adoption by Council as part of that separate process.
(4) authorises the Director Corporate and Community Services to continue to update and expand the documentation associated with the consultation through the process including the Frequently Asked Questions information.

REPORT

Background
At its meeting on the 17 September 2019 Council resolved that:

MOVED Cr Wiese-Smith that Council
(1) Approve the expenditure of up to $50,000 ex GST from the Nuriootpa War Memorial Swimming Pool Reserve Fund via a quarter one budget adjustment for the works of: pipework intrusion leak repair and repair delaminated tiles.

(2) Require officers to inform the community of the works to allow for opening of the Nuriootpa War Memorial Swimming Pool for the 2019/2020 season.

(3) Conduct community consultation during the 2019/2020 season on the future aquatic needs of the community and prior to undertaking that consultation the Chief Executive Officer present an engagement strategy.

Seconded Cr Johnstone CARRIED 2018-22/318
Discussion
Officers briefed Council at the 5 February 2020 Council Workshop that time and resource pressures had prevented consultation being progressed as expected per item (3) of the September 2019 resolution and during the full 2019/20 pool opening season.

With that in mind and in the interests of ensuring that consultation is able to take place when the pool is open and during the warmer summer months, a revised, phased consultation approach is proposed.

This is recommended to take place across the whole Council region and in the following stages:

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>July 2020 to March 2021 inclusive</th>
<th>Online* and media focus - pre and during pool season</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 2</td>
<td>November 2020 to March 2021</td>
<td>Hard copy ratepayer / resident survey / face to face consultation activities / continuing online and media approaches</td>
</tr>
</tbody>
</table>

*NB: Note the separate item in the March 2020 Council Agenda relating to the current status of Council’s community engagement platform and the associated recommendations that will impact this proposed consultation.

The objectives and outcomes of the consultation are:

- Our community is engaged in future decision-making around the future of Nuriootpa Pool and all stakeholders have the opportunity to be represented in feedback
- Elected Members are informed about community sentiment to inform decision making
- Council decides the future of Nuriootpa pool, taking into account financial, social, community and recreation considerations

The proposed draft Communications Plan is provided at Attachment 1.

As part of the consultation process it is proposed to distribute hard copy flyers via Australia Post to all ratepayers setting out 3 potential options for the future of the Nuriootpa pool facility as follows:

<table>
<thead>
<tr>
<th>Option 1</th>
<th>The pool stays open until unsustainable It is not replaced The current operational costs are redirected to other activities or saved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 2</td>
<td>The pool stays open until unsustainable It is replaced with a future water play park at an alternative location as funds are prioritised The timeline for that is as yet unknown</td>
</tr>
<tr>
<td>Option 3</td>
<td>The pool closes after the 2020/21 season The current operational costs are redirected to a future water play park in an alternative location The timeline for that to be implemented is 2 to 10 years depending on the investment model used</td>
</tr>
</tbody>
</table>
The flyer will have a reply paid tear off return slip for people to send their feedback to us and also the option to provide feedback online. This is the model adopted for the Waste Survey. It means there is the potential for people to provide more than one response. The alternative is an individually barcoded reply slip (as used for the Barossa Aquatic Fitness Centre process) which is a significantly more expensive and administratively intensive option and has not been costed here.

The flyer will provide links to a Frequently Asked Questions (FAQ) document on Council’s website that will provide additional information for community members that cannot easily be included in a double sided flyer due to size/cost constraints.

A draft copy of the proposed flyer is provided as Attachment 2 and includes comparative data about the comparative 2018/19 season statistics and costs associated with the 3 pools within the Council area. The FAQ document is provided as Attachment 3 and this will continue to be a document that can be added to and refined as questions are raised during the duration of the consultation period.

An online survey containing the same options and information will be available throughout the consultation period and hard copies of the flyers will be available through all branches and key community locations and via direct pop up, face to face consultation opportunities so that residents as well as ratepayers can have an opportunity contribute.

Summary and Conclusion

- A communication plan and supporting draft documentation is presented to undertake a phased consultation on the future of the Nuriootpa War Memorial Pool during the period 1 July 2020 to the 31 March 2021
- It is proposed that a mail out of information is made to all ratepayers within the Barossa Council area at a cost of up to $11,500 ex GST plus up to a further $2,500 ex GST for advertising.
- The documentation relating to the community consultation process continues to evolve and it will be necessary for Officers to update and expand on the Frequently Asked Questions information and content on the Council website as the consultation period continues to respond appropriately to community interest. The Frequently Asked Questions document provides an initial reference for proposed content.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

| Attachment 1: | Draft Communication Plan |
| Attachment 2: | Draft Flyer |
| Attachment 3: | Draft Frequently Asked Questions document |
| Attachment 4: | Nuriootpa Pool Engagement Summary |

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

- Community and Culture
  2.12 Contribute to a safer community

- Infrastructure
  3.1 Develop and implement sound asset management which delivers sustainable services.
Corporate Plan

Infrastructure
3.3 Ensure Council’s sporting, recreational and leisure building facilities and associated programs meet the current need of the community to an agreed level of service.
3.4 Ensure Council’s sporting, recreational and leisure grounds and playing arena and associated programs meet the current need of the community to an agreed level of service.

Health and Wellbeing
4.6 Ensure that community members can participate in cultural, recreational, sporting and learning opportunities.
4.13 Ensure that Council services and facilities are fit for purpose including safety and access and these considerations are integrated into urban, asset and community planning.

How We Work – Good Governance
6.1 Ensure that the community has access to information regarding discussions held and decisions made by Elected Members.
6.2 Ensure that Council’s policy and process frameworks are based principles of sound governance and meet legislative requirements.

Legislative Requirements
Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial Management Considerations
The costs associated with the proposed mail out to ratepayers to include printing, postage/return postage and production is $11,500 ex GST. An allocation for media advertising of $2500 is also recommended based on the length of the consultation period. These figures have been included in the draft Corporate and Community Services Administration base budget for 2020/21.

Resource Considerations
The separate item in the March 2020 Council Agenda relating to the current status of Council’s community engagement platform and the associated recommendations will impact Officer’s capacity to undertake this proposed consultation.

The proposed consultation is based on administration by internal Officer resources and is impacted by the range of other current Big Project implementation and planning commitments.

Risk Management Considerations
Effective management of consultation processes have a direct impact on the reputation of Council.

COMMUNITY CONSULTATION
The proposed consultation approach is consistent with the requirements of the Local Government Act and Council’s Public Consultation Policy.

There has been previous consultation on the options for the Nuriootpa Pool but not on a formal, region wide basis.

A summary of recent promotional information relating to the Nuriootpa pool in most recent months is provided at Attachment 4.
NURIOOTPA WAR MEMORIAL POOL COMMUNICATIONS PLAN

July 2020-March 2021

Desired outcomes

• Community is consulted on Council’s future decision-making around the future of Nuriootpa War Memorial Pool and stakeholders have the opportunity to be represented in the feedback process.
• Elected Members are informed about community sentiment to inform their decision making.
• Council decides the future of Nuriootpa War Memorial Pool, taking into account financial, social, community and recreation considerations.

Specific considerations inclusions and constraints

• Strength of community sentiment and stakeholder interests
• Length of consultation and phased approach – soft launch with more intensive consultation during 2020-21 swim season
• Potential constraints with building a new online community engagement platform.
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Communication Method</th>
<th>Responsible Officer</th>
<th>Timeframe</th>
<th>Tone/Content/Message</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHASE 1</strong></td>
<td></td>
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<tr>
<td>Survey</td>
<td>Online</td>
<td>C&amp;EOs</td>
<td>July 2020- March 2021</td>
<td>Replicate hard copy survey</td>
</tr>
<tr>
<td>Media Release</td>
<td>Media distribution list</td>
<td>C&amp;EOs</td>
<td>Post March 2020 Council Meeting and Pre-consultation</td>
<td>Scene setting Rationale for consultation Promote online survey &amp; FAQs Articulate three options Phased approach and mechanisms for feedback</td>
</tr>
<tr>
<td>Online</td>
<td></td>
<td>C&amp;EOs</td>
<td>July 2020- March 2021</td>
<td>Conversational Potential use of video Dependent on development of consultation platform</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td>C&amp;EOs</td>
<td>July 2020</td>
<td>July monthly d’Vine Winter-Spring newsletter</td>
</tr>
<tr>
<td>Frequently Asked Question Sheet</td>
<td>Updated on an ongoing basis to respond to questions and comments (via facebook, surveys etc)</td>
<td>C&amp;EOs</td>
<td>March 2020 to March 2021</td>
<td>Respond to questions and comments arising to provide a responsive, iterative and evolving source of information</td>
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<td><strong>PHASE 2</strong></td>
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<tr>
<td>Survey</td>
<td>Hard copy – reply paid</td>
<td>C&amp;EOs</td>
<td>November 2020- March 2021</td>
<td>• To the householder mailout</td>
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<tr>
<td>Visual Tools/Displays</td>
<td></td>
<td>C&amp;EOs</td>
<td>November 2020- March 2021</td>
<td>Replicate survey collateral</td>
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<tr>
<td>Media Release</td>
<td>Media distribution list</td>
<td>C&amp;EOs</td>
<td>Pre-consultation</td>
<td>Rationale for consultation Promote hard copy survey &amp; FAQs Articulate three options Phased approach and mechanisms for feedback</td>
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<td>Publications</td>
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<td>C&amp;EOs</td>
<td>November 2020</td>
<td>November monthly d’Vine Spring summer newsletter</td>
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<td>Staff awareness</td>
<td>The Mark</td>
<td>C&amp;EOs</td>
<td>November 2020</td>
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<td>Pop-ups</td>
<td>Pop ups</td>
<td>MCP</td>
<td>November 2020- March 2021</td>
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<td>Community events</td>
<td>DCCS</td>
<td>Dates/locations TBC</td>
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<td>March 2020 to March 2021</td>
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<td>At all 3 pools</td>
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<td>Phased approach and mechanisms for feedback</td>
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<td>CLOSE THE LOOP</td>
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<td>Media outlets</td>
<td>C&amp;EOs</td>
<td>Post consultation</td>
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<td>Council website</td>
<td>Convey outcome to community</td>
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<td>Our Better Barossa</td>
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<td>Engagement platform</td>
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<tr>
<td>Email feedback list</td>
<td>Provide opportunity through survey and online feedback for people to give an email contact and be kept updated with developments through the consultation</td>
<td>C&amp;EOs</td>
<td>Ongoing</td>
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<td>Provision of email contact details</td>
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<td>Provision of email updates</td>
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</table>
Nuriootpa War Memorial Swimming Pool is a much-loved community asset. Now almost 75 years old, the facility is showing significant signs of ageing, despite annual Council maintenance and investment to keep it operational. Council now seeks region-wide community input to help determine the preferred option for the future from the three options outlined below. Please see below for comparisons across all our existing community aquatic facilities. Further data is available at www.barossa.sa.gov.au to help inform your feedback.

**Comparison Across Our Existing Community Aquatic Facilities**

<table>
<thead>
<tr>
<th>Year</th>
<th>Williamstown Pool</th>
<th>Nuriootpa Pool</th>
<th>The Rex</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitation (annual)</td>
<td>3128</td>
<td>7283</td>
<td>56,072*</td>
</tr>
<tr>
<td>Total expenditure per annum</td>
<td>$237,573</td>
<td>$260,756</td>
<td>$2,769,544</td>
</tr>
<tr>
<td>2018-19 Council subsidy per visit**</td>
<td>$38.87</td>
<td>$12.11</td>
<td>$5.37</td>
</tr>
<tr>
<td>6 year avg Council subsidy per visit**</td>
<td>$39.99</td>
<td>$18.30</td>
<td>$4.90</td>
</tr>
<tr>
<td>Standard school term entry cost (adult, child)</td>
<td>$4.30, $4.30</td>
<td>$4.30, $4.30</td>
<td>$6.50, $4.00</td>
</tr>
</tbody>
</table>

**A few things to note:**
- Figures include casual entry, pool membership, swim school and vacation care visitations. Figures do not include full members who sign in and may use the pool or spectators.
- Unsustainable ie pool can no longer continue at its current level. This may be due to a range of considerations including future hydraulic, filtration or mechanical failures and health and safety.
- Tolley Reserve has been identified as an alternative potential location.
- Please refer to Frequently Asked Questions (FAQs) for more detail on these items at www.barossa.sa.gov.au.

**How can I provide my feedback?**

We value your feedback so there are several ways for you to **Have your say!**

**Survey:** Tick your preferred option and post back to us using this reply paid form or **Complete our online survey:** via xxxxxxxxx

**The consultation period will close 31 March 2021**

<table>
<thead>
<tr>
<th>I am a Ratepayer</th>
<th>I am a Non-ratepayer</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

[ ] Option 1 | [ ] Option 2 | [ ] Option 3

I would like to be kept informed about Nuriootpa Pool, please email

886

For more information visit www.barossa.sa.gov.au
TO THE HOUSEHOLDER

Have your say on Nuriootpa Pool

Delivery Address:
PO Box 867
NURIOOTPA SA 5355

The Barossa Council
Reply Paid 867
NURIOOTPA SA 5355

No stamp required if posted in Australia

Illustration purposes only
Frequently Asked Questions (FAQs)*

*FAQs should be read in conjunction with supporting Nuriootpa War Memorial Pool consultation documents and will be updated on a rolling basis during the consultation period July 2020 to March 2021.

1. **What does Option 1 mean in more detail?**
The pool will continue to operate from November to March inclusive each year until Council determines that the cost of maintaining the current service is no longer sustainable. At that point the pool will close and will not be replaced with an alternative open air facility either at the current site or at an alternative location. The Council will continue to operate the Rex and Williamstown pools. The annual operating and any capital costs that will no longer be spent on the Nuriootpa pool will be either redirected (Council to determine and will be subject to future Budget consideration) or will be reflected as a saving to ratepayers.

2. **What does Option 2 mean in more detail?**
The pool will continue to operate from November to March inclusive each year until Council determines that the cost of maintaining the current service is no longer sustainable. Council makes plans to build a different type of aquatic facility – a water play park that will not include a traditional swimming pool. This will be at an alternative location to the current Kokoda Road pool. Incorporating a new facility into the open space at Tolley Reserve has been suggested by Council as a potential alternative site. Council will determine the prioritisation of money to fund the new facility. At the time of the consultation process, the timing of that prioritisation of funding and the construction of a new facility is not known.

3. **What does Option 3 mean in more detail?**
The pool is closed at the end of the 2020/21 summer season and is not reopened. The money that funds the operational costs of the pool each year are ring fenced and redirected to fund a future water play park facility that will not include a traditional swimming pool. This will be at an alternative location to the current Kokoda Road pool. Incorporating a new facility into the open space at Tolley Reserve has been suggested by Council as a potential alternative site. Depending on the funding strategy Council adopts this could see a new facility constructed within a 2 to 10 year timeframe. For details of potential funding strategies see Question #8 below.

4. **Why can't a new water facility be built at the current location at Kokoda Road, Nuriootpa?**
Nuriootpa Pool is located in an identified 1 in 100 year flood zone and is outside the flood protection area. The pool flooded in the rain event of 2016 causing $30,700 of damage and delays of around 6 weeks to opening for the 2016/17 season. Given the flooding issues associated with Nuriootpa and if a new facility is constructed with public funds, Council thinks it makes sense to build at a site that is within the flood protection area to reduce the risk of any future flooding impacts. Council also received feedback that people do not know where the Nuriootpa pool is, particularly visitors to the region. If a new facility is constructed and adds to the tourist appeal of the area, Council thinks that it makes sense to build that in a more central and visible location such as Tolley Reserve which already has other play and open space infrastructure such as the skate park and playground.
5. Where would a new facility be located?
See Question 4 above. Tolley Reserve in Nuriootpa has been identified as a suitable alternative location. Tolley Reserve is inside the flood protection zone and has close proximity to town centre services and other recreation facilities.

6. What could a new facility include?
A potential facility valued at approximately $2M-$3M could offer a splash park and/or water play environment (no depth). A swimming pool would not be included.

7. Where will I be able to Swim if the Nuriootpa Pool closes?
The Rex (Barossa Aquatic Fitness Centre) and Williamstown pool would provide the traditional 25m swimming pool facilities for the region.

8. What finance options are available to Council?
There will be a range of finance options available including:

8.1 If option 2 is preferred, funds are prioritised through capital expenditure allocations in future budgets and Council’s Long Term Financial Plan through the draft budget planning processes. This approach will need to be achievable taking into account all current commitments and Council’s capacity to fund.

8.2 Other elements of The Big Project are based on Council achieving a minimum of 40% of the cost of infrastructure from grants or other financial contributions.

8.3 If option 3 is preferred, the annual operational cost of circa $260,000 per annum (plus CPI year on year) is put aside each year specifically to build up a fund towards the replacement facility or towards the 60% contribution that would be necessary to apply for a grant based on Councils current approach as per 7.2 above.

8.4 If option 3 is preferred, the circa $260,000 per annum (plus CPI) is used to fund the cost of borrowing the money to design and construct a replacement facility based on Council’s capacity to secure loan funding in accordance with its investment strategy, the Big Project modelling and adopted Financial Key Performance Indicators.

8.5 If option 3 is preferred a mixture of the funding approach in 7.3 and 7.4 is adopted ie part borrowing part capital contribution is considered.

9. How does Council define ‘unstainable’ in relation to the existing Nuriootpa Pool?
The point at which Council determines that the pool can no longer continue operating at its current level. This may be due to a range of factors such as hydraulic, filtration, mechanical or other faults or failures that trigger an unacceptable level of expense to rectify or present unacceptable health or physical risk. Council undertook an assessment of the condition of the pool in 2015 which highlighted some of the challenges arising from the manner in which the pool was constructed and the significant cost of changing or repair in the event of breakdown that would run into several hundreds of thousands of dollars to rectify. Council has invested funds since then to keep the pool operational as far as possible.

10. How does the Nuriootpa pool compare with other Council aquatic facilities?

<table>
<thead>
<tr>
<th>2018-19</th>
<th>Williamstown Pool</th>
<th>Nuriootpa Pool</th>
<th>The Rex</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
These figures include casual entry, pool membership, swim school and vacation care visitations. Figures do not include full members who sign in and may use the pool or spectators.

11. How is the subsidy per visit calculated?
The subsidy is calculated using the average of the previous full financial year operating expenditure divided by the overall average number of visits per year based on audited financial accounts. An average of the past 6 years for which comparable data is available has also been provided to show the trends over a longer period of time.

12. What condition assessment of Nuriootpa Pool has been undertaken?
A condition assessment with indicative costs was carried out in 2015 with the following recommendations to bring Nuriootpa Pool to contemporary compliant operation:
- Empty pool, identify leaks and repair – completed however likely to continue to deteriorate
- Pressure test associated pipework and repair – completed however likely to continue to deteriorate
- Modify plant room and storage to compliant standard – not yet actioned
- Improve expansion joints – partial treatment
- Repair pool concourse – completed
- Retile entire lap pool – not yet actioned – seasonal patch repair
- Demolish upstanding scum hob and gutter replace with flush wet deck – not yet actioned
- Provide contemporary access – not yet actioned
- Install separated filtration system, pipework and balance tank for compliant hydraulic functionality (current operation @ 6.9 hours turnover rate; regulation < 6 hours) – not yet actioned

A full copy of the condition assessment is available on our website at www.barossa.sa.gov.au. Since 2015, the following recommended items have been implemented:

| Items completed in recent seasons ex GST (not including general operational management) |
|-----------------------------------------------|-----------------|-----------------|-----------------|
| 2015 to 17                                    |                 |                 |                 |
| Solar Heating installation                     | $45,000         |                 |                 |
| Chemical storage compliance                    | $35,444         |                 |                 |
| Paint change room doors                        | $1,455          |                 |                 |
| Burst Pipe repair                              | $995            |                 |                 |
| Repaint toddler pool                           | $7,750          |                 |                 |
| Flood damage costs                             | $30,723         |                 |                 |
| **TOTAL**                                     | **$121,376**    |                 |                 |
| 2017/18                                       |                 |                 |                 |
| Ongoing change room plumbing / drainage issues | $1,721          |                 |                 |
| Chlorine Pump Replacement                      | $1,103          |                 |                 |
| Burst Pipe repair                              | $3,320          |                 |                 |
| **TOTAL**                                     | **$6,144**      |                 |                 |
2018/19
Replace toddler pool shade (partial warranty) $9,615
Pool shell leak repair (further works to be completed post season) $7,628
Pump repair and replacement $8,120
Repaint floors – pool surround, entranceway and change rooms $8,865
Install re-purposed BBQ from other facility (not including cost of BBQ) $3,124
Installed additional fence gates $1,600
Additional leak repair $1,515
Ongoing change room plumbing / drainage issues $917
TOTAL $41,384

2019/20
Remove tiles and repaint pool shell $50,000
TOTAL $50,000

The major items still recommended for implementation are:
• Full pool shell installation of internal liner - $572,000
• Replacement of pool plant and separation of pools filtration systems - $556,400
• Fix water turnover rate to main pool - $364,000
• Change Rooms (paint, fix plumbing and improve amenities) - $78,000
• Perimeter Fencing - $21,000
• Water Proof Expansion Joint - $83,200
• Remodel Plant room - $52,000
• Replace caballing to flood lights - $52,000
• Full repaint exterior and removal of asbestos - $20,000
• Upgrade Playground - $46,800
NB: a CPI uplift has been applied to the 2015 condition assessment estimates.

13. What are the main categories of the annual operational costs for the pool?

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractors</td>
<td>35,200</td>
</tr>
<tr>
<td>Plant Hire</td>
<td>5,500</td>
</tr>
<tr>
<td>Small Asset / Equipment replacement / Other Purchases</td>
<td>1,000</td>
</tr>
<tr>
<td>Electricity</td>
<td>11,000</td>
</tr>
<tr>
<td>Lifeguard Wages and uniforms</td>
<td>57,000</td>
</tr>
<tr>
<td>Chemicals</td>
<td>6,500</td>
</tr>
<tr>
<td>Depreciation</td>
<td>50,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>3,000</td>
</tr>
<tr>
<td>Telephone and Internet</td>
<td>4,800</td>
</tr>
</tbody>
</table>

14. The Nuriootpa Pool is a War Memorial Pool - if the pool were to close how could the community continue to honour that function?
Council understands the significance of the memorial status of the pool and the role played by the community in building and establishing the pool. There would need to be ongoing consultation with the local community about the appropriate way to continue to respect the memorial function of the site.

15. There would be decommissioning costs associated with any closure - what are these and what would be done with the current site?
These costs have not yet been determined nor the ongoing use of the current site if it were to close. The site has Community Land status under the terms of the Local Government Act 1999. There is the
potential for it to remain as some form of public open space. This would need to be subject to future consultation with the community.

16. **The subsidy per visit is higher for the Williamstown Pool than it is for the Nuriootpa Pool. Why is the Nuriootpa Pool being considered for potential closure?**

The condition and challenges of keeping the Nuriootpa pool operational compared to the current condition of the Williamstown pool; the proximity of alternative swimming facilities at the Rex, Tanunda; the role the Williamstown pool plays as an amenity for the caravan park and the future strategy for the Williamstown Queen Victoria Jubilee Park as an outdoor activity facility are all considerations of the differentiation between the 2 facilities.
Nuriootpa Pool engagement summary

2018-19

WEBSITE

Nuriootpa Pool Outdoor Cinema

6.30-11 pm Saturday, 8 December 2018

- FREE RAFFLE (Great prizes)
- INFLATABLES (paddle and bumper boats)
- GAMES
- HOTDOGS (golf cart)
- POPCORN (golf cart)
- SLAVES (golf cart)
- $5 per person or $20 family pass

(Nuriootpa Pool Outdoor Cinema)
Planning for a good pool season

You better get your butts ready because the Nuriootpa War Memorial Swimming Pool opens again this Saturday for this year’s hot summer season.

There will be open day with free entry, regardless of the weather.

The children swim free will return again this year running through the school holidays for children aged 16 and under.

The Barossa Council initiative is available at both the Nuriootpa and Willaston swimming pools.

As well as swimming, the pool is home to numerous triathlets, with the potential for pop up fitness sessions both in the pool and fund based with Barossa Leisure.

Prior to Christmas The Barossa Council will be installing an upgraded barbecue area for families to enjoy.

There will also be another access gate installed specifically for triathletes.

This year the council will offer more food variety with pizza, nachos and hot dogs expected to be popular items.

My Craig Wilson, Nuriootpa War Memorial Swimming Pool Manager, is looking forward to seeing as much utilisation of the facilities as possible this year.

Craig explained the amount of attendance has increased every year over the past three years now, which is great.

“We have 250 to 300 people here on a good day during the school holidays,” he said. “We’re looking for a good, public season.”

“I encourage everyone in the region to come and see the facilities, bring your family and friends for an outing.”

On December 8 there will be another one of the popular movie nights held.

Then on January 19 a themed Australia Day event will feature music and a barbecue.

The Barossa Council are looking forward to the opening of the pool for the summer season.

It’s always an exciting time and the range of activities planned this year will span here the site visited with families, friend groups and parties.

On the back of last year’s highly successful outdoor pool events, Council are excited to reveal this season there will be inflatable installations, movie nights, new pool toys and fitness sessions.

“Our local pool gives are the perfect family friendly venue. We’re hoping to see more families at the pool this year taking advantage of the fantastic outdoor facilities,” said Rebecca Tapert, Manager Community Projects, The Barossa Council.

OPENING SATURDAY, NOVEMBER 3

LAP SWIMMING

Monday to Friday 6am to 10am
Saturday 10am to 12pm

PUBLIC HOLIDAYS

12pm to 6pm
(Note: On Public Holidays the pool will only open if the Temperature is over 26 degrees Celsius)
Pool will be CLOSED on Christmas Day and New Years Day.

WEATHER POLICY

Pool will open when temperature is 26 degrees and will stay open at the managers discretion. If weather exceeds 34 degrees and customer numbers exceed 25 at 5:30pm. Updates to pool opening times will be on Nuriootpa War memorial Pool Facebook page

SUMMER SCHOOL HOLIDAY SPECIAL

16yrs and under swim for free at the Nuriootpa Swimming Pool.

MEMBERSHIP AND VISIT PASSES AVAILABLE

INFLATABLE UP 1PM - 3PM ON OPEN DAYS
FREE ENTRY FOR THE AFTERNOON

The Barossa Council
Published by Hostsuite [19] - November 5, 2018

Nuriootpa Swimming Pool is temporarily closed for urgent maintenance. We apologise for the inconvenience and look forward to welcoming you to the pool soon!

Unfortunately we have identified a leak in the pool pipework during startup for the season.

We are taking the opportunity during the cooler weather to repair the leak and complete urgent maintenance required. The work began on Monday 6 November 2017.

We anticipate that this work will take around 1 - 2 weeks.

Check our website and Facebook for updates and this notice will be updated with re-opening date as soon as possible.

The Barossa Council
Published by Hostsuite [19] - November 15, 2018

GOOD NEWS!

The Nuriootpa Pool is reopening this Saturday.

We’ve successfully fixed the leak that was identified earlier this month, and we’re looking forward to a busy summer pool season.

For more information on pool opening times visit:
https://www.barossa.sa.gov.au/.../comm.../barossa-swimming-pools

It’s Nuriootpa War Memorial Swimming Pool opening day tomorrow! Head on down and make the most of the sunny weather!

Lap swimming from 10am-12 noon and inflatable fun run from 1pm-3pm.

For more information on Nuriootpa Swimming Pool opening hours and Willaston Swimming Pool (opening 1 December) visit:
http://ow.ly/NHq2o3msZ9w
KEEP COOL AND SUPPORT YOUR POOL

There’s still plenty of summer left, and with outdoor swimming pools in both Nuriootpa and Williamstown, there’s no better way to beat this heat this Summer.

And on the back of some highly successful ‘outdoor pool’ events last year, you can expect large pool inflatables at various times at both sites this summer, along with movie nights, new pool toys and pop up fitness sessions.

So why not pack a BBQ, head to your local pool and take advantage of the on-site facilities before swim season concludes at the end of March... keep cool and support your local pool!
Summer outdoor movie nights

6 pm Saturday, 7 December 2019 – 12 am Friday, 11 February 2020

Murrumbeena Pool Outdoor Cinema
Saturday, 7th December 2019

- Gates open 6pm
- Food available from 7pm including - Slushies (gold coin), Popcorn (gold coin) and Hotdogs ($2 each)
- Movie screening - Aladdin (PG). Movie to commence when dark enough, approx 8.30pm
- Inflatable obstacle course will be in the pool
- $1 per person or $20 family pass (with proceeds going towards the Rex Centre upgrades)
- FREE raffle and water balloon fight
- Please BYO blankets, beanbags and rugs
- Please come prepared with CANS for food purchase
Time to make a splash

With Summer on the horizon it means pool season is about to get underway in the Barossa.

The 2019-20 season will kick off from Saturday 30 November at the Nuriootpa War Memorial Swimming Pool and is set to run until Tuesday 31 March, with a range of family-friendly events planned during the season.

Special events during the season include an outdoor movie screening of Aladdin on 7 December, Australia Day Splash on 26 January and family Triathlon events on 1 January, 16 February and 15 March.

For families with school-aged children a day at the pool is a great low-cost outing with kids under 16 admitted free of charge during the school holidays between 12pm – 6pm (operating on days where forecast is 28 degrees or above).

"With the pre-season repair work successfully completed, we are now really looking forward to the community enjoying the much-loved pool this season," said lime Rebecca Tappert, Manager Community Projects at The Barossa Council.

The Nuriootpa Pool is open for morning lap swimming Monday to Saturday, and daily in the afternoons for general use until 6pm.

The Williamstown Swimming Pool will follow suit the day after, opening from Sunday 1 December.

For further information regarding events, opening times or entry fees, contact 8563 2766, visit barossa.sa.gov.au or find us on Facebook @NuriootpaWarMemorialSwimmingPool or @WilliamstownSwimmingPool.

 Ends

For further information contact Communication and Engagement Officer Yonna Taylor on 8560 8325 or Email to 8560 0428.
• Supervision of children reminders
• Aussie Splash Day on Australia Day
• Snapshot Videos of days at the pool
• Barossa Triathlon
SWIM SEASON OPEN UNTIL 31 MARCH
Nuriootpa War Memorial Swimming Pool & Williamstown Swimming Pool

SUMMER OUTDOOR MOVIE NIGHT
6pm Saturday
7 December
NURIOOTPA POOL

FAMILY FRIENDLY EVENT
Entry $5 per person or $20 family
Gates from 6pm, food available (gold coin) from 7pm, with movie from about 8.30pm.
7.3.2 DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

7.3.2.1 NAMING OF ANGASTON RAILWAY PRECINCT

B6403

PURPOSE
To consider the naming of the Angaston railway precinct.

RECOMMENDATION
That Council notes the recommendation of the Angaston Community and Business Alliance following consultation with its members and the broader Angaston community and approves naming the Angaston railway precinct, “Barossa Adventure Station”.

REPORT

Introduction
The construction of the redevelopment of the Angaston railway precinct is underway and due for completion in May 2020.

Discussion
Various meetings and community discussions have taken place over the last 18 months with community stakeholders. A number of variations and themes were considered. Groups that have been consulted directly by Council officers as well as through Angaston Community and Business Alliance (ACBA) meetings include:

- Barossa Valley Machinery Preservation Society
- Angaston and Penrice Historical Society
- Interested local traders
- Interested local community members and residents

The Angaston Community and Business Alliance have now provided advice that its proposed name for Council to consider is:

“Barossa Adventure Station”

The word “Barossa” is used (as opposed to Angaston) as the playground and precinct is a regional level play space and therefore is a Barossa attraction, not just Angaston. We can also leverage the Barossa Brand in its marketing and promotion.

“Adventure” is used to describe that there are things to discover here. People will stay longer than a traditional playground setting as many elements to explore and enjoy.
There are elements that will inspire play and interaction, and for children and youth to choose their own adventure.

The word “Station” is used not only to signify the place and its previous purpose to the community, but it also is understood that the local community will refer to the place as “The Station”. This then links the formal and informal name.

The mountain bike trail will then be named, “Barossa Adventure Bike Trail”.

Marketing and promotion materials can also play with the word “adventure” as a call to action. As an example, “choose your own adventure at the Barossa Adventure Station”.

**Summary and Conclusion**

Council is requested to consider the naming of the Angaston railway precinct as “Barossa Adventure Station”.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

None

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

*Community Plan*

- Community and Culture
- How We Work – Good Governance

*Corporate Plan*

6.2 Ensure that Council’s policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.8 Provide opportunities for the community to contribute to the ongoing care, improvement and use of Council’s community facilities.

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Marketing, promotion and signage will be developed over the next few months and into next financial year as operating budgets are prepared for the 2020/2021 financial year.

**COMMUNITY CONSULTATION**

Consultation has taken place via the Project Reference Group and most recently via ACBA which has in turn reflected its discussions and feedback from members and the broader Angaston Community. Extensive community consultation was undertaken on an ongoing basis through the planning development phases of this project.
DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

ANGASTON RAILWAY STATION BUILDING – EXPRESSION OF INTEREST - UPDATE B6403

PURPOSE
To update Council on the proposed use of the Angaston Railway Station Building and seek endorsement to offer a further opportunity for expressions of interest.

RECOMMENDATION
That Council:

(1) Note that the proposed lease arrangement for the Angaston Railway Station Building, as endorsed by Council at its 19 February 2019 meeting, have not been concluded with the proposed tenant withdrawing.

(2) Advertise an expression of interest process commencing as soon as practical after the 17 March 2020 Council Meeting.

(3) Provide delegation to Manager Community Projects to enter into a lease agreement with a prospective commercial tenant or in the event of multiple commercial expressions of interest, provide a further report to Council.

(4) Note that in the event no commercial expressions of interest are received, report to Council on any community expressions of interest submitted.

BACKGROUND
In February 2019, Council endorsed a lease agreement for the tenancy of the Angaston Railway Station Building.

DISCUSSION
Officers have continued conversations with the prospective tenant over the course of the reconstruction of the building and since its completion. The tenant has now informed officers that they no longer wish to enter into a lease agreement for the use of the Station Building.

It is recommended that a further expression of interest process commence as soon as practical after the 17 March 2020 Council meeting and that an end date not be applied and that if a suitable submission is received, that officers negotiate and enter into a lease agreement under existing sub delegations. It is anticipated that now the
building restoration is finished and that the railway precinct is nearing completion, that there may be additional interest in use of the building.

The previously unsuccessful respondents will be provided with an opportunity to resubmit their previous submissions.

If Officers receive multiple submissions a further report will be provided to Council for consideration.

Summary and Conclusion
After endorsing a lease for the tenancy of the Angaston Railway Station Building, the prospective tenant has informed officers that they no longer wish to enter into an agreement for use of the building. A further expression of interest process will commence, with a suitable submission moving towards a lease agreement.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
None

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Community Plan

- Business and Employment – 5.04, 5.08, 5.12
- How We Work – Good Governance

Legislative Requirements
Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
Financial Management Considerations
A lease fee of $10,000 (excl GST) per annum has been proposed in the business case. In comparison to other commercial tenants, for example, the previous conveyancer based in the front two office rooms of the Nuriootpa Soldiers Memorial Hall, this fee is significantly higher.

To support a new business in the start-up phase, Council previously approved a phased lease fee over the initial 2 year lease term as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Monthly Fee</th>
<th>Yearly Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 – Initial term</td>
<td>$500</td>
<td>$ 6,000</td>
</tr>
<tr>
<td>Renewal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td>$666</td>
<td>$ 8,000</td>
</tr>
<tr>
<td>New lease negotiation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3 – ongoing and subject to change and CPI increases</td>
<td>$833</td>
<td>$10,000</td>
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The continuing fee is considered proportionate to the facilities provided. Any improvements that are specific to the business, will need to be funded by the business and in the early years, the reduced fee allows for capacity to achieve any required improvements.

Outgoings, such as electricity, will be on-charged to the lease holder.
Resource Considerations
Existing administration and management support for lease preparation, execution and financial management.

Risk Management Considerations
Risk in relation to the possibility of an unsustainable business venture is that of the proprietor; however, Council is seeking to provide support through a proposed phased increment of the lease fee and lease terms that encourage ongoing communication and flexibility to give the business the best chance of success, as well as linkages to business resources through Regional Development Australia, Barossa and facilities based maintenance that are Council’s responsibility. A priority is to have the premises occupied and operating to support the continued activation of the Railway Station precinct.

If the commercial arrangements are not sustained and to avoid the premises being unoccupied, alternative models for a community use could be further explored if the need arises and will again be the subject of a future report to Council.

**COMMUNITY CONSULTATION**
Not required under legislation or Council’s Public Consultation Policy.
7.3.2 DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

7.3.2.3 TANUNDA RECREATION PARK VOLUNTEER ADVISORY GROUP – INTENT TO INCORPORATE B9163

PURPOSE
For Council to consider its support for the next proposed stage of transition of the Tanunda Recreation Park Volunteer Advisory Group (the Tanunda group) to an incorporated association, Tanunda Recreation Park Association Incorporated through a committee led community consultation process on the draft constitution.

RECOMMENDATION
That Council supports the Tanunda Recreation Park Volunteer Advisory Group with the next stage of the process it is undertaking to formalise the entity as an incorporated association, noting that it will carry out a period of community consultation on its proposed draft Constitution.

REPORT
Background
As part of the Redefining Community Committees project, at its 17 November 2015 meeting, Council resolved:

MOVED Cr de Vries
That Council:
(1) Approve the transition of the Tanunda Recreation Park Committee to the Tanunda Recreation Park Volunteer Group as defined in the Memorandum of Understanding;
(2) Endorse the Tanunda Recreation Park Volunteer Group and The Barossa Council Memorandum of Understanding noting the intent to pursue a possible incorporated association management model for Tanunda Recreation Park;
(3) Formally dissolve the Tanunda Recreation Park Committee as established pursuant to Section 41 of the Local Government Act 1999;
(4) Retain the balance of the Tanunda Recreation Park reserve funds at 30 June 2015 for future expenditure on the Park; and
(5) Formally records it’s thanks to the Tanunda Recreation Park Committee members past and present for their contribution to the Section 41 Committee of Council.
Seconded Cr Milne CARRIED 2014-18/458

The Memorandum of Understanding (Attachment 1) approved at this time included the following objectives:

As a volunteer group the aim is to fulfil the following functions in partnership with Council:
1) To advise on the management and maintenance of the Park;
2) To contribute recommendations for the future development of the Park for the benefit of the community;
3) To promote a positive community spirit in the district towards the Park;
4) To contribute to the management of groups and persons occupying the Park in accordance with Council’s Lease and Licence policy;
5) To hold fundraising events if it chooses;
6) To review The Barossa Council’s draft annual budget for Tanunda Recreation Park and provide recommendation on priority of maintenance and new initiatives for the Park;
7) To provide advice on expenditure throughout the year as required;
8) To provide volunteer support for Park maintenance; and
9) To provide volunteer support for assessment of Park bookings.

Discussion
This informal arrangement has worked well since late 2015 as the group has progressed its intent to formalise its entity structure as an incorporated association. The draft constitution is included at Attachment 2 for Council’s review.

If Council continue to be supportive of this transition, the draft constitution will be advertised for community feedback. This process will be managed by the Tanunda group, with the advertising funded from the Tanunda Recreation Park operating budget.

The Tanunda group wishes to then further negotiate with Council for additional day-to-day operational management of the Tanunda Recreation Park. This will be documented in a management agreement document (contract) and brought back to Council for consideration prior to being executed.

An outcome of the Redefining Community Committee project was to provide a budget allocation for groups that may have progressed to this same stage. The budget was carried forward for a number of years but that arrangement ceased for the 2019/20 budget. To continue to provide the same support for the Tanunda group, officers can allocate funds from the current Tanunda Recreation Park operating budget for this purpose.

The costs involved will be $216 for incorporation application fee. There will also be a cost to insure the new entity and its members. Assistance with insurance was also provided to the early adopters. Once the incorporation process progresses, this will be further researched and brought to Council for support.

The early adopters of the Redefining Community Committees project were also required to provide a Strategic Plan that will guide the first three years of operation for the group. It is appropriate that the Tanunda group complete the same process and this will be done during the Management Agreement development phase.

Summary and Conclusion
The Tanunda Recreation Park Advisory Group would like to transition to an incorporated association. Council’s support of the constitution and proposed outcome is requested to then advertise the draft document for community feedback. Further reports will be brought back to Council for subsequent stages.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment 1: Memorandum of Understanding – Tanunda Recreation Park Volunteer Advisory Group - Ref: 15/50689

906
<table>
<thead>
<tr>
<th>COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS</th>
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<tr>
<td>Community Plan</td>
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<td>Community and Culture</td>
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<td>How We Work – Good Governance</td>
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<tr>
<th>Legislative Requirements</th>
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<td>None</td>
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<tr>
<th>FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS</th>
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<tr>
<td>Costs for advertising and application fees can be supported via existing operating budgets.</td>
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Risk management considerations will need to continue to be assessed as the day-to-day management of the Park transitions to the Tanunda group. A full risk assessment will be completed as part of the process of the management agreement development.

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<tr>
<th>COMMUNITY CONSULTATION</th>
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<tr>
<td>While there is no formal requirement for community consultation under the Local Government Act or Council’s Public Consultation Policy, the community will have an opportunity to provide feedback on the draft constitution. This will be done wholly under the Tanunda Recreation Park committee banner/branding and will not be a Council consultation process.</td>
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Memorandum of Understanding

Tanunda Recreation Park Volunteer Group and The Barossa Council

The Section 41 committee of Council for the Tanunda Recreation Park voted to dissolve and transition to a Volunteer Advisory Group.

The Tanunda Recreation Park Committee acted as a section 41 committee and now wish to maintain the interest and support for the Tanunda Recreation Park by becoming a Volunteer Group of Council.

The proposed “Tanunda Recreation Park Volunteer Group” will take an active interest in the future management and use of the Tanunda Recreation Park in partnership with Council. During this time an Interim Board is to be established to investigate the structure and feasibility of an Incorporated Association as a peak body for Tanunda Recreation Park in the longer term.

Key objectives:

As a volunteer group the aim is to fulfill the following functions in partnership with Council:

1). To advise on the management and maintenance of the Park;

2). To contribute recommendations for the future development of the Park for the benefit of the community;

3). To promote a positive community spirit in the district towards the Park;

4). To contribute to the management of groups and persons occupying the Park in accordance with Council’s Lease and Licence policy;

5). To hold fundraising events if it chooses;

6). To review The Barossa Council’s draft annual budget for Tanunda Recreation Park and provide recommendation on priority of maintenance and new initiatives for the Park;

7) To provide advice on expenditure throughout the year as required;

8) To provide volunteer support for Park maintenance; and

9) To provide volunteer support for assessment of Park bookings.
Desired outcome:

- The Tanunda Recreation Park is managed and maintained to provide a fit for purpose sport, recreation and event facility for the benefit of community users and member clubs.

Role of the Volunteer Group of the Tanunda Recreation Park

- To provide recommendations on the management and maintenance of the Park to agreed service levels to be endorsed and implemented by Council;
- To provide input into planning for future development and upgrading of the Park and its facilities for the benefit of all members of the community, including input on the preparation of an annual maintenance plan to be adopted by the Council as part of the annual budget process;
- To promote a community spirit in the district and to the public generally towards the Park;
- To provide notification to Council on expenditure activity to which the group wishes to be involved
- To provide volunteer support for minor maintenance in liaison with and approved by Council;
- To liaise with and support the Park caretaker on park maintenance matters, including the monthly review of caretaker reports and recommendations of maintenance actions required to address any issues raised in these reports; and.
- Active participation in all Event Booking processes for the park, ensuring that any bookings made do not impact user group activities or maintenance and development works under way / planned at the Park, with Volunteer Group endorsement of bookings to be provided within 3 business days of notification.
- To advise on rules and conditions to regulate the behaviour of groups and persons using or hiring any facility in the Park complex;
- To inform member groups periodically on the management and maintenance of the Park; and
- To have all members of the Group to be registered volunteers of The Barossa Council.

Role of The Barossa Council

- To prepare the annual budget with an opportunity for input from the Group;
- To liaise with the Group on matters as required;
• To pay public liability and building insurance, fire, water, and other maintenance costs (it is noted that user groups also contribute to some of these costs);

• To hold reserve funds for future maintenance and capital development of the Park;

• To accept monies and pay expenses;

• To manage the day to day business of the park; and

• To train members of the Group as volunteers of Council as required.
ASSOCIATIONS INCORPORATION ACT 1985 (SA)

Tanunda Recreation Park Association Incorporated

Constitution

August 2019
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ASSOCIATIONS INCORPORATION ACT 1985 (SA)

CONSTITUTION of

Tanunda Recreation Park Incorporated

1. NAME OF ASSOCIATION

The name of the Association is “Tanunda Recreation Park Incorporated” (the Association).

BACKGROUND

The Tanunda Recreation Park Incorporated has been constituted for the future operations and security to work with all stakeholders to preserve, develop, govern and respect the community facility that is the Tanunda Recreation Park (the Park).

Previously care and control of the Park was vested wholly in The Barossa Council (the Council). The Council established a committee under Section 41 of the Local Government Act 1999 to manage and operate the Park. The committee consisted of community volunteers, user group stakeholders, elected members and supported by Council officers. In 2015, the Council progressed the Redefining Community Committee project to review the 19 committees. The project resulted in the transition of committees from formal Section 41 governance structures to informal advisory groups, ”friends of” groups, or more formal incorporated Associations. The Tanunda Recreation Park Incorporated is formed subsequent to the completion of the project and continues to be supported by the Council.

2. DEFINITIONS AND INTERPRETATION

2.1 Definitions

In this constitution, unless the contrary intention appears:

‘Act’ means the Associations Incorporation Act 1985 (SA).

‘Activity’ means a particular sport or recreational pursuit by an affiliate members or club operating at the Park.

‘Affiliate Member’ means an incorporated member club, user foru or Association who have voting rights and admitted as an Affiliate Member under clause 5.3.

‘Affiliate Club Members’ means an individual member of an Affiliated Member who will automatically be a ‘Community Member’.

‘Association’ means “Tanunda Recreation Park Incorporated”.

“Annual General Meeting” means a meeting of the kind described in clause 7(a).

‘Appointed Director’ means a director appointed under clause 8.7 to provide specific expertise to the board for a 12-month period.
'The Barossa Council' means the local government corporation as approved under the Local Government Act.

'Board' means the body consisting of the directors.

'Community Members' means a member of the public (in addition to Affiliate Club Members) who wishes to be a member of the Association and shall have the right to be present, and present at general meetings and community forums, but shall have no voting rights.

'Community Forum' means the forum held at least once per year to gain feedback from the wider community on community matters relating to the Park. This forum is separate from the Annual General Meeting or Special Meeting.

'Constitution' means this constitution of the Association.

'Delegate' means the person(s) appointed from time to time to act for and on behalf of a member club and to represent the member club at general meetings. A Delegate cannot also be a Director.

'Director' means a member of the Board and includes Elected Directors and Appointed Directors and any person acting in that capacity from time to time appointed in accordance with this Constitution.

'Elected Affiliate Director' means an elected director as appointed under clause 8.4 from the Affiliate Members.

'Elected Community Director' means an elected director as appointed under clause 7.13 at a general meeting or community forum from the Community Members.

'Elected Director' means either an Elected Affiliate Director or an Elected Community Director.

'Executive Officer' means the Executive Officer of the Association for the time being appointed under this constitution. This title may be General Manager or any other title as determined by the board.

'Financial year' means the year ending on the next 30 June following incorporation and thereafter a period of 12 months commencing on 1 July and ending on 30 June each year.

'General Meeting' means any general meeting of Members and includes the Annual General Meeting or any Special General Meeting.

'Intellectual property' means all rights subsisting in copyright, business names, names, trademarks (or signs), logos, designs, equipment (including computer software), images (including photographs, videos or films) or service marks relating to the Association or any activity of or conducted, promoted or administered by the Association in the region.

'Member' means a member, either Affiliate Members or Community Member, for the time being of the Association under clause 5.
‘Member Club’ means Affiliate Member who has been invited to be an affiliate member under Clause 5.3.

‘Objects’ means the objects of the Association in clause 3.

‘Regulations’ means any regulations made by the board under clause 10.4.

‘Seal’ means the common seal of the Association.

‘Special resolution’ means a special resolution defined in the Act.

‘Strategic Forum’ means the forum held at least once per year to gain feedback from the wider community on strategic matters relating to the Park.

‘Sub-Committees’ means the sub-committee(s) appointed by the Board under Clause 7.18 to manage key functional responsibilities within the Association.

‘Sub-Committee Chairperson(s)’ means the person appointed by the board to chair the sub-committee(s).

‘Sub-Committee Members’ mean the individuals who are members of the sub-committee(s).

‘Tanunda Recreation Park’ or ‘the Park’ means the portion of the land comprised in Crown Land Certificate of Title Volume 5905 Folio 680 being the designated precinct known as Tanunda Recreation Park with boundaries along Elizabeth Street, Langmeil Road, Park Street and Bilyara Road in Tanunda.
2.2 Interpretation

In this constitution:

(a) a reference to a function includes a reference to a power, authority and duty

(b) a reference to the exercise of a function includes, where the function is a power, authority or duty, a reference to the exercise of the power or authority of the performance of the duty

(c) words importing the singular include the plural and vice versa

(d) words importing any gender include the other genders

(e) references to persons include corporations and bodies politic

(f) references to a person include the legal personal representatives, successors and permitted assigns of that person

(g) a reference to a statute, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any legislative authority having jurisdiction)

(h) a reference to ‘writing’ shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography and other modes of representing or reproducing words in a visible form, including messages sent by electronic mail.

2.3 Severance

If any provision of this constitution or any phrase contained in it is invalid or unenforceable, the phrase or provision is to be read down if possible, so as to be valid and enforceable, and otherwise shall be severed to the extent of the invalidity or unenforceability, without affecting the remaining provisions of this constitution.

2.4 The Act

Except where the contrary intention appears, in this constitution, an expression that deals with a matter under the Act has the same meaning as that provision of the Act. Model rules under the Act are expressly displaced by this constitution.

3. OBJECTS OF THE ASSOCIATION

The objects of the Association are to:

(a) Preserve and enhance the purpose and tradition of Tanunda’s primary recreation park.

(b) Develop and maintain a safe and accessible, shared and social spaces that will welcome everyone and have regard to public interest.

(c) Retain, manage and grow a green and shaded park through a landscape management plan phased, funded and implemented.
(d) Balance passive and sporting recreational pursuits and the impact of the park in its central neighbourhood setting.

(e) Maintain and manage contemporary facilities that give everyone the chance to be active, outside, and having fun, participating in competition or quiet enjoyment.

(f) Maintain and manage contemporary facilities that compliment the heritage of the place, whilst supporting economic opportunity.

(g) Promote the economic and community service success, strength and stability of the Association, the members and affiliate members.

(h) Maintain and manage a destination that can be promoted for major local, regional, state and national events.

(i) Pursue such commercial arrangements, including sponsorship and marketing opportunities, as appropriate and approved, to further the interests of the Park.

(j) Undertake and or do other things or activities that are necessary, incidental or conducive to the advancement of these objectives.

4. **POWERS OF THE ASSOCIATION**

The Association shall have all powers conferred by section 25 of the Act.

(a) The affairs of the Association shall be managed and controlled by the Board which, in addition to any powers and authorities conferred by these rules, may exercise all such powers and do all such things as are within the objects of the Association, and are not by the Act or by these rules required to be done by the Association in general meeting.

(b) The Board has the management and control of the funds and other property of the Association.

(c) The Board shall have authority to interpret the meaning of these rules and any other matter relating to the affairs of the Association on which these rules are silent.

(d) The Board shall appoint a Public Officer as required by the Act.

5. **MEMBERS**

All members are required to act respectfully and act in the best interests of the organisation.
5.1 Organisation Chart

Chair Person

Appointed by the Board

Executive Officer

Appointed by the Board

Company Secretary

Appointed Directors

The Banora Council Representative

Elected ‘Affiliate’ Directors X 4

Elected ‘Community’ Directors X 3

TANUNDA RECREATION PARK INCORPORATED BOARD

TRP Clubs, User Groups and Associations

Interested community individuals

AFFILIATE MEMBERS

COMMUNITY MEMBERS
5.2 Categories of Members

The members of the Association shall consist of:

(a) **Affiliate Members**, see clause 5.3 below

(b) **Community Members**, see clause 5.5 below

(c) **The Directors**, both Elected (Affiliate and Community) Directors and Appointed Directors, who shall have the right to be present and to debate at general meetings, but have no right to vote.

(d) **The Board**, made up of the Directors, Executive Officer, Public Officer and Company Secretary, may create new categories of members. Any new category of member created by the Board cannot be granted voting rights without the approval of the Association in general meeting.

(e) **Public Officer**, the Association shall appoint a Public Officer in accordance with the requirements of the Associations Incorporations Act (SA) 1985, at the Annual General Meeting:

   (i) The Public Officer shall:

      (A) Ensure the Association's operations comply with the statutory requirements relating to an incorporated body;

     (B) Upon the request of a member, provide advice on the interpretation of the constitution and By Laws and statutory requirements; and

     (C) Other duties as required by relevant state or Commonwealth legislation.

5.3 Affiliate Members

(a) An incorporated member club, user group or association that has its home base at the Park, or in the case of an Association, has its code played at the Park, admitted as an Affiliate Member under clause 5.4, represented by a Delegate, and who shall have the right to receive notice of general meetings and to be present, debate and vote on behalf of the member club at general meetings.

(b) To be, or remain, eligible for membership, an incorporated member club, user group or Association must be incorporated or be in the process of incorporation as detailed in the Regulations.

(c) An Affiliate Member has the right to receive notice of General Meetings and to be present, debate and vote at General Meetings.
(d) Each Affiliate Member is taken, by virtue of that membership, to have agreed:

(i) that it recognises the Association as the authority for the management of ‘Tanunda Recreation Park’;

(ii) to nominate a delegate annually to attend general meetings, and shall inform the Association of the details of that person accordingly

(iii) that it will submit an up-to-date copy of its constituent documents to the Board as and when requested by the Board or required by the Regulations;

(A) that it will conscientiously attend General Meetings;

(B) that it will maintain, in a form acceptable to the Association, a register of its members and provide a copy of the register to the Board on request by the Board; and

(C) that, if requested by the Association, it will provide the Association with copies of its audited accounts, annual financial reports and other associated documents as soon as practicable following the Affiliate Member’s annual general meeting.

(D) that it shall maintain, in a form acceptable to the Association, a register of all members of the club. Each club shall provide a copy of the register at a time and in a form acceptable to the Association. They shall also provide regular updates of the register to the Association.

(E) that it adopt and implement such communications and intellectual property policies as may be developed by the Association

(F) that it take reasonable steps to prevent any of its members or any participant associated with it from acting in a way that is likely to bring the Association, or their Activity into disrepute or which might adversely affect or derogate from the standards, quality and reputation of their Activity and its maintenance and development; and,

(G) that it take reasonable steps to discipline appropriately any of its members or any participant associated with it if the member or participant acts in such a way.
(e) If an Affiliate Member is not incorporated at the time of applying for membership, the process of incorporation must be completed within one year of applying for membership. If it is not, its membership will lapse but it may reapply on becoming incorporated.

(f) Each Affiliate Member must have constituent documents which:

(i) clearly reflect the Association’s Objects; and

(ii) conform with this Constitution and the Regulations.

5.4 Application for Affiliation

(a) Subject to clause 5.3, a candidate for affiliate membership must apply to the Board in writing.

(b) The application must:

(i) be in a form approved by the Board;

(ii) contain full particulars of the name and address and contact details of the applicant;

(iii) identify the category of membership for which the applicant is applying; and

(iv) contain any other information prescribed by Regulation for an application for membership in that category.

5.5 Community Members

(a) Shall have the right to receive notice of the Community Forum and to be present and also to present on agenda topics, but shall have no voting rights, other than to vote on the appointment of the Elected Community Director/s.

(b) Subject to clause 5.4, a candidate for community membership must apply to the Board in writing.

(c) The application must:

(i) be in a form approved by the Board;

(ii) contain full particulars of the name and address and contact details of the applicant;

(iii) identify the category of membership for which the applicant is applying; and

(iv) contain any other information prescribed by Regulation for an application for membership in that category.
(d) Community Members may resign from the Association at any time by providing written advice to the Board.

5.6 Discretion to Accept or Reject Application

(a) The Association may accept or reject an application whether or not the applicant has complied with the requirements in clauses 5.3 and 5.4. The Association shall not be required or compelled to provide a reason for accepting or rejecting the application, in accordance with the Regulations.

(b) Where the Association accepts an application, the applicant shall become a member. Membership shall be deemed to commence upon acceptance of the application by the Association. The Executive Officer or Company Secretary shall amend the register accordingly as soon as practicable.

(c) Where the Association rejects an application, any fees forwarded with the application will be refunded and the application shall be deemed rejected.

5.7 Re-Affiliation

(a) Affiliate Members must re-affiliate annually with the Association in accordance with the procedures set down by the Association in Regulations.

(b) Upon re-affiliation, an Affiliate Members must lodge with the Association an updated copy of its constitution (including all amendments) and it must provide details of any change in its delegate and any other information reasonably required by the Association. Each Affiliate Member is to ensure that its constitution is amended to conform to any amendments made to this constitution and/or the Association’s constitution.

5.8 Deemed Membership

(a) All members which or who are, prior to the approval of this constitution under the Act, members of the Association, shall be deemed members from the time of approval of this constitution under the Act.

(b) Clubs, user groups and associations shall provide the Association with such details as are reasonably required by the Association under this constitution within one month of the approval of this constitution under the Act.

(c) Any members of the Association, prior to approval of this constitution under the Act, who are not deemed members under clause 5.8(a) shall be entitled to carry on such functions analogous to their previous functions as are provided for under this constitution.
5.9 **Association to Keep Register**

(a) The Association must keep and maintain a register of Members in accordance with the Act.

(b) In addition to the information required by the Act, the Register may contain such other information, as the Board considers appropriate.

(c) Members must provide the Association with the details required by the Association to keep the register complete and up to date.

(d) Affiliate Clubs, directors and Community members shall provide notice of any change and required details to the Association within one month of such change.

5.10 **Inspection of Register**

In reference to the Act, confidentiality considerations and privacy laws, an extract of the register, excluding the address or other direct contact details of any life member or director, shall be available for inspection (but not copying) by members who make a reasonable request.

5.11 **Use of Register**

Subject to the Act, confidentiality considerations and privacy laws, the register may be used to further the objects, in such manner, as the board considers appropriate.

5.12 **Effect Of Membership**

Members acknowledge and agree that:

(a) This constitution constitutes a contract between each of them and the Association and that they are bound by this constitution and the regulations.

(b) They shall comply with and observe this constitution and the regulations and any determination, resolution or policy, which may be made or passed by the board or other entity with delegated authority.

(c) By submitting to this constitution and regulations, they are subject to the jurisdiction of the Association.

(d) The constitution and regulations are necessary and reasonable for promoting the objects and particularly the advancement and protection of the 'Tanunda Recreation Park'.

(e) They are entitled to all benefits, advantages, privileges and services of Association membership.
5.13 Notice of Resignation

(a) Any member subject to clause 5.13(b)&(c) who has paid all arrears of fees payable to the Association may resign or withdraw from membership of the Association by giving one month’s notice in writing to the Association.

(b) An Affiliate Member may not resign, disaffiliate or otherwise seek to withdraw from the Association without approval by the Board.

(c) If an Affiliate Member ceases to be a member under this constitution, the Association membership of all individual members registered with or through the club shall not automatically cease at that time but shall be dealt with in accordance with the regulations.

(d) Once the Association receives notice of resignation of membership given under clauses 5.13(a)&(b), it must make an entry in the register that records the date on which the member who or which gave notice ceased to be a member.

5.14 Discontinuance for Breach

(a) Membership of the Association may be discontinued by the board upon breach of any clause of this constitution or the regulations. This includes, but is not limited to, the failure to pay any monies owed to the Association, and the failure to comply with the regulations or any resolutions or determinations made or passed by the board or any duly authorised committee.

(b) Membership shall not be discontinued by the board under clause 5.14(a) without the board first giving the accused member the opportunity to explain the breach and/or remedy the breach.

(c) A member may not be expelled under clause 5.14 unless the Member has been afforded natural justice.

(d) Where a member fails, in the board’s view, to adequately explain the breach, that member’s membership shall be discontinued under clause 5.12(a). The Association shall give written notice of the discontinuance to the member. The register shall be amended to reflect any discontinuance of membership under this clause 5.12 as soon as practicable.

5.15 Discontinuance for Failure to Re-Affiliate

The board may discontinue membership of the Association if an Affiliate Member has not re-affiliated with the Association within one month of the re-affiliation falling due. In that case, that club’s membership will be deemed to have lapsed from that time. The register shall be amended to reflect any discontinuance lapse of membership under this clause 5.15 as soon as practicable.
5.16 Member to Re-Apply

A member whose membership has been discontinued under clauses 5.13, 5.14 or 5.15:

(a) must seek renewal or re-apply for membership in accordance with this constitution

(b) may be re-admitted at the discretion of the board.

5.17 Forfeiture of Rights

A member who or which ceases to be a member, for whatever reason, shall forfeit all rights in and claims upon the Association and its property and shall not use any property of the Association including intellectual property. Any Association documents, records or other property in the possession, custody or control of that member shall be returned to the Association immediately. Where a member club ceases to be a member, it shall also forfeit all representation rights on the board and at general meetings.

5.18 Delegate Position Lapses

The position of delegate shall lapse immediately on cessation of membership of an Affiliate Member.

5.19 Grievance And Dispute Resolution ®

(a) The Board may make Regulations governing the hearing and determination of disputes, protests or complaints by or against Members or Participants and any other matter involving the enforcement of this Constitution or the Regulations against Members or Participants.

(b) A Regulation made under clause 5.19(a) may:

(i) provide for one or more judiciary committees or tribunals to hear and resolve cases falling under clause 5.19(a)

(ii) prescribe penalties for breaches of this Constitution or the Regulations;

(iii) invest a judiciary committee or tribunal with power to impose penalties;

(iv) and otherwise prescribe the procedures for dealing with cases falling under clause 5.19(a).

(c) Despite any Regulation made under clause, 5.19(a) the Board may itself deal with any disciplinary matter referred to it or appoint a judiciary committee to do so.

(d) All proceedings relating to cases falling under clause 5.19(a) must be conducted according to the rules of natural justice.
The dispute resolution procedure set out in this clause applies to disputes between a Member and:

(i) another Member; or

(ii) the Association.

The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within fourteen (14) days after the dispute comes to the attention of all parties.

If the parties are unable to resolve the dispute at the meeting or if a party fails to attend that meeting, then the parties must, within ten (10) days after the scheduled meeting, refer the dispute to the Chief Executive Officer of The Barossa Council for resolution.

The Committee may prescribe additional grievance procedures in Regulations consistent with this clause 5.19.

In this clause ‘Member’ includes any former Member who was a Member not more than six months before the dispute occurred.

5.20 Subscriptions and Fees

(a) The Board may:

(i) determine annual membership subscriptions;

(ii) determine such other fees or levies as the Board considers prudent for the effective and sustainable management of the affairs of the Association; and

(iii) determine the time for and manner of payment of the subscriptions, fees and levies by Members to the Association.

(b) The Board may fix subscriptions, fees or levies at different rates for different categories of Membership and may determine that no subscriptions are payable by one or more of the categories for any year.

(c) The Board may also authorise payment of subscriptions, fees or levies by instalments for some or all of the categories of membership and it may prescribe different terms of instalments for different categories of membership.

(d) On admission to membership a new Member must pay the fee as detailed in regulations or approved by the Board.

(e) The Board may waive all or part of a Member's subscriptions, fees or levies and may agree terms of payment for a Member different from those applicable to other Members of the same category if the Board is satisfied that there are special reasons to do so.
5.21 Refund of Membership Fees

Membership fees or subscriptions paid by the discontinued member may be refunded and subject to Board Approval.

6. MEETINGS OF COMMUNITY MEMBERS

There are two (2) meetings that should be convened where Community Members have the opportunity to express opinions on various matters. They are:

(a) Community Forum

(b) Strategic Forum

7. MEETINGS OF AFFILIATE MEMBERS

There are two (2) General meetings that should be convened where Affiliate Members have the opportunity to express opinions and vote on various matters. They are:

(a) Annual General Meeting; of the Association must be held in accordance with the Act and this Constitution and on a date and at a venue to be determined by the Board.

(b) Special General Meetings; of the Association are special meetings that are convened by Affiliate Members to discuss extraordinary issues.

7.1 Attendance At Meetings

(a) Unless this Constitution expressly provides otherwise, Members, the auditor and the Directors are entitled to attend Annual & Special General Meetings but only Affiliate Members are entitled to vote.

(b) Each Affiliate Member, by notice to the Association, may appoint a natural person to act as its delegate in all matters connected with the Member as if the Association were a body corporate to which section 253B of the Corporations Act 2001 applies and the appointed Delegate will have the powers in relation to the Member as if section 253B applied to the Association.

(c) An Affiliate Member may, by notice under clause 10.5 to the Association, revoke an appointment made under clause 7.1 (b)

(d) A delegate appointed under 7.1 (b) may attend a meeting by telephone or other electronic means by which he or she can hear and be heard.

(e) For all the purposes of this Constitution, an Affiliate Member represented at an Annual or Special General Meeting by a Delegate is to be taken to be present in person at the meeting.
7.2 Notice Of Meetings

(a) Notice of every Meeting must be given to every Member, the auditor and the Directors by the means authorised in clause 10.5.

(b) A notice of a Meeting must specify the place, day and hour of the meeting and state the nature and order of the business to be transacted at the meeting.

(c) At least twenty-one (21) days’ notice of a Meeting must be given to those Members entitled to receive notice, together with:

(i) the agenda for the meeting;

(ii) any notice of motion received from Members entitled to vote.

7.3 Business Of Meetings

(a) The ordinary business to be transacted at the Annual General Meeting includes the consideration of accounts and the reports of the Board and auditors, the election of Directors under this Constitution.

(b) All business that is transacted at a Special Meeting or an Annual General Meeting, other than those matters referred to in clause 7.46.1(a), is special business.

(c) No business other than that stated on the notice for a Meeting may be transacted at that meeting.

7.4 Proceedings At Meetings

(a) No business may be transacted at any Meeting unless a quorum is present at the time when the meeting proceeds to business. Subject to clause 7.6(a)(ii) a quorum for General Meetings is seventy five percent (75%) rounded up to the next whole number of Affiliate Members.

7.5 Chairperson To Preside At Meetings

(a) The chairperson of the Board will, subject to this Constitution, preside as chairperson at every Meeting except:

(i) in relation to any election for which the chairperson of the Board is a nominee; or

(ii) where the chairperson of the Board has a conflict of interest.

(b) If the chairperson of the Board is not present or is unwilling or unable to preside, the Affiliate Members present must appoint another Director to preside as chair for that meeting only.
7.6 Adjournment Of Meeting At Meetings

(a) If within half an hour from the time appointed for the Meeting a quorum is not present, the meeting must be adjourned until the same day in the next week at the same time and place or to such other day, time and place as the chairperson determines. If at the adjourned meeting a quorum is not present within half an hour from the time appointed for the adjourned meeting

(i) if the meeting was convened on the requisition of Affiliate Members under clause 5.13(b) the meeting will lapse; and

(ii) in any other case, those Affiliate Members present will constitute a quorum.

(b) The chairperson may, with the consent of any meeting at which a quorum is present, and must, if directed by the meeting, adjourn the meeting from time to time and from place to place but no business may be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

(c) When a meeting is adjourned for thirty (30) days or more, notice of the adjourned meeting must be given as in the case of an original meeting.

(d) Except as provided in clause 7.6(c) it is not necessary to give any notice of an adjournment or the business to be transacted at any adjourned meeting.

7.7 Voting Procedure At Meetings

At any meeting a resolution put to the vote of the meeting will be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded by:

(a) the chairperson; or

(b) a simple majority of Affiliate Members present at the meeting.

7.8 Recording Of Determinations At Meetings

A declaration by the chairperson that a resolution has on a show of hands been carried or carried unanimously or by a particular majority or lost and an entry to that effect in the book containing the minutes of the proceedings of the Association is conclusive evidence of the fact without proof of the number of the votes recorded in favour of or against the resolution.

7.9 Voting At Meetings

(a) Members entitled to vote

(i) Each Affiliate Member is entitled to one (1) vote at Meetings.
(b) Chairperson may not exercise casting vote

(i) The chair of a Meeting does not have a casting vote.

7.10 Proxy Voting

There will be no proxy voting

7.11 Special General Meetings

(a) The Board may, whenever it thinks fit, convene a Special General Meeting of the Association.

(b) Requisition of Special General Meetings

(i) On the requisition in writing of at least seventy-five percent (75%) of the total number of Affiliate Members, the Board must, within one month after the receipt of the requisition, and give notice as per Clause 10.5, convene a Special General Meeting for the purpose specified in the requisition.

(ii) Every requisition for a Special General Meeting must be signed by requisitioning Members, state the purpose of the meeting and be sent to the Association. The requisition may consist of several documents in a like form, each signed by one or more of the Members making the requisitions.

(iii) If the Board does not cause a Special General Meeting to be held within one month after the receipt of the requisition, the Members making the requisition may convene a Special General Meeting to be held not later than three (3) months after the receipt of the requisition.

(iv) A Special General Meeting convened by Members under this Constitution must be convened in the same manner, or as nearly as practical to the same manner, as a meeting convened by the Board and for this purpose the Board must ensure that the Members making the requisition are supplied free of charge with particulars of the Members entitled to receive a notice of meeting. The reasonable expenses of convening and conducting such a meeting must be borne by the Association.

7.12 Strategic Forum

(a) Strategic Forums – To be held at least once per year. The object of a strategic forum is to:

(i) inform the Board of significant membership issues

(ii) assist the board to design or review the Association’s strategic plan and direction
(iii) discuss region-wide issues
(iv) provide feedback to the board on the results of its governance decisions in practice at the member level.

(b) Attendees at Strategic Forums - The following persons may attend strategic forums of the Association:

(i) up to two representatives from each member club
(ii) the Directors
(iii) other persons the Board would like to invite.
(iv) Up to two (2) additional community members

7.13 Community Forum

(a) Community Forums – to be held at least once per year. The object of a community forum is to:

(i) appoint or re-appoint the community Elected Directors x 3
(ii) inform the Board of significant community issues,
(iii) assist the Board to design or review the Association’s strategic plan and direction in relation to community matters,
(iv) discuss community implications and issues,
(v) provide feedback to the Board on the implications of any future planning decisions and community plans.

(b) Attendees at Community Forums - The following persons may attend community forums:

(i) the Directors
(ii) other persons the board would like to invite.
(iii) Any members of the community (who are not already Affiliate members)

8. MANAGEMENT

The Board constitutes the Committee for the purposes of the Act.

8.1 General Powers Of Board

(a) Subject to the Act and this Constitution, the business and affairs of the Association must be managed by the Board, which may exercise the powers of the Association for that purpose.
(b) The Board must perform its functions in the pursuit of the Objects and in the interests of the Association as a whole, having regard to the Association’s position in the structure of the Sport in South Australia and their role in supporting the Sport’s reputation in the State.

(c) The Board may not cause the Association to dissociate from The Barossa Council without approval from The Barossa Council in writing.

8.2 Composition of the Board

(a) The Board will comprise:

(b) four (4) Elected Directors from the Affiliated Members, elected under clause 8.4 & 8.5; and

(c) three (3) Elected Directors from the Community Members, elected under clause 8.4 & 8.5; and

(d) up to two (2) Appointed Directors appointed under clause 8.7; and

(e) one (1) representative from The Barossa Council

(f) A director cannot also be delegate.

8.3 Portfolios

The Board may allocate portfolios to Directors.

8.4 Nominations for Elected Directors

(a) The Board must call for nominations for Elected Director/s at least forty-eight (48) days prior to the Annual General Meeting.

(b) The Board may, when it calls for nominations, indicate which portfolios on the Board it wishes to fill, the job descriptions for those portfolios and the qualifications or experience it considers desirable for those portfolios.

(c) Nominations must:

   (i) be in writing;

   (ii) be in the prescribed form (if any) provided for that purpose in the regulations;

   (iii) be signed by the nominee;

   (iv) disclose any position the nominee holds in any Club, including as an officer, a Participant, a Delegate or an employee; and
(v) be delivered to the Association not less than seven (7) days before the date fixed for the Annual General Meeting.

8.5 Elections

(a) If the number of nominations received for the Board is equal to the number of vacancies to be filled or if there are insufficient nominations received to fill all vacancies on the Board, then those nominated shall be declared elected only if approved by the majority of Members entitled to vote.

(b) If the number of nominations exceeds the number of vacancies to be filled, an election must be conducted.

(c) Elections must be conducted by secret ballot.

(d) If at the close of the Annual General Meeting, vacancies on the Board remain unfilled, the vacant position(s) will be deemed casual vacancies under clause 8.9.

(e) If a person nominated at the Annual General Meeting is not approved by the majority of Members under clause 7.7(a), he or she will not be entitled to take office until approved by the members at an Annual General Meeting.

8.6 Term of Appointment for Elected Directors

(a) Directors elected under clause 8.7 shall be elected for a term of three (3) years. Subject to provisions in this Constitution relating to early retirement or removal of Directors and clause 8.7(b), Elected Directors shall remain in office from the conclusion of the annual general meeting at which the election occurred until the conclusion of the second annual general meeting following.

(b) Following incorporation; two (2) of the elected Directors shall retire in year one (1), two (2) elected directors shall retire in year two (2), and three (3) directors in year three (3); until, after three (3) years the original elected Directors, at incorporation have retired, after which those elected Directors (or their replacements) who first retired, shall retire and so on.

(c) The sequence of retirements under clause 8.6(b) to ensure rotational terms shall be determined by the Board. If the Board cannot agree it will be determined by lot.

(d) Following the adoption of this Constitution, no person who has served as an elected Director for a period of four (4) consecutive full terms shall be eligible for election as an elected Director until the next annual general meeting following the date of conclusion of their last term as an elected Director.
If the law requires the Elected Director to have a particular qualification or clearance (for example, police clearance), the Elected Director’s term will not begin until the qualification or clearance has been established.

8.7 Appointed Directors

(a) Appointment of “Appointed” Directors

(i) The Elected Directors may appoint up to two (2) Appointed Directors.

(b) Qualifications for Appointed Directors

(i) In appointing Appointed Directors, the Elected Directors should have regard to which personal skills and experience the Board thinks will complement the Board composition.

(c) Term of Appointment

(i) The Elected Directors must fix the term of office of each Appointed Director at the time of the Appointed Director’s appointment, but it cannot exceed one (1) year.

8.8 Chairperson

The Board shall appoint a chairperson from amongst its elected Directors. The chairperson shall be the nominal head of the Association and will act as the chairperson of any Board meeting at which they are present. If the chairperson is not present or is unwilling or unable to preside at a Board meeting the remaining Directors shall appoint another Director to preside as chairperson for that meeting only.

8.9 Casual Vacancies

(a) Subject to clause 8.5(d) any casual vacancy occurring in the position of Director may be filled by the remaining Directors from among appropriately qualified persons any casual vacancy may only be filled for the remainder of the Director’s term under this Constitution.

8.10 Grounds For Termination Of Director

The office of a Director becomes vacant if the Director:

(a) dies;

(b) becomes bankrupt;

(c) suffers from mental or physical incapacity;

(d) is disqualified from office under section 30 of the Act;
resigns their office by notice in writing to the Association;

(f) is absent without the consent of the Board from meetings of the Board held during a period of six (6) months;

(g) holds any office of employment with the Association;

(h) is directly or indirectly interested in any contract or proposed contract with the Association and fails to declare the nature of their interest;

(i) in the case of an Appointed Director, is removed from office by the Elected Directors;

(j) is removed by the Members in General Meeting; or

(k) would otherwise be prohibited from being a director of a corporation under the Corporations Act 2001 (Cth).

(l) If a Director is removed by resolution of the Members, the Director cannot be reappointed to the Board as an Appointed Director without a further resolution of Members authorising the appointment.

If there are any vacancies on the Board, the remaining Directors may act but, if the number of remaining Directors is not sufficient to constitute a quorum at a meeting of the Board, they may act only for the purpose of increasing the number of Director to a number sufficient to constitute a quorum.

8.11 Board to Meet

(a) The Board must meet as often as it considers necessary in every calendar year for the dispatch of business (and must meet at least as often as is required under the Act). Subject to this Constitution, the Board may adjourn and otherwise regulate its meetings as it thinks fit.

(b) Any Director may at any time convene a meeting of the Board on reasonable notice to the other Directors.

8.12 Decisions of Board

Subject to this Constitution, questions arising at any meeting of the Board may be decided by Ordinary Resolution. Each Director has one (1) vote on any question. The chairperson does not have a casting vote.

8.13 Circulatory Resolutions

(a) A resolution in writing, signed or assented to by email, facsimile or other form of visible or other electronic communication by all the Directors for the time being present in Australia shall be as valid and effectual as if it had been passed at a meeting of Directors duly convened and held. Any such resolution may consist of several
documents in like form each signed or assented by one (1) or more of the Directors.

(b) All directors present in Australia must unanimously approve a resolution circulated in this manner.

(c) A resolution may not be passed under clause 8.14(a) if, before it is circulated for voting under clause 8.14(a) the Board resolves that it can only be put at a meeting of the Board.

(d) A resolution passed under this clause must be noted in the minutes at the next board meeting.

(e) Refer to Regulations for detail of the process.

8.14 Resolutions not in Meeting

(a) Without limiting the power of the board to regulate its meetings as it thinks fit, and subject to clause 8.15 a meeting of the board may be held where one or more of the directors is not physically present at the meeting, provided that:

(b) All persons participating in the meeting are able to communicate with each other effectively, simultaneously and instantaneously whether by means of telephone or other form of communication.

(c) Notice of the meeting is given to all the directors entitled to notice in accordance with the usual procedures agreed upon or laid down from time to time by the board or this constitution. The notice will specify that directors are not required to be present in person.

(d) If a failure in communications prevents clause 8.15(b) from being satisfied by the number of Directors which constitutes a quorum (clause 8.15), and none of such Directors are present at the place where the meeting is deemed by virtue of the further provisions of this rule to be held, then the meeting shall be suspended until clause 8.15(b) is satisfied again. If such condition is not satisfied within fifteen minutes from the interruption, the meeting shall be deemed to have been terminated or adjourned.

(e) Any meeting held where one or more of the directors is not physically present shall be deemed to be held at the place specified in the notice of the meeting, provided a director is there present. If no director is there present, the meeting shall be deemed to be held at the place where the chairperson of the meeting is located.

8.15 Quorum

(a) At meetings of the Board the number of Directors whose presence is required to constitute a quorum is:
(i) if the number of Directors then in office is an even number, half of the number of Directors plus one; or

(ii) if the number of Directors then in office is an odd number, half of the number of Directors rounded up to the next whole number.

(b) The chairperson elected as per clause 8.8 will act as chairperson of any Board meeting or General Meeting at which they are present.

(c) The Directors must comply with sections 31 and 32 of the Act regarding disclosure of interests and voting on contracts in which a Director has an interest.

8.16 Delegations

(a) Board May Delegate Functions

(i) The board may, by instrument in writing, create or establish or appoint special committees, individual officers and consultants to carry out such duties and functions. It will also determine what powers these committees are given. In exercising its power under this clause, the board must take into account broad stakeholder involvement.

(b) Delegation by Instrument

(i) The board may, in the establishing instrument, delegate such functions as are specified in the instrument, other than:

(A) this power of delegation

(B) a function imposed on the board or the Executive Officer by the Act or any other law, or this constitution or by resolution of the Association in general meeting.

(c) Delegated Function Exercised in Accordance with Terms

(i) A function, the exercise of which has been delegated under this clause, may, while the delegation remains unrevoked, be exercised from time to time in accordance with the terms of the delegation.

(ii) Procedure of Delegated Entity

(iii) The procedures for any entity exercising delegated power shall, subject to this constitution and with any necessary or incidental amendment, be the same as that applicable to meetings of the board under clause 8.15. The entity exercising delegated powers shall make decisions in accordance with the objects. It shall promptly provide the board with details of all material decisions and shall provide...
any other reports, minutes and information as the board may require from time to time.

(d) Delegation May be Conditional

(i) A delegation under this clause may be made subject to such conditions or limitations as to the exercise of any function. These may be specified in the delegation.

(e) Revocation of Delegation

(i) By instrument in writing, the board may at any time revoke wholly or in part any delegation made under this clause. It may amend or repeal any decision made by such body or person under this clause.

8.17 Seal

(a) The Association will have a Seal on which its corporate name appears in legible characters.

(b) The Seal may not be used without the express authorisation of the Board and every use of the Seal must be recorded in the minute books of the Association.

(c) The affixing of the Seal must be witnessed by two (2) Directors or by one Director and another person authorised by the Board for that purpose.

8.18 Appointment of Executive Officer

(a) The Directors may appoint an Executive Officer.

(b) The Directors will assign the appropriate job title.

(c) Powers, duties and authorities of Executive Officer.

(d) The Executive Officer holds office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, delegated to them by the Directors.

(e) The exercise of those powers and authorities, and the performance of those duties, by the Executive Officer are subject, at all times, to the control of the Directors.

(f) Subject to the terms and conditions of the appointment, the Directors may suspend or remove the Executive Officer from that office.

(g) The Directors may delegate to the Executive Officer the power (subject to such reservations on the power as are decided by the Directors) to conduct the day-to-day management and control of
the business and affairs of the Company. The delegation will include the power and responsibility to:

(i) develop business plans, budgets, strategies, policies, processes and codes of conduct for consideration by the Directors and to implement them to the extent approved by the Directors;

(ii) manage the financial and other reporting mechanisms of the Company;

(iii) approve and incur expenditure subject to specified expenditure limits;

(iv) sub-delegate the powers and responsibilities to employees or internal management committees of the Company; and

(v) any other powers and responsibilities which the Directors consider appropriate to delegate to the Executive Officer.

(h) The Executive Officer is entitled, subject to a determination otherwise by the Directors, to attend all meetings of the Company, all meeting of the Directors and any Committees and may speak on any matter, but does not have a vote.

8.19 Company Secretary

(a) There must be at least one Company Secretary who is to be appointed by the Directors.

(b) The Directors may suspend or remove a Company Secretary from that office.

(c) A Company Secretary holds office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, delegated to them by the Directors.

9. RECORDS AND ACCOUNTS

(a) The Directors will cause proper accounting and other records to be kept and will distribute copies of financial statements as required by the Corporations Act.

(b) The Executive Officer or other board appointed director shall have a copy of the statements of account, the board’s report, the auditor’s report and every other document required under the Act (if any) sent to all persons entitled to receive notice of AGMs in accordance with this constitution.

(c) The Club shall open and keep at least one transaction account as the Board may from time to time determine, and all monies belonging to the Association shall, as soon as practicable after the
same shall be received, be paid and deposited to the credit of the account(s) of the Association.

(d) No withdrawal shall be made from, and no cheques shall be drawn on, any transaction account in the name of the Association unless the withdrawal form, cheques or electronic transfer is signed or password-activated, as appropriate, by any two of the persons appointed by the Board or such purposes. All extraordinary and capital expenditure must be ratified by the Board.

(e) **Auditor**

(f) The club at the Annual General Meeting and consistent with the Act shall appoint a properly qualified auditor or auditors. The auditor’s duties shall be regulated in accordance with the Act. If no relevant provisions exist under the Act the duties shall be regulated in accordance with the Corporations Act 2001 (Cth.) and generally accepted principles and/or any applicable code of conduct.

(g) The club in a general meeting may remove the auditor.

(h) The accounts of the club shall be examined and the correctness of the profit and loss accounts and balance sheets ascertained by an auditor or auditors at the conclusion of each financial year.

(i) The Auditor(s) may be removed by the Directors and an interim Auditor(s) appointed until the next Annual General Meeting.

### 9.2 Application Of Income

(a) The income and property of the Association shall be applied solely towards the promotion of the objects.

(b) Except as prescribed in this constitution or the Act:

   (i) no portion of the income or property of the Association shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise to any member

   (ii) no remuneration or other benefit in money or money’s worth shall be paid or given by the Association to any member who holds any office of the Association.

(c) Nothing in clauses 8.6(a) or 8.6(b) shall prevent payment in good faith of or to any member for:

   (i) any services actually rendered to the Association whether as an employee, director or otherwise

   (ii) goods supplied to the Association in the ordinary and usual course of operation

   (iii) interest on money borrowed from any member
(iv) rent for premises demised or let by any member to the Association
(v) any out-of-pocket expenses incurred by the member on behalf of the Association.
(vi) provided that any such payments shall not exceed the amount ordinarily payable between ordinary commercial parties dealing at arm’s length in a similar transaction.

10. ADMINISTRATION

10.1 Winding Up

(a) The Association may be wound up in a manner provided for in the Act.

10.2 Distribution Of Property On Winding Up

(a) If upon winding up or dissolution of the Association there remains, after satisfaction of all its debts and liabilities, any assets (including cash from operating funds or reserve funds) or property, the same shall not be paid to or distributed to its members.

(b) The remaining assets, in whatever form, as calculated in 10.2(a) must be given or transferred to The Barossa Council or another organisation(s) that has objects similar to those of the Association and only on the written approval from The Barossa Council.

(c) The organisation(s) in clause 10.2(b) must prohibit the distribution of its income and property among its members to an extent at least as great as that imposed on the organisation by this constitution.

(d) The organisation(s) in clause 10.2(b) is to be determined by the members in general meeting at or before the time of dissolution.

(e) If a decision under clause 10.2(d) cannot be reached by the members in general meeting the decision will be made by a judge of the Supreme Court of South Australia or other court as may have or acquire jurisdiction in the matter.

10.3 Alteration Of Constitution

This constitution shall not be altered except by special resolution unless the Board considers it necessary to amend the Constitution to:

(a) to achieve or maintain Association with The Barossa Valley Council;
(b) to comply with the Local Government regulations; or
(c) to achieve or maintain a particular tax status,
in which case the Board may, by Ordinary Resolution, make the amendments that it considers necessary for that purpose.

10.4 Regulations

(a) Board to Formulate Regulations

(i) The board may formulate, issue, adopt, interpret and amend such regulations for the proper advancement, management and administration of the Association and the advancement of the purposes of the Association at the ‘Park’ as it thinks necessary or desirable. Such regulations must be consistent with the constitution, and any policy directives of the board.

(b) Regulations Binding

(i) All regulations are binding on the Association and all members.

(c) Regulations Deemed Applicable

(i) All clauses, rules, by-laws and regulations of the Association in force at the date of the approval of this constitution (as long as such clauses, rules, by-laws and regulations are not inconsistent with, or have been replaced by, this constitution) shall be deemed to be regulations and shall continue to apply.

(d) Bulletins Binding on Members

(i) Amendments, alterations, interpretations or other changes to regulations shall be advised to members by means of bulletins approved by the board and prepared and issued by the Executive Officer. Clubs shall take reasonable steps to distribute information in the bulletins to individual members. The matters in the bulletins are binding on all members.

10.5 Notice

(a) Notices may be given by the Association to any person entitled under this constitution to receive any notice. Notices will be sent by pre-paid post or facsimile transmission or, where available, by electronic mail to the member’s registered address or facsimile number or electronic mail address. Notices to delegates will be sent to the last notified address, facsimile number or electronic mail address.

(b) Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying and
posting the notice. Service of the notice is deemed to have been
effected six (6) days after posting.

(c) Where a notice is sent by facsimile transmission, service of the notice
shall be deemed to be effected upon receipt of a confirmation
report confirming the facsimile was sent to/or received at the
facsimile number to which it was sent.

d) Where a notice is sent by electronic mail, service of the notice shall
be deemed to be effected the next business day after it was sent.

(e) Notices given to the Association are subject to clauses 10.5(a), (b),
c) and (d).

10.6 Patrons

(a) At a General Meeting, the Association, on the recommendation of
the board, may annually appoint a chief patron and the number of
patrons, as it considers necessary. This is subject to approval of that
person or persons.

10.7 Indemnity

(a) Every director and employee of the Association shall be indemnified
out of the property and assets of the Association against any liability
incurred by them in their capacity as director or employee in
defending any proceedings, whether civil or criminal, in which
judgement is given in their favour or in which they are acquitted or in
connection with any application in relation to any such proceedings
in which relief is granted by the court.

(b) The Association shall indemnify its directors and employees against
all damages and losses (including legal costs) for which any such
director or employee may be or become liable to any third party in
consequence of any act or omission except wilful misconduct:

(i) in the case of a director, performed or made while acting
on behalf of and with the authority, express or implied, of the
Association

(ii) in the case of an employee, performed or made in the
course of, and within the scope of, their employment by the
Association.

10.8 Authority To Trade

The Association is authorised to trade in accordance with the Act.

Constitution Version Control
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7.3.2 DEBATE AGENDA - MANAGER COMMUNITY PROJECTS

7.3.2.4 STOCKWELL RECREATION PARK AND HALL VOLUNTEER ADVISORY GROUP - INTENT TO INCORPORATE B9162

PURPOSE
For Council to consider its support for the next proposed stage of transition of the Stockwell Recreation Park and Hall Volunteer Advisory Group (the Stockwell group) to an incorporated association, Stockwell Community Association Incorporated through a committee led community consultation process on the draft constitution.

RECOMMENDATION
That Council supports the Stockwell Recreation Park and Hall Volunteer Advisory Group with the next stage of the process it is undertaking to formalise the entity as an incorporated association, noting that it will carry out a period of community consultation on its proposed draft Constitution.

REPORT
Background
As part of the Redefining Community Committees project, at its 17 November 2015 meeting, Council resolved:

MOVED Cr de Vries
That Council:
(1) Approve the transition of the Stockwell Recreation Park Committee and Stockwell Hall Committee to the Stockwell Recreation Park and Hall Volunteer Group as defined in the Memorandum of Understanding;
(2) Endorse the Stockwell Recreation Park and Hall Volunteer Group, and The Barossa Council Memorandum of Understanding;
(3) Formally dissolve the Stockwell Recreation Park Committee as established pursuant to Section 41 of the Local Government Act 1999;
(4) Formally dissolve the Stockwell Hall Committee as established pursuant to Section 41 of the Local Government Act 1999;
(5) Retain the balance of the Stockwell Recreation Park reserve fund at 30 June 2015 for future expenditure on the Stockwell Recreation Park;
(6) Retain the balance of the Stockwell Hall reserve fund at 30 June 2015 for future expenditure on the Stockwell Hall; and
(7) Formally records its thanks to the Stockwell Recreation Park and Stockwell Hall Committee members past and present for their contribution to the Section 41 Committee of Council.

Seconded Cr Miller
CARRIED 2014-18/489
The Memorandum of Understanding (Attachment 1) approved at this time included the following objectives:

As a volunteer group the aim is to fulfil the following functions in partnership with Council:
1. To advise on the management and maintenance of the Park and Hall;
2. To contribute recommendations for the future development of the Park and Hall for the benefit of the community;
3. To promote a positive community spirit in the district towards the Park and Hall;
4. To contribute to the management of groups and persons occupying the Park and Hall in accordance with Council’s Lease and Licence policy;
5. To hold fundraising events if it chooses;
6. To provide volunteer support for minor maintenance in liaison with Council; and
7. To liaise with the Park and Hall caretaker/s on maintenance matters.

Discussion
This informal arrangement has worked well since late 2015 as the group has progressed its intent to formalise its entity structure as an incorporated association. The draft constitution is included at Attachment 2 for Council’s review.

If Council continue to be supportive of this transition, the draft constitution will be advertised for community feedback. This process will be managed by the Stockwell group with the advertising funded from the Stockwell Recreation Park operating budget.

The Stockwell group wishes to then further negotiate with Council for additional day-to-day operational management of the Stockwell Recreation Park and Hall. This will be documented in a management agreement document (contract) and brought back to Council for consideration prior to being executed.

An outcome of the Redefining Community Committee project was to provide a budget allocation for groups that may have progressed to this same stage. The budget was carried forward for a number of years but that arrangement ceased for the 2019/20 budget. To continue to provide the same support for the Stockwell group, officers can allocate funds from the current Stockwell Recreation Park operating budget for this purpose.

The costs involved will be $216 for incorporation application fee. There will also be a cost to insure the new entity and its members. Assistance with insurance was also provided to the early adopters. Once the incorporation process progresses, this will be further researched and brought to Council for support.

The early adopters of the Redefining Community Committees project were also required to provide a Strategic Plan that will guide the first three years of operation for the group. It is appropriate that the Stockwell group complete the same process and this will be done during the Management Agreement development phase.

Summary and Conclusion
The Stockwell Recreation Park and Hall Advisory Group would like to transition to an incorporated association. Council’s support of the constitution and proposed outcome is requested to then advertise the draft document for community feedback. Further reports will be brought back to Council for subsequent stages.
ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment 1: Memorandum of Understanding – Stockwell Recreation Park and Hall Volunteer Advisory Group - Ref: 15/50469
Attachment 2: Draft Constitution – Stockwell Community Association Incorporated – Ref: 20/11716

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Community Plan

- Community and Culture
- How We Work – Good Governance

Legislative Requirements
None

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
Costs for advertising and application fees can be supported via existing operating budgets.

Risk management considerations will need to continue to be assessed as the day-to-day management of the Park and Hall transitions to the Stockwell group. A full risk assessment will be completed as part of the process of the management agreement development.

COMMUNITY CONSULTATION
While there is no formal requirement for community consultation under the Local Government Act or Council’s Public Consultation Policy, the community will have an opportunity to provide feedback on the draft constitution. This will be done wholly under the Stockwell Recreation Park and Hall committee banner/branding and will not be a Council consultation process.
Memorandum of Understanding

Stockwell Recreation Park & Hall Volunteer Group and The Barossa Council

The Section 41 committee of Council for the Stockwell Recreation Park voted to dissolve and transition to a Volunteer (advisory) Group.

The Stockwell Recreation Park Committee acted as a section 41 committee and now wish to maintain the interest and support for the Stockwell Recreation Park and Hall by becoming a volunteer group of Council.

The proposed “Stockwell Recreation Park and Hall Volunteer Group” will take an active interest in the future management and use of the Stockwell Recreation Park and Hall in partnership with Council. During this time a working party is to be established to investigate the structure and feasibility of an Incorporated Association as a peak body for Stockwell Recreation Park and Hall in the longer term.

Key objectives:

As a volunteer group the aim is to fulfill the following functions in partnership with Council:

1). To advise on the management and maintenance of the Park and Hall;

2). To contribute recommendations for the future development of the Park and Hall for the benefit of the community;

3). To promote a positive community spirit in the district towards the Park and Hall;

4). To contribute to the management of groups and persons occupying the Park and Hall in accordance with Council’s Lease and Licence policy;

5). To hold fundraising events if it chooses;

6). To provide volunteer support for minor maintenance in liaison with Council; and

7). To liaise with the Park and Hall caretaker/s on maintenance matters.

Desired outcome:

- The Stockwell Recreation Park and Hall is managed and maintained to provide a fit for purpose sport, recreation and community facility for the benefit of community, visitors and member clubs.
Role of the volunteer group of the Stockwell Recreation Park and Hall

- To provide recommendations on the management and maintenance of the Park and Hall to agreed service levels to be endorsed and implemented by Council;
- To provide input into planning for future development and upgrading of the Park, Hall and its facilities for the benefit of all members of the community, including input on the preparation of an annual maintenance plan to be adopted by the Council as part of the annual budget process;
- To promote a community spirit in the district and to the public generally towards the Park and Hall;
- To advise on rules and conditions to regulate the behaviour of groups and persons using or hiring any facility in the Park or Hall complex;
- To inform member groups periodically on the management and maintenance of the Park or Hall;
- To continue to liaise with and support the Park or Hall caretaker;
- To assist in maintaining the Park and Hall in liaison with Council; and
- To have all members who represent user groups to be registered volunteers of The Barossa Council.

Role of The Barossa Council

- To prepare the annual budget with an opportunity for input from the Group;
- To pay public liability and building insurance, fire, water, and other maintenance costs (it is noted that user groups also contribute to some of these costs);
- To hold reserve funds for future maintenance and capital development of the Park and Hall;
- To accept monies and pay expenses;
- To manage the day to day business of the park and Hall; and
- To train members of the Group as volunteers of Council as required.
# STOCKWELL COMMUNITY ASSOCIATION INCORPORATED

## CONSTITUTION

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STOCKWELL COMMUNITY ASSOCIATION INCORPORATED

CONSTITUTION

1 NAME AND FORMATION

1.1 The name of the Incorporated Association shall be the Stockwell Community Association Incorporated (hereinafter called the Association).

2 DEFINITIONS

‘committee’ means the committee of management of the association

‘general meeting’ means a general meeting of members of the association convened in accordance with these rules

‘member’ means a member of the association

‘the Act’ means the Association Incorporations Act 1985

‘special resolution’ means a special resolution defined in the Act

‘month’ shall mean a calendar month

‘resident member means a Resident from Stockwell or immediate region

3 OBJECTS AND PURPOSES

The objects and purposes of the Association are:

3.1 To work together in areas including commerce, tourism, social and sporting activities for the promotion and benefit of Stockwell and immediate regions.

3.2 To work together with member groups and where necessary act as a lobby with matters relating to:

I. Community Facility Management,
II. Amenity Horticulture and Turf Management,
III. Tourism and Events,
IV. Sport and Recreation,
V. Matters of Community grievance and concern.

3.3 To provide leadership on Stockwell and immediate region’s interests through public consultation and debate on any matters affecting Stockwell Community or its immediate region. Immediate region is the catchment of membership.
3.4 To receive and facilitate feedback from members of Stockwell Community and to encourage constructive criticism enabling evaluation and improvements.

3.5 To encourage the business interests in Stockwell Park and Hall, to welcome new businesses and to encourage members to support businesses in the immediate region.

3.6 To promote and support any program or event to enhance Stockwell Community and which contributes to the lifestyle of the Barossa.

3.7 To promote hospitality, service and friendship to all who live near and/or visit the Stockwell Community and to work together for the good of the Stockwell as a whole for present and future generations.

3.8 To source and apply for any grants to attain the above objectives.

3.9 To do all such other things as are incidental and conducive to the attainment of the above objects and purposes of the Association or anything that may contribute to the welfare of Stockwell Park and Hall.

3.10 To liaise with Government or semi Government bodies and any other like Associations to promote and develop Stockwell Community and the immediate region and to attain support to achieve the above objects and purposes.

4. **POWERS OF ASSOCIATION**

In additional to any of the powers granted by Section 25 of the *Association Incorporated Act 1985* the powers of the Association are as follows and are limited to the extent that they can only be exercised to further the objects and purposes of the Association:

4.1 To seek or receive membership fees, donations, gifts, grants and property of any kind.

4.2 To publish periodicals, reports and other documents.

4.3 To provide or facilitate education or training relating to the Association and its objects and purposes.

4.4 To join with any other body in order to further any object or purpose of the Association if approved at an annual or special general meeting.

4.5 To contribute to or support any entity with purposes of a social, educational, benevolent, patriotic or charitable nature within Stockwell or its immediate regions.

4.6 To set up endowments, scholarships, bursaries and educational grants.

4.7 To arrange and provide recreation, sport and other activities for the good of Stockwell and immediate regions, in partnership with The Barossa Council.
4.8 To deal with property of all kinds and in any manner, in partnership with The Barossa Council.

4.9 To enter into any agreement.

4.10 To manage the investment any property to the Association in any manner.

4.11 To operate bank accounts.

4.12 To carry on any business or legal proceedings.

4.13 To pay any expenses.

4.14 To engage or dismiss any employees or volunteers.

4.15 To administer any property held in trust.

4.16 To do such other acts and things to further the purposes of the Association as the Association or Committee thinks fit.

4.16 To borrow or lend money and give security if approved at an Annual or Special General Meeting.

5 PROPERTY OF THE ASSOCIATION

5.1 The Committee has the management and control of the funds and property of the Association.

5.2 All income and property of the Association may only be applied for the purposes of the Association.

5.3 No funds or property of the Association may be paid or transferred directly or indirectly to the members or relatives of members.

However, this does not restrict the payment in good faith to an officer, member or relative of a member of the Association for:

I. Reasonable remuneration for services rendered provided either a workplace agreement or tax invoice for services rendered is supplied and approved by the Committee,

II. Reasonable rental for property let or hired to the Association by that person, or,

III. Any payment incidental to the Association’s activities provided it is consistent with the Association’s purpose.

6 THE COMMITTEE

6.1 The Committee consists of the Chair, Vice Chair, Secretary, Treasurer, Public Officer and Resident Members with 1 delegated member and 1 proxy from each user group of the Park, representative from the Stockwell Hall plus a delegated member from The Barossa Council up to a maximum of twelve Committee members.

6.2 The initial Committee members will be elected at the Inaugural Meeting of the Association. The Chair and Treasurer will be elected for an initial term of one year.
All other initial Committee members will be elected for a two year term. Thereafter, all Committee members will be elected for two year terms, ensuring the Vice Chair and Secretary Elections are on alternate years to the Chair and Treasurer.

6.3 The Committee has the power and right to co-opt additional Committee members as per clause 6.1.

6.4 Subject to this Constitution elected Committee members hold office until their term expires.

6.5 A Committee member may stand for re-election at the Annual General Meeting when his/her term expires.

6.6 Financial members may nominate for election to the Committee at the relevant election.

6.7 A person may nominate for election to more than one position on the Committee but cannot be elected to more than one position.

6.8 If there is only one nominee for a position on the Committee, that person will be declared elected. Otherwise, there will be a closed ballot for the position. The person with the most votes is elected to the position. However, if there is an equality of votes, successive ballots will be taken until the deadlock is broken or a decision by the Chair to defer the vote until the next meeting to account for absent voting members.

7 COMMITTEE MEETINGS

7.1 The Committee will meet on a minimum of (6) occasions per annum. If two Committee members call a meeting, the Committee must meet as soon as practicable.

7.2 Notice of a Committee meeting may be given at a previous meeting or by email, fax, telephone or other personal notification. A minimum notice of Twenty Four hours is required.

7.3 A Committee meeting is convened for any period when a quorum of Committee members can communicate with each other in person, by telephone or video conference facility. Likewise, a Committee member is deemed present at a Committee meeting if he or she takes part in the meeting via a telephone call or video conference facility.

7.4 A quorum of the Committee consists of the total number of Committee members divided by 2 plus 1 members.

7.4.1 A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.

7.4.2 Lack of Quorum

I. If, prior to the commencement of the meeting, the number of apologies received by the Chair (or their delegate) indicates that a quorum will not be present at that meeting, or
If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present.

The Chair (or their delegate) may adjourn the meeting to a specified day and time or continue the meeting without any motions being formally resolved.

II. If the meeting is adjourned for want of a quorum, the Chair (or their delegate) will record in the minutes the reason for the adjournment, the names of any members present and the date and time to which the meeting is adjourned.

7.5 Each Committee member, including the Chair has one vote on any motion or matter. In the case of an equality of votes, the Chair does not have the casting vote and the motion must be declared lost.

7.6 Any motion set out in a document signed by all Committee members is deemed to have been passed at a duly convened meeting. Such a document may be signed in counterparts (i.e. separate copies).

7.7 A Committee member must disclose any financial interest in any matter with the Association.

7.8 No Committee member may vote in any matter in which they may be deemed to have a conflict of interests.

7.9 A Committee member is required to attend meetings. Failure to attend 3 meetings in an elected term, without just cause may result in removal from the Committee.

7.10 Co-opted committee members may send a proxy to meetings if they are going to be absent.

8 COMMITTEE BUSINESS

8.1 The Committee is responsible for the administration and management of the Association. It must also carry out any decisions of a General Meeting. The Committee may exercise all the Associations powers which are not required by law or this Constitution to be exercised by the Association at a General Meeting.

8.2 The Committee may delegate any of its functions to any particular Committee member or members.

8.3 It may appoint sub-committees to carry out any of its function. Any person (including a non-member) may be a member of a sub-committee. However, at least one Committee member must be a member of any sub-committee.

9 CHAIRPERSON

9.1 The Chairperson is the Chair of all meetings of the Association and the Committee.

9.2 In the absence of the Chair, the Vice Chair will chair the meeting.
In the absence of both the Chair and Vice Chair, those present may elect one other Committee member to be the Chair of that meeting.

The Chair’s ruling on any matter of meeting procedure is final and binding on the meeting in accordance with the Association Incorporation Act 1985 and Regulations 2008.

The Chair is responsible for the proper observance of the rules of the Constitution in the conduct of meetings and affairs of the Association.

Ensure all Committee members have an opportunity to participate in discussions in an open, respectful and encouraging manner.

Call the meeting to order and ask for the debate to be finalised if no new information is being presented to allow a motion to be put to the Committee.

The Secretary must:

I. carry out all secretarial functions for the Association,
II. give all notices that may be required under the Constitution,
III. generally carry into effect the directions of the Committee.

The Secretary must keep accurate minutes of the meetings and decisions of the Association including:

I. names of members present,
II. each motion carried,
III. any disclosure of interest made by a member.

Control all funds of the Association, subject to any directions of the Committee and subject always to the overriding authority of the Committee,

I. Pay all funds received into an Association bank account as soon as practicable after receiving them,
II. Pay the Association’s debts as they become due, subject to Committee approval. Approval must be attained from 2 Committee members. Approvals may be attained in person, by phone, facsimile or email.

The Treasurer must keep accurate records of all financial affairs, money matters and fund raising activities of the Association.

All Association cheques or electronic payment transactions must be signed by the Treasurer and one other approved Committee member nominated for that purpose by the Committee.
11.4 The Treasurer must submit to the Committee regular statements of the financial position of the Association.

11.5 The Treasurer must present the Association’s annual financial statements at the Annual General Meeting.

11.5 Part or all of the Treasurer’s functions may be delegated to a third party at an Annual or Special General meeting. Said delegation may only be rescinded at an Annual or Special General Meeting.

12 MEMBERS

12.1 The initial members will be those declared as members at the inaugural meeting of the Association in conjunction with Clause 6.1.

Types of members include one (1) from each of the following categories:

- Sporting Club Representatives
- Stockwell Hall Representative
- The Barossa Council Representative (Elected Member or Staff Member)

Types of members include multiple from each of the following categories

- Stockwell Community Representatives

Should a member not be forthcoming from a particular group, that seat shall remain vacant.

12.2 Subsequently any natural person can nominate to become members. That person becomes a member if the Committee accepts him or her as a member.

12.3 A business may be a member but it must nominate natural persons to be its representative, subject to Committee approval. Only two nominees may represent any single business or club. Such nominees are treated as if a member in his or her own right for voting and Committee appointment purposes.

12.4 A schedule of membership fees will be set annually by the Committee.

12.5 A member may resign at any time by notice in writing to the Secretary.

12.6 The Committee may:

   I. Reprimand a member,
   II. Suspend the membership of a member, or,
   III. Cancel the membership of a member.

However, the Committee must give the member at least 10 days’ notice of its intention of its intention to do so. This correspondence must outline reasons why it proposes to take this course of action. The Committee must give the member a reasonable opportunity to make submissions to the Committee before it votes on such a motion. All matters relative to this clause will remain confidential between both the Committee and the member.

12.7 Membership does not give any right or interest in any property or asset of the Association.
12.8 No member is liable to contribute to any liabilities of the Association or any costs of winding up.

12.9 A member does not become a member until such time as they are financial. A member’s membership will become null and void if a member does not pay the membership fee as set by the Committee with 90 days of notice of fees.

12.10 The Secretary must keep a register of all current members.

13 FINANCIAL YEAR / ANNUAL GENERAL MEETING

13.1 The financial year of the Association shall be the twelve month period commencing on the first day of July each year until the 30th of June in the following year.

13.2 The Annual General Meeting will be held once each year at a time and place fixed by the Committee but no later than 31st August in each year.

13.3 Each Annual General Meeting may only deal with the following matters:

(a) To receive apologies,

(b) To confirm the minutes of the previous Annual General Meeting and any intervening General Meeting,

(c) To receive the Chair’s report,

(d) To receive, and if decided, accept the Association’s financial statements,

(e) To elect Committee members for the following term as described in sections 6.1 to 6.5,

(f) To deal with any matter notified in the notice of the meeting.

14 SPECIAL GENERAL MEETING

14.1 A Special General Meeting of members must be called by the Secretary following:

(a) A resolution to that effect of the Committee or an Annual General Meeting, or,

(b) Receipt of a written request signed by at least 20% of the financial members (providing the request states the matters to be dealt with at the meeting), or,

(c) The passing of any resolution requires a two thirds majority.

14.2 Within 14 days of any of the above events, the Secretary must give notice of the Special General Meeting.

14.3 The notice must state the matters to be dealt with.

14.4 A quorum of half of the total committee members plus one are required to make the meeting valid.
15 NOTICE OF GENERAL MEETING

15.1 Notice of any General Meeting may be given to members:

I. In any Association newsletter,
II. By individual written notice posted to each member,
III. By notice put up in any premises used or occupied by the Association,
IV. By advertising in the local Barossa papers, or,
V. In any other matter fixed by the Committee.

16 GENERAL MEETING PROCEDURE

16.1 Subject to the next sub-clause, the quorum for a General Meeting is specified in section 7.4.

16.2 A minimum of 6 General Meetings per calendar year must be held.

16.3 If a quorum is not present at any meeting within 30 minutes of the commencement time, the Chair must adjourn the meeting for not less than 7 days. Those members present at the adjourned meeting time constitute a quorum.

16.4 Voting at General Meetings will be by show of hands; however, if the Chair or half of the quorum plus one require it, the vote will be by poll.

16.5 Each member, including the Chair, has one vote on any motion or matter for decision. In the case of an equality of votes, the Chair does not have the casting vote and the motion must be declared lost.

16.6 A member shall be entitled to appoint in writing a natural person who is also a financial member of the Association to be their proxy, and attend and vote at any general meeting of the Association.

17 AUDITORS

17.1 The Committee may appoint (and remove) auditors to audit the Association’s annual financial statements or for any other purpose. However, if required by law, auditors must be appointed.

17.2 The auditors have the power to call for any and all Association books or records at any time.

18 RULES

18.1 The Committee may make, alter or rescind rules relating to the Association and its matters.

18.2 No such rule may be inconsistent with this Constitution.

18.3 A rule has a like force as if it was part of this Constitution.
18.4 The Secretary will record the minutes of all meetings and distribute said minutes to all members within 5 business days post meeting.

18.5 All sporting club or resident member shall provide notice of any resignation or change of representative to the Association within one month of such change.

19 ALTERING THIS CONSTITUTION

19.1 This Constitution may be altered or rescinded at any time by a Special General Meeting.

19.2 The alteration shall be registered with the relevant government authority and within the timeframe required by Section 24 of the Associations Incorporation Act 1985.

20 DISSOLUTION, WINDING UP OR AMALGAMATION

20.1 The members may, by resolution passed by a majority of four fifths of the members, present at any annual general meeting or special general meeting called for that purpose resolve to dissolve the Association or to amalgamate it with any other association.

20.2 In the event of dissolution, any Barossa Council Reserve or operational funds distributed to and remaining to the credit of the association shall be paid returned to The Barossa Council.

20.3 Any operational funds remaining after payment of all debts and liabilities may be made available to another incorporated community organisation on written approval from The Barossa Council for the specific purpose of expenditure on matters that meet the objectives within the constitution of the organisation that originally held the funds.

20.4 Provided nevertheless that the Association shall not be dissolved whilst any five (5) members desire its continuation.

20.5 The association may be wound up in the manner provided for the act and any surplus assets as defined in the act shall be paid as specified in the rule 17.2 herein.

21 INDEMNITY

Each Committee member is indemnified by the Association against all loss, damages and expenses paid or incurred by him or her as a Committee member in the proper exercise of his or her duties.

22 NO LIABILITY

No member or Committee member is liable for:

(a) The errors or defaults of any other member or Committee member,

(b) Any defect of title to any property acquired by or on behalf of the association,
(c) Any loss or damage arising from the insolvency or tortuous act of any person controlling any property of the Association,

(d) Any default by a member or Committee member when properly exercising his or her duties.

23 INTERPRETATION

“Ordinary Resolution” of the Association is a resolution passed by a simple majority at a general meeting.

“Special Resolution” as defined by the Associations Incorporation Act means a resolution passed at a duly convened meeting of the members of the association if –

(a) At least 14 days written notice specifying the intention to propose the resolution as a specified resolution has been given to all members of the association; and

(b) It is passed at a meeting referred to in this paragraph by a majority of not less than two thirds of such members of the Association as being entitled to do so, vote in person or by proxies at that meeting.
7.4.1 DEBATE AGENDA – DIRECTOR WORKS AND ENGINEERING SERVICES

7.4.1.1 PROPOSED ROAD CLOSURES - 2020 BAROSSA HISTORY FAIR
B9187 – 20/11388

Author – Manager Engineering Services

Purpose
A request has been received from the Angaston and Penrice Historical Society Inc. for Council to assist with the traffic management arrangements associated with the Barossa History Fair 2020 on Saturday 2 May and Sunday 3 May 2020.

Recommendation
That the Commissioner of Police be advised that Council endorses the road closure of;

Kent Street, Angaston between South Terrace, Angaston, and a point 30m west of Sturt Street, Angaston, and
Washington Street, Angaston between Sturt Street and Fife Street,

Between 9.00am and 4.30pm on Saturday 2 May 2020 and Sunday 3 May 2020 for the purpose of the Barossa History Fair 2020.

Additionally, that the speed limit along Murray Street, Angaston between South Terrace and Schilling Street and Sturt Street, Angaston between Murray Street and Fife Street, and Fife Street, Angaston between Sturt Street and Washington Street be lowered to 25km/h during the event.

Report
Discussion
As part of the Barossa History Fair 2020, the Angaston Town Hall will feature displays by regional history groups and others who have a passion for history on Saturday 2 May and Sunday 3 May 2020, to coincide with the opening of the restored Angaston Railway Precinct on Sunday 3 May 2020.

An application for the closure of segments of Kent Street and Washington Street, Angaston has been received from the Angaston and Penrice Historical Society Inc. as organisers of the Barossa History Fair 2020, a part of South Australia’s History Festival.

The Angaston and Penrice Historical Society Inc. advertising for the event advises that “there is something planned for the whole family, with a range of children’s games
and fun activities, guided heritage walks, fascinating historic displays and paraphernalia, and some very interesting talks given in the Town Hall annexe.

Entry to the Town Hall will be $5 per adult or $10 per family, with a separate $5 contribution for the talks. The Angaston Blacksmith Shop and Museum will be open, as will Angaston’s renowned foodie havens in the main street. Visitors can enjoy a history, food, wine and shopping experience in the one beautiful town. A small bus will provide transport for those wishing to visit various heritage hotspots around the Barossa”.

Summary and Conclusion
The proposed road closure is pursuant to Section 33 of the Road Traffic Act 1961.

Council officers deem the closure necessary as a risk mitigation strategy to maintain the safety of participants and the general public.

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS
Community Plan

- Community and Culture
- Health and Wellbeing
- Business and Employment

2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.
2.6 Support a vibrant and growing arts, cultural, heritage and events sector
4.2 Create opportunities for people of all ages and abilities to participate in the community.
5.13 Support economic development through events.

Legislative Requirements
Local Government Act 1999
Road Traffic Act 1961

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
The in-kind cost and implementation of the road closure of approximately $1,520 is to be met by Council via Council’s Road Closure – Support budget.

Risk Management
Council officers deem the closure necessary as a risk mitigation strategy to maintain the safety of participants and the general public.

Council staff will closely monitor the road closure and reopen the road/s as soon as practical after the conclusion of the event.

COMMUNITY CONSULTATION
The community will be advised of the closure by public advertisements to be placed in the Leader and The Herald newspapers and also via placement of the SAPOL notice on Council’s website.
COUNCIL
WORKS AND ENGINEERING SERVICES
DIRECTOR’S REPORT
17 MARCH 2020

7.4.1 DEBATE AGENDA – DIRECTOR WORKS AND ENGINEERING SERVICES

7.4.1.2
MURRAY RECREATION PARK – EDEN VALLEY CARAVAN PARK – SEPTIC UPGRADE
B10543 – 20/9130

PURPOSE
For Council to consider and approve budget transfers to fund the proposed Murray Recreation Park (Eden Valley Caravan Park) wastewater system upgrade.

RECOMMENDATION
That Council:

1) Approve a third quarter budget transfer of $42,702 from the Murray Recreation Park reserve fund, cost centre 951, and;

2) Approve a third quarter budget transfer of $27,349 from the unallocated miscellaneous buildings renewal capital budget, cost centre 601269-841-961 to fund the Murray Recreation Park wastewater system upgrade for a total project estimated cost of $70,051 including contingency (excluding GST).

REPORT

Background
The existing Murray Recreation Park wastewater system is at the end of its useful life, non-compliant and not operating effectively resulting in increased maintenance with frequent facility closures causing great inconvenience and possible health risks to park users. It is proposed to decommission the existing system and install a new upgraded wastewater system.

Discussion
The new proposed wastewater system includes a much larger septic tank, connection of all on-site wastewater drains, additional caravan/RV dump point (DumpEZY) and new soakage trenches to be located at the southern end of the park, away from park users.

The proposed designed system has been granted wastewater works approval. The system has been designed to accommodate possible future Big Project masterplan work specifically an additional amenity block and additional toilets.

The new proposed system has been quoted and, with contingency, total project costs are forecast at $70,000. The work will be completed prior to June 30 2020.
Summary and Conclusion

The proposed replacement wastewater system at Murray Recreation Park will deliver an improved, and compliant, wastewater system with the additional benefit of a caravan/RV dump point. It will also allow for greater occupancy rates due to increased capacity.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan

Community and Culture
2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.

Infrastructure
3.2 Collaborate with private and public utilities providers to ensure infrastructure is adequate to support the community both now and into the future.

Corporate Plan

Infrastructure
3.9 Ensure Council facilities and assets are accessible, safe and maintained to an agreed level of service.
3.12 Ensure Council owned waste water systems are safe and maintained to an agreed level of service.

Legislative Requirements
SA Public Health (Wastewater) Regulations 2013

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Transferring $42,702 from the Murray Recreation Park reserve fund will exhaust all remaining funds from this reserve, at this stage there are no other known allocations proposed for this funding pool.

Transferring $27,349 from the miscellaneous buildings renewal budget will leave $53,939 for reactive maintenance building work for the balance of Financial Year 2019/2020.

COMMUNITY CONSULTATION

The park users will be notified in advance of construction works commencing.
7.5.2 DEBATE AGENDA – ENVIRONMENTAL SERVICES REPORT

7.5.2.1 CONSIDERATION AND ADOPTION OF COMMITTEE RESOLUTIONS – BAROSSA BUSHGARDENS B9068

Author: Director, Development and Environmental Services

PURPOSE
The Minutes of Council Section 41 Committees are presented for consideration and adoption of Council.

RECOMMENDATION
That:

(1) Council having reviewed the Minutes of the Barossa Bushgardens S41 Committee Meeting held on 12 February 2020 and that the Minutes be received and noted.

REPORT
The consideration and adoption of recommendations of Council Committees to Council requires assessment by Council to ensure compliance with Council obligations under section 6(a) of the Local Government Act. The relevant Minutes received in the past month are hereby presented for Council adoption.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment 1: Minutes - Barossa Bushgardens S41 Committee Meeting held 12 February 2020.

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan
Natural Environment and Built Heritage

Corporate Plan
Natural Environment and Built Heritage
1.1 Collaborate with relevant authorities to ensure a regional and holistic approach in the management of natural resources.
1.2 Support native eco systems that support native flora and fauna.
1.3 Ensure environmental and agricultural sustainability and historic significance of the region is retained.

**Legislative Requirements**
Local Government Act and Regulations
Development Act and Regulations

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**
Identified within the body of the Minutes, and is included within the endorsed Council Budget.

**COMMUNITY CONSULTATION**
Not required by Council.
MINUTES OF THE MEETING OF
THE BAROSSA BUSHGARDENS S41 COMMITTEE
To be held in the Council Committee Room on Wednesday 12 February 2020 commencing at 1:00pm

1. WELCOME

The Chair welcomed everyone, and opened the meeting at 1:01pm.

2. PRESENT

Members
R Johnstone   Chairperson
Cr K Schilling  Member
B Lillecrapp  Member
T Waldhuter  Member
L Mason  Member
A Fairney  Member
E Morgan  Member

Staff
G Mavrinac   Director, Development and Environmental Services
K Thompson  Team Leader, Environmental Services
D Von Linde  NRC Coordinator
P Payne  Nursery Manager
C Kruger  Minute Secretary

3. APOLOGIES

J McKenzie

4. GUESTS

Nil.

5. DECLARATION OF INTEREST BY MEMBERS

Nil.
6. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

Moved: K Schilling
Seconded: A Fairney
That the minutes of the Barossa Bushgardens S41 Committee meeting held on 11 December 2019 be received and confirmed.

CARRIED

7. BUSINESS ARISING FROM PREVIOUS MINUTES (ACTION LIST)

7.1 ACTION LIST

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Resolution/Action</th>
<th>Status</th>
<th>Actioning Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 October 2017</td>
<td>Seed collection site – contact owner for further information.</td>
<td>Letter to Native Vegetation Council to be prepared, seeking funding opportunities and support to purchase the allotment. To approach Gawler NRC – Ecologist for a Letter of support. On hold until Landscapes SA introduced.</td>
<td>Chairperson/ Director DES</td>
</tr>
<tr>
<td>11 April 2018</td>
<td>Staff to investigate opportunity to expand seed collection from many isolated reserves in the region, instead of having reliance on the same Bushgardens for stock each year.</td>
<td>Nursery Manager awaiting approval to collect seeds from Kaiser Stuhl Conservation Park.</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td>13 June 2018</td>
<td>A Work Plan taking the recommendations from T Bateman’s two audit reports to be prepared as a matter of priority.</td>
<td>Refer to Agenda items 13.2 and 13.3</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td>13 February 2019</td>
<td>Prepare Brochures and marketing material (hard copy and electronic format) with assistance from Marketing and Communications Team</td>
<td>As per S41 Committee discussion, this action revised by the Management Committee, in conjunction with NRC Coordinator.</td>
<td>NRC Coordinator</td>
</tr>
<tr>
<td>13 February 2019</td>
<td>Water meters to be tamper-proofed and labelled accordingly (access to</td>
<td>In progress.</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>Resolution/Action</td>
<td>Status</td>
<td>Actioning Officer</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>10 April 2019</td>
<td>Provision of assistance to drought affected landholders</td>
<td>The S41 Committee resolved at the last meeting to consult with Northern Yorke for drought assistance and what approach can be taken for The Barossa Council area to be prepared.</td>
<td>NRC Coordinator</td>
</tr>
<tr>
<td>17 July 2019</td>
<td>Discussion on marketing and future opportunities for sales at the Bushgardens</td>
<td>No action.</td>
<td>Mgt committee</td>
</tr>
<tr>
<td>14 August 2019</td>
<td>Prepare a draft Master Plan in consultation with Council’s Engineering Department, with considerations of pedestrian and disabled access, lighting, signage and the potential for a second building.</td>
<td>Refer Agenda Item 13.2.</td>
<td>Director DES</td>
</tr>
<tr>
<td>9 October 2019</td>
<td>Request in writing that the Friends of Barossa Bushgardens provide a contribution of $6,500 + GST toward the signage component of the Open Space Grant Project.</td>
<td>Friends are to donate $5,000 of the $6,500 requested by BBG with the proviso that the staff need to work more collaboratively with Friends to build the Fund through grants writing and sourcing of donations, as has been past practice, and that this donation should be used towards projects for</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>Resolution/Action</td>
<td>Status</td>
<td>Actioning Officer</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>increasing visitation and strengthening the community’s understanding and knowledge of the gardens.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 October 2019</td>
<td>Weed Control practices will be reviewed and presented to the Management Committee for Decision</td>
<td>ACTION: To develop an integrated pest and weed management program and incorporate into Strategic Plan.</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td>11 December 2019</td>
<td>Notification to community – on ground weed spraying.</td>
<td>The Management Committee to discuss options for advising community that spraying has occurred within the site with the placement of a sandwich board for advice or orange witches hats placed where weeding has occurred. Volunteers to be reminded that they should be wearing gloves at all times when weeding.</td>
<td>Nursery Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ACTION: To develop an integrated pest and weed management program and incorporate into Strategic Plan.</td>
<td></td>
</tr>
<tr>
<td>11 December 2019</td>
<td>Review the necessary approvals required for Crown Land Management in relation to Community Labyrinth signage</td>
<td>Request sent to Crown Lands to verify if approval is required. Awaiting a response.</td>
<td>Director, DES</td>
</tr>
</tbody>
</table>
Recommendation

That the Committee receive and note the progress of decisions from previous meetings.

Decision

Moved: B Lillecrapp  Seconded: E Morgan
That the recommendation be adopted.

CARRIED

8. CORRESPONDENCE

Recommendation

That the Committee receive and note the incoming and outgoing correspondence.

Decision

Moved: T Waldhuter  Seconded: A Fairney
That the recommendation be adopted.

CARRIED

9. RISK MANAGEMENT

At the request of NRC Coordinator, an internal CRM has been raised requesting that several trees that have been identified as a potential risk be further examined and potentially pruned or removed.

ACTION: G Mavrinac to progress the request.

9.1 Work Health and Safety

Recommendation

That the Committee receive and note the report.

Decision

Moved: T Waldhuter  Seconded: B Lillecrapp
That the recommendation be adopted.

CARRIED
10. REPORTS – CONSENSUS AGENDA

10. CONSENSUS AGENDA

10.1. Chairperson’s Report
10.2 Strategic Plan Progress Report
10.3 Visitation
10.4 Partner Projects

11. ADOPTION OF CONSENSUS AGENDA

Recommendation

That the Committee:
Receive and note the information items contained in the Consensus Agenda and that any recommendations contained therein be adopted.

Decision

Moved: E Morgan Seconded: A Fairney
That the recommendation be adopted.

CARRIED

12. FOCUS AGENDA

Nil.

13. DEBATE AGENDA

13.1 Finance

Recommendation

That the report be received.

Decision

Moved: L Mason Seconded: T Waldhuter
That the recommendation be adopted.

CARRIED
13.2 Barossa Bushgardens Urban Design Framework 2020 Update

Recommendation

That the Committee:
1. Adopt the Barossa Bushgardens Urban Design Framework 2020 Update, subject to minor amendments and costings being finalised.
2. Seek Council endorsement of the Urban design Framework.

Decision

Moved: B Lillecrapp
Seconded: L Mason

That the recommendation be adopted.

CARRIED

13.3 Nursery Audit Reports

Recommendation

That the Committee:
(1) Note progress of the recommendations from the audit reports.
(2) Consider the following recommendations of the Site Sub-Committee, noting that some items are in progress or will be dealt with outside of the S41 Committee;

Weeds Issue Recommendation:
- Revise use of Glyphosate moratorium
- Provide Chem Cert training for 2 volunteers from each group (Nursery & Site) plus staff
- Purchase appropriate spray unit (not back pack)

Volunteer Capabilities / Staffing Recommendation:
Ask Karen McDonald regarding recruitment of young, able bodied & targeted volunteers

Irrigation/ Drainage Recommendation:
TBC revisit the original plan for drainage across the whole nursery

The nursery subcommittee Recommends that Jan Mc Kenzie be invited to join the S41 Committee.

Recommend BBG present to Council highlighting the social enterprise, community and volunteer engagement, environmental benefits of the site.
Decision

Moved: A Fairney  Seconded: B Lillecrapp
That the recommendation be adopted.

CARRIED

13.4 Nursery Production and Maintenance

Recommendation

That the Committee:

Note that the production and maintenance costs for the nursery has increased, and seek Council to adopt an increase in budget for the 2020-2021 financial year in order to maintain the current service levels.

Decision

Moved: E Morgan  Seconded: T Waldhuter
That the recommendation be adopted.

CARRIED

13.5 Proposed New Initiative – Upgrade of Drainage for the Wholesale Nursery

Recommendation

That the Committee:

(1) Receive and note the report
(2) Submit New Initiative proposal to Council for the upgrade of drainage for the Wholesale Nursery

Decision

Moved: T Waldhuter  Seconded: A Fairney
That the recommendation be adopted.

CARRIED

14. URGENT OTHER BUSINESS

8.1 Visit to Barossa Bushgardens 19 February 2020 – Tony Pasin MP

Recommendation

That the verbal report be received.
Decision

Moved: T Waldhuter  Seconded: B Lillecrapp
That the recommendation be adopted.

CARRIED

12. NEXT MEETING

Wednesday 8 April 2020 commencing at 1.00pm.

13. CLOSURE OF MEETING

The Chair declared the meeting closed at 2:15pm.

Confirmed

Date: ...........................................  Chairman: ..........................................................
7.5.2 DEBATE AGENDA – ENVIRONMENTAL SERVICES REPORT

7.5.2.2 JUTLAND WATER RESERVE – UPDATED NATIVE VEGETATION MANAGEMENT ACTION PLAN
B256

Author: Director, Development and Environmental Services

PURPOSE
To seek Council’s consideration and approval to undertake a community consultation process in relation to the Jutland Reserve Draft Native Vegetation Management Action Plan, as submitted and updated by Goolwa to Wellington Local Action Planning Association.

RECOMMENDATION
(1) Pursuant to Section 198(2) of the Local Government Act 1999, before Council adopts the Jutland Reserve Draft Native Vegetation Management Action Plan, it makes copies available for inspection or purchase at the Council’s Principal Office and follows the steps in its Public Consultation Policy by placing a Notice on Council’s website, and the Herald, The Leader and The Courier newspapers for a period of at least 21 days;
(2) At the conclusion of the public consultation period, Council receives and considers all feedback on the updated Jutland Reserve Draft Native Vegetation Management Plan;
(3) Council allocate the cost of the advertising of the Public Notice for public consultation, estimated to be $1,000 within a Budget Adjustment for Quarter 3;
(4) If no feedback is received during the public consultation period on the Jutland Reserve Draft Native Vegetation Management Action Plan that seeks change to the Plan, it can be adopted without further reference back to Council.
(5) Prior to the conclusion of the term of site management by the Goolwa to Wellington Local Action Planning Association, Council’s Director, Development and Environmental Services be authorised to negotiate ongoing site management of the Jutland Water Reserve, with a further report to Council, and;
(6) Council consider within the 2020-21 budget and beyond, the associated costs for ongoing management of the Jutland Water Reserve (presented as part of the New Initiative process for 2020-21).
**REPORT**

**Background**
In 1921 the Government acquired a piece of land known as Gilbert’s Estate 8km east of Springton. The estate was cut into 14 small farms and allocated to Returned Soldiers (World War 1).

The Jutland Water Reserve was historically known as the Rhine Water Reserve and a proclaimed Water Reserve located on a stock route, it provided a valuable water supply for household and stock use for the settlers.

**Introduction**

The Jutland Water Reserve (the Reserve) is classified as Community Land as per Section 193 of the **Local Government Act 1999** (the Act).

The Reserve lies 7.5km south east of Eden Valley and covers an area of 4.3ha and forms part of the Upper Marne River catchment and is of significant local historical interest, and contains a memorial plaque commemorating the sacrifice of World War One Servicemen.

**Discussion**

In 1997, the Spring Valley Landcare Group negotiated an agreement over the Jutland Water Reserve with The Barossa Council and maintained the site until 2013 when responsibilities were handed over to the Eastern Hills and Murray Plains Catchment Group, who prepared and worked under the requirements of the Jutland Water Reserve Management Plan 2015-2020, and Memorandum of Understanding (Refer **Attachment 1**).

The Eastern Hills and Murray Plains Catchment Group have now ceased operation, and The Goolwa to Wellington Local Action Planning Association (GWLAP) were approached to complete the delivery of the project and have committed work until the end of the 2020-21 financial year.

The GWLAP expect to invest in the order of $8,000 on the Jutland site during the term of the Agreement.

On the conclusion of the term of the site management under the GWLAP, alternative land care arrangements will need to be put in place, either by similar Landcare groups (such as Bush for Life) or private environmental contractors.

**Summary and Conclusion**

**Draft Native Vegetation Management Plan**

The GWLAP have prepared a revised version of the Jutland Reserve Native Vegetation Management Plan (updated January 2020) which is referred to Council for public consultation under Section 198 of the **Local Government Act 1999**, prior to its adoption by Council. (refer **Attachment 2**).
ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment 1: Jutland Water Reserve Management Plan 2015-20 and Memorandum of Understanding

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan
Natural Environment and Built Heritage

Corporate Plan
Natural Environment and Built Heritage
1.1 Collaborate with relevant authorities to ensure a regional and holistic approach in the management of natural resources.
1.2 Support native eco systems that support native flora and fauna.
1.3 Ensure environmental and agricultural sustainability and historic significance of the region is retained.

Legislative Requirements
Local Government Act and Regulations

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
Officer resources are required to coordinate the public consultation process.

The cost of advertising the Public Notice will be met from Council’s Quarter 3 Budget Adjustment.

The proposed management of the site will reduce the risk of the Reserve becoming unmanaged and assist in retaining safe public access to the community land.

A revised Management Plan will protect the threatened flora and fauna known to be on the site, and control declared pests.

COMMUNITY CONSULTATION
The Management Plan will be made available at Council’s Principal Office and on Council’s website and advertisements will be placed in local papers inviting community feedback during a 21 day period.
MEMORANDUM OF UNDERSTANDING

BETWEEN THE BAROSSA COUNCIL
AND
THE EASTERN HILLS AND MURRAY PLAINS CATCHMENT GROUP INCORPORATED
FOR
THE ONGOING MANAGEMENT OF THE JUTLAND WATER RESERVE
MEMORANDUM OF UNDERSTANDING (MOU)

BETWEEN

THE BAROSSA COUNCIL ("Council") at the following address: 43-51 Tanunda Road, NURIOOTPA SA 5355 ABN: 47 749 871215

AND

THE EASTERN HILLS AND MURRAY PLAINS CATCHMENT GROUP INCORPORATED ("Group") at the following address: 110A Mannum Road, MURRAY BRIDGE SA 5253

1. TITLE
   1.1 The Ongoing Management of the Jutland Water Reserve.

2. RECITALS
   2.1 The purpose of this MOU is to articulate the Group’s commitment to manage the Jutland Water Reserve ("the Reserve") on behalf of the Council.
   2.2 The MOU will be reviewed within twelve months of a new Council and as required upon written notice by either party as the need arises.
   2.3 The parties acknowledge that this MOU is not intended to create legal relations.

3. RELATIONSHIP AND BACKGROUND
   3.1 Council is the registered proprietor of the Reserve situated at Section 699 Jutland Road, Eden Valley where the Marne River crosses Jutland Road. It forms part of the upper Marne River catchment and covers an area of 4.3 hectares. See attached site plan.
   3.2 Council and the Group have a mutual interest in the management of the Reserve as it is situated within the Council district on the border of the Group’s catchment area.
   3.3 The Reserve has historical significance with a plaque in memory of the families of the soldier settlement blocks who used it as a water source and stock route.
   3.4 The Group resolved at its December 2012 committee meeting to accept the transfer of Reserve management from the Spring Valley Landcare Group Incorporated, which had managed the Reserve on behalf of Council since 1997 but due to declining...
members was unable to continue. Subsequently, the Group made an offer to Council that it would manage the Reserve in accordance with the 2006 Jutland Water Reserve Management Plan (“the Plan”).

3.5 On 19 November 2013, after a period of public consultation Council advised the Group that it accepted the Group’s offer to enter into an agreement for the ongoing management of the Reserve and the review and upgrade of the Plan.

3.6 The Group reviewed and updated the Plan and provided a draft Plan for 2015-2020 to Council for review.

3.7 On 15 September 2015, Council endorsed the draft for public consultation in accordance with Section 197 of the Local Government Act 1999 and resolved that should no further feedback be received during the public consultation period, that the draft Plan for 2015 – 2020 would be adopted without further reference back to Council.

3.8 No feedback was received and accordingly, the 2015-2020 Plan was adopted at the conclusion of the public consultation period on 16 October 2015.

4. **RESPONSIBILITIES**

4.1 The Group will manage the Reserve in accordance with the 2015-2020 Plan as attached.

4.2 The Group will ensure that its staff, volunteers and contractors who undertake work on the Reserve are covered by a suitable Public Indemnity insurance.

4.3 The Group will abide by all relevant legislation in undertaking work on the Reserve.

4.4 The Group will be responsible for all financial costs pertaining to the management of the Reserve. However, Council may assist from time to time, depending on the activity to be undertaken and the costs to do so. Such levels of assistance would be determined by Council upon request by the Group.

5. **TERMINATION**

5.1 Either party may terminate its participation in this MOU, without cause, by giving at least 6 months, or lesser period as may be agreed, written notice to the other party.

6. **DISPUTE RESOLUTION**

6.1 At all times during the term of this MOU and thereafter, the parties agree to cooperate with each other and to use their best endeavours to resolve by mutual consent any dispute or difference between them.
6.2 If a dispute or difference arising between the parties cannot be resolved between them and the subject matter of the dispute or difference is not a question of law, the dispute or difference is to be progressively escalated to Council’s Director, Development and Environmental Services and then Council’s Chief Executive Officer.

7. **NOTICES**

Contact information of the parties’ staff representatives is listed below:

**THE BAROSSA COUNCIL**
Director, Development and Environmental Services
PO Box 867
NURIOOTPA SA 5355
Email: barossa@barossa.sa.gov.au
Phone: 8563 8483

**EASTERN HILLS AND MURRAY PLAINS CATCHMENT GROUP INCORPORATED**
Project Manager
PO Box 2056
MURRAY BRIDGE SA 5253
Email: admin@ehmpcg.org.au
Phone: 8531 2077

This MOU has been signed for and on behalf of the parties as at the day and year as written below:

**SIGNED for The Barossa Council by:**

\[Signature\] 30/11/2015
Gary Mavrinac
Director, Development and Environmental Services

**SIGNED for Eastern Hills and Murray Plains Catchment Group Incorporated by:**

\[Signature\] 2/2/2016
Andrew Allanson
Public Officer

**EXECUTED** by the parties as a Memorandum of Understanding.
JUTLAND WATER RESERVE
MANAGEMENT PLAN 2015-2020
Acknowledgements: This plan is updated from the original Management Plan and was adopted by The Barossa Council on 16th October 2015:


Many thanks to Michael Seager and Gwen Turner for providing local history documentation.
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Introduction

The Jutland Water Reserve is a picturesque reserve located on the Marne River near the locality of Jutland, east of Eden Valley in the Eastern Mount Lofty Ranges. It has extensive local history and hosts a Memorial Plaque for returned servicemen which is regularly visited.

The reserve was actively managed by the Spring Gully Landcare Group from 1997 to 2013. In January 2014, the Eden Valley fires burnt through the reserve, engulfing fences and resulting in the loss of some very old redgums. The community came together with the help of BlazeAid to restore the fences. Since then, the Eastern Hills and Murray Plains Catchment Group have been working with the Barossa Council to secure a framework for ongoing management of the reserve. A key requirement of this process is updating the management plan for the reserve.

The vision for managing this site is to encourage use by schools, especially for outdoor education, the local community and promoting ecotourism. It is envisaged that small grants will assist with activities including an annual working bee, bird/bats and fish monitoring, bush regeneration and weed/rabbit control. The Eastern Hills and Murray Plains Catchment Group will actively seek to include this site in local and regional programs that assist with on-ground works such as pest control and revegetation.

This plan contains the Action Plan for 2015 – 2020 and also shows zones where revegetation will occur. The Eastern Hills and Murray Plains Catchment Group looks forward to being part of the management of this reserve, working in cooperation with the Barossa Council and the community.
Management context

In 1997 the Spring Valley Landcare Group negotiated an agreement over the Jutland Water Reserve with the Barossa Council. This was based on the condition that the Landcare Group would maintain the site, develop an initial management plan and provide occasional reports. A management plan was written in 2006 to satisfy the first part of these conditions.

The key functions of the Spring Valley Landcare Group (1987-2013) were:

- Managing the Jutland water reserve
- Managing the Green Rd, Springton with the School
- Maintaining Springton Creek demonstration site
- Developing the Green Road Revegetation project
- Liaising with Mt. Pleasant Natural Resource Centre
- Water Monitoring in North Rhine & Marne Saunders creek

In 2013 the Landcare group handed over its responsibilities to the Eastern Hills and Murray Plains Catchment group. This plan updates the management framework and documents the achievements over the past 10 years since the previous plan was written. The General Committee of the Eastern Hills and Murray Plains are keen to use this plan to document some of the local history of the site and also to embark on accruing relevant local history and documenting verbal history from the local community.

Objectives

The Eastern Hills and Murray Plains Catchment Group endorsed the following objectives for the Jutland Water Reserve, documented in 2006:

- Establish the Jutland Water Reserve as a public demonstration site to show the benefits of revegetation of stream banks and stock exclusion in the prevention of erosion and the improvement of water quality.

- Re-establish the original vegetation using local provenance seeds, preserve any endangered species and in time act as a seed collection source.

- Preserve the historical significance of the site which was a source of water on an old stock route and contains a memorial to soldier settlers from WW 1.

- Encourage the local community under the umbrella of the Spring Valley Landcare Group to visit and become involved in the management and revegetation of the Reserve.
Description
The Reserve is located in the upper Marne River catchment. The reserve lies 7.5 Km South East of the Eden Valley township where the Marne River crosses Jutland Rd.

Topography/Landform
The Marne (also referred to as the South Rhine) forms on the western extent of the catchment and flows through rounded hills that often have convex shapes and narrow valleys. The latter gives a good description of the Jutland Water Reserve. (Kotz et al, 2000)

Soils
The surface soils of the Eastern Hills range from shallow acid sandy loams over clay, to shallow stony soils on the slopes over weathering rock and alluvial sandy soils along the watercourse. As there are predominantly coarse textured soils, water erosion potential is high. (Kotz et al, 2000, Bastok, A. 1999. Holmes, A. 1994)

Rainfall
Average rainfall per annum ranges between 400-450mm. (Kotz et al, 2000.)

Hydrology
Stream flows are highly variable from year to year and month to month but are mostly winter dominant. Peak flows occur around August. Waterholes persist in summer (even in dry years) assisted by upstream springs, hence its designation as a public water reserve. (Kotz et al, 2000). A stream flow meter is located at the reserve.
**History of Management**

The Reserve was nominated as a demonstration site on public land by the Marne Corridors of Green Project in 1997. Funding was used to restore fencing, install floodgates across the river and to erect a sign. This work was undertaken by Spring Valley Landcare Group and the fencing and sign were completed in October 1997.

As part of this project some revegetation on an area adjoining one bank of the river was achieved and individual tubestock were planted with tree guards. A successful design for floodgates was completed in 2002. During the winter of 2003, instead of individual tree guards, a large area on the opposite side of the river was temporarily fenced, netted and planted to local species. Weed control for horehound, thistles and for wild fennel on the adjacent roadside was also undertaken.

![2006 Jutland Water reserve workshop](image1)

![2006 fencing](image2)

![2014 fencing after the fire](image3)

The 2006 management plan documented the philosophy for management of the Reserve: “to return the area to as close as possible to its original condition”. The focus of restoration/maintenance activities included:

1. Native seed collection
2. Revegetation of understorey species
3. Grass mowing inside the entrance and extending to the memorial will be carried out annually
4. Annual program of spot spraying for proclaimed pest plants.
5. Keeping permanent fences in good repair
6. Maintaining floodgates, especially after high river flows in winter.
The EHMPCG project (2012-2013) Controlling Weeds of National Significance (WoNS) in the Jutland precinct, achieved 588 ha across multiple properties plus a further 740 ha inspected and controlled by SAMDB NRM staff or contractors. There were 153 ha of weed control activities for this project, targeting Boneseed - *Chrysanthemoides monilifera* and opportunistically controlling Gorse - *Ulex europaeus* and Desert Ash - *Fraxinus angustifolia ssp. angustifolia*.

More recent management effort was a working bee held in April 2014 hosted by EHMPCG and BlazeAid to help restore fencing after the Eden Valley fire.
Figure 1: Location of the Jutland Water reserve
**Native vegetation**

The site is mapped (DEWNR Floristic mapping) as:

_Eucalyptus camaldulensis_ var. _camaldulensis_, +/- _Eucalyptus leucoxylon_ ssp. low open woodland over _Linum trigynum_, _Briza maxima_, _Anagallis arvensis_, _Avena barbata_ forbs

<table>
<thead>
<tr>
<th>Table: Structural Plant List</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Canopy</strong></td>
</tr>
<tr>
<td><em>E. camaldulensis</em></td>
</tr>
<tr>
<td><em>A. pycnantha</em></td>
</tr>
<tr>
<td><em>A. retinodes</em></td>
</tr>
<tr>
<td><strong>Understorey:</strong></td>
</tr>
<tr>
<td><em>Hymenanthera dentata</em></td>
</tr>
<tr>
<td><strong>Native grasses:</strong></td>
</tr>
<tr>
<td><em>Themeda triandra</em></td>
</tr>
<tr>
<td><em>Austrodanthonia caespitosa</em></td>
</tr>
<tr>
<td><em>Austrodanthonia geniculata</em></td>
</tr>
<tr>
<td><em>Austrostipa spp.</em></td>
</tr>
<tr>
<td><em>Aristida behriana</em></td>
</tr>
<tr>
<td><em>Windmill grass</em></td>
</tr>
<tr>
<td><em>Enneapogon nigrans</em></td>
</tr>
<tr>
<td><em>Amphipogon caricinus</em></td>
</tr>
<tr>
<td><strong>Watercourse plants:</strong></td>
</tr>
<tr>
<td><em>Juncus kraussi</em></td>
</tr>
<tr>
<td><em>Carex bichenoviana</em></td>
</tr>
<tr>
<td><em>Typha domingensis</em></td>
</tr>
<tr>
<td><em>Phragmites australis</em></td>
</tr>
<tr>
<td><em>Eleocharis acuta</em></td>
</tr>
<tr>
<td><em>Isolepis ssp</em></td>
</tr>
<tr>
<td><em>Cyperus vaginatus</em></td>
</tr>
<tr>
<td><em>Cyperus gymnocaules</em></td>
</tr>
<tr>
<td><em>Bulboschoenus medianus</em></td>
</tr>
<tr>
<td><em>Crassula helmsii</em></td>
</tr>
<tr>
<td><em>Distichlis sp.</em></td>
</tr>
</tbody>
</table>
Figure 2: Mapped native vegetation
Figure 3: Pre-European vegetation
Figure 4: Roadside vegetation

Roadside vegetation condition
- Excellent
- Good
- Moderate
- Not relevant
- Poor
- Soil deposition
- Very poor

Map made by ENRAPCO
Some effort has been made to ensure the accuracy of the map.
Date March 2016
Cultural Heritage of the Reserve
Aboriginal
The reserve is well within the boundary of the Peramangk people, and while well
documented campsites and rock paintings are upstream, no Aboriginal sites have been
discovered on this Reserve. A letter from the Register of Aboriginal Sites and Objects,
states that there are no entries on the database at this location (see Appendix).

European settlement
The now named Hundred of Jutland was originally proclaimed as the 'Hundred of South
Rhine' on 7 August 1851; it received its present name on 10 January 1918. It relates to a
famous Naval engagement in 1916. The Nomenclature Committee had suggested the
replacement name of 'Wiltowonga South' meaning 'eagle's crag'. (The Manning Index
of South Australian History, State Library of South Australia).

The Springton and Eden Valley area was the first to be gazetted on the 9th November as
the District Council of South Rhine. On the 2nd October 1884, it was gazetted that the
Mount Pleasant Ward of Talunga District Council become part of the South Rhine
Council. In 1887 the District Council of Flaxmans Valley was added to the South Rhine on
19th April 1888. The name District Council of South Rhine (also referred to as District
Council of Jutland) was officially changed on 27th June 1918 to the District Council of
Springton. The District of the South of Mount Pleasant was gazetted on 14th June 1855
as the District Council of Tungkillo. As most of the Tungkillo population looked towards
Mount Pleasant as its commercial centre it was therefore decided that the District
Councils of Springton and Tungkillo amalgamate to form the District Council of Mount
Pleasant, which was proclaimed 21st March 1935 (Barossa Council)

Memorial Plaque
The memorial was unveiled in 1997 by Mr Neil Andrew – member for Wakefield. The
plaque commemorates the sacrifice of the World War One Servicemen. The day was
organised by Mr and Mrs Dewell and Mr Tom Woolford welcomed the generations of
children descended from the original settlers. John Richardson fixed the plaque to the
stone chosen from Mr Jeff Dewell’s property.

This history of the site was reported in a newspaper article on the 30th November 1997,
which documented the proceedings of the day. Mr Tom Woolford stated that

"in 1921 the Repatriation Department purchased Gilbert’s Jutland Estate,
totalling 5,812 acres from the Gilbert family of Pewsey Vale, Mt Crawford for
soldier’s settlement. The blocks were allocated in 1922 and ranged in size
from 321 to 780 acres with no fences. First there were just survey pegs in
each corner. It had been said that some of the settlers took weeks to find the
pegs indicating their blocks"
Memorial Plaque:
In memory of the returned soldiers and their families who settled here on Gilberts Estate in 1922

A Barker       A Jones
H Barker       H Mueller
K Bishop       G Muirhead
N Brown        J Rearden
R Chibnall     N Robinson
H Fuller       A Verrall
C Halliday     F Wotzko

H Woolford
They relied on water drawn from this reserve for household and stock use

The plaque is visited annually on ANZAC day by local families and it is hoped that the effort by the EHMPCG, volunteers, the Barossa Council and local residents will ensure that the reserve is well maintained for this event.
Local history – Jutland School
This school north-east of Mount Pleasant opened in 1930 and closed in 1941 (State Library of South Australia). The school was erected on land supplied by the Bishop family to cater for the educational needs of the growing families.

Jutland School students in c. 1937
Photos courtesy of Gwen Turner

30th November 1997 School reunion:
Past students who attended Hundred of Jutland school
Centre front: Mr Alan Tregenza, teacher
Photos courtesy of Gwen Turner
Memories of the Jutland School
By Gwen Turner nee Verrall

World War I returned soldiers, including my father, Angley Verrall, settled in the Gilbert Estate of Hundred of Jutland from 1922. The Jutland school was opened in 1930. A swing bridge was erected across the Rhine (Marne) “river”, for students to use when the river was in flood, most winters.

My brothers Ron, Keith and me used to walk 3 miles to school. I can remember my first teacher Ralph Treenery nursing me for my first reading lessons. We used to salute the flag recite the creed & march around our small garden each morning.

In approximately 1940 our teacher Alan Tregenza left to serve in the 2nd War. We planted a gum tree in the centre of the big area in memory of him.

Only 2 original soldiers survived in Jutland Mr Woolford and my father Angley Verrall, in opposite ends of the estate. My nephew – Bruce Verrall still lives there.
**Historic Stock Route**

Also known as the Rhine Water Reserve, it is a proclaimed Water Reserve on a stock route meaning that overgrazing occurred in the early days. In more recent times the fencing hardly existed and the reserve was used by adjoining landholders for feed and water. Before modern truck transport, the Reserve was used as a watering point and overnight stop on a stock route from the Sedan/Cambrai area via the Pine Hut road to the stockyards at Mt Pleasant. It was also the site of a swing bridge across the Marne River for access to the school and Post Office at the nearby Jutland settlement. Remnants of the bridge are still visible.

![Historic Stock Route](image)

Extract from the Adelaide Advertiser on November 15th 1869

South Rhine November 8 – Present – All. Work at Mr Easchner’s and between Rattey and Granvill to be done. Tenders accepted – Bridge on Creek by Sections 567 and 568, Mr S Boyd, £23 17s; fencing several miles of road, Mr John Phillips. Mr G Phillips attended Council and stated on behalf of Mr Dixon, that compensation be claimed for allowing deviation to go through his Section would be £100. Clerk to inform Mount Crawford Council that a great lot of thistles are growing near boundary of District of South Rhine on Mount Crawford side. Mr J McNullens Pound to be closed, and books to be delivered at once. Mr Lillecapp and Mr Heinrich informed Council that water reserve by Eden Valley required fencing. Mr Heinrich agreed to fence spring about 16 rods for £3.
Figure 5: Location of the water reserve, settlement estate and old school
**Bushfire**

Fire is a constant threat in summer, but is no worse than the surrounding countryside. To lessen the fire threat, an area inside the entrance gate and in front of the Memorial is mowed each year.

The last major fire was the Eden Valley fire in January 17th 2014. It ignited just after midday on Friday 17 January, burnt through almost 25,000 hectares and was declared as ‘contained’ by Monday 20 January much to the relief of those on the front line, the personnel involved in managing the incident and the fire affected communities.

At the early stages of the fire 371 homes were counted in what would end up being the fire scar. Despite best efforts, unfortunately four of those were lost. Multiple sheds were also lost along with livestock, native fauna and hundreds of kilometres of fences. Source: [http://www.cfs.sa.gov.au/site/about/history/bushfire_history.jsp](http://www.cfs.sa.gov.au/site/about/history/bushfire_history.jsp)

In April 2014 the community came together to re-fence after the fire.
<table>
<thead>
<tr>
<th>Program</th>
<th>Activity</th>
<th>Timing/strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td>Frog survey</td>
<td>Yearly in spring</td>
</tr>
<tr>
<td></td>
<td>Bat monitoring</td>
<td>Summer night workshop</td>
</tr>
<tr>
<td></td>
<td>Bird survey</td>
<td>Volunteers/students/researchers</td>
</tr>
<tr>
<td>Weeds</td>
<td>First priority is native grass area inside gate (Zone 5), river banks</td>
<td>Conduct working bees</td>
</tr>
<tr>
<td></td>
<td>(Zone 2) and fenced-off revegetation areas. Horehound, Thistles, Fennel,</td>
<td>Work in priority areas</td>
</tr>
<tr>
<td></td>
<td>Veldt grass. Concentrate on WoNS (Chrysanthemoides monilifera, Gorse-</td>
<td>Use bush regeneration techniques</td>
</tr>
<tr>
<td></td>
<td>Ulex europaeus and Desert Ash - Fraxinus angustifolia ssp angustifolia)</td>
<td>Encourage biological controls</td>
</tr>
<tr>
<td></td>
<td>on the site or on nearby properties</td>
<td>Encourage local landholders to continue controlling these weeds.</td>
</tr>
<tr>
<td>Rabbits</td>
<td>Management actions include: baiting with Pindone, trapping and destruction of burrows</td>
<td>Control rabbits</td>
</tr>
<tr>
<td>Foxes</td>
<td>Talk to neighbours about fox numbers</td>
<td>Coordinate with neighbours</td>
</tr>
<tr>
<td>Fire Maintenance</td>
<td>Inside entry gate to war memorial and fence lines Mow/slash grass but</td>
<td>Seek funding for rabbit control works</td>
</tr>
<tr>
<td></td>
<td>in the longer term encourage native summer growing grasses to dominate the</td>
<td>Include this site in regional and/or local rabbit control programs as opportunities arise.</td>
</tr>
<tr>
<td></td>
<td>area as a natural fire retardant. Herbicide spray excessive growth along</td>
<td></td>
</tr>
<tr>
<td></td>
<td>fence lines where needed.</td>
<td></td>
</tr>
<tr>
<td>Fences</td>
<td>Repair any damage caused by high river flows. Boundary fences and</td>
<td>Ongoing local volunteer assistance is required</td>
</tr>
<tr>
<td></td>
<td>revegetation enclosures: Repair and restrain broken or loose fencing wire</td>
<td></td>
</tr>
<tr>
<td></td>
<td>or netting</td>
<td></td>
</tr>
<tr>
<td>Revegetation</td>
<td>Overall philosophy is to concentrate on understorey species. Evaluate</td>
<td>Native seed collection workshop</td>
</tr>
<tr>
<td></td>
<td>the need to plant more overstorey as a result of the 2014 fire. Aim to</td>
<td>Grow plants at the Murray Bridge Community Nursery</td>
</tr>
<tr>
<td></td>
<td>create an open grassy woodland with riparian vegetation along the</td>
<td>Annual planting day in Winter/Spring</td>
</tr>
<tr>
<td></td>
<td>watercourse</td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td>Update signs</td>
<td>Apply for a grant to update the signs</td>
</tr>
<tr>
<td>Promotion</td>
<td>Promote the work done by volunteers and through projects via social</td>
<td>Include in annual report</td>
</tr>
<tr>
<td></td>
<td>media, website and annual report.</td>
<td>Online profile as appropriate</td>
</tr>
<tr>
<td>Access &amp; Use</td>
<td>Maintain access for visitors to the WW1 memorial. Vehicle access is</td>
<td>Annual mow before ANZAC day</td>
</tr>
<tr>
<td></td>
<td>via a locked gate limited to personnel engaged in Landcare activities.</td>
<td></td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Contribute to improving knowledge about the site Document monitoring</td>
<td>Update the species list for the site as information becomes available</td>
</tr>
<tr>
<td></td>
<td>results Include monitoring data in regional datasets</td>
<td>Upload data to SA MDB NRM online portal Report on monitoring activities/events</td>
</tr>
<tr>
<td>Community engagement</td>
<td>Work with the local community Invite landholders to events and working</td>
<td>Share information</td>
</tr>
<tr>
<td></td>
<td>bees Have an annual working bee with a shared lunch</td>
<td>Document local stories and history</td>
</tr>
</tbody>
</table>
Figure 7: Revegetation zones

Revegetation zones

<table>
<thead>
<tr>
<th>Area_(ha)</th>
<th>Zone_name</th>
<th>Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.15</td>
<td>At waters edge</td>
<td>1</td>
</tr>
<tr>
<td>0.61</td>
<td>River bank</td>
<td>2</td>
</tr>
<tr>
<td>2.55</td>
<td>Top of bank close to the river/better soil depth</td>
<td>3</td>
</tr>
<tr>
<td>0.21</td>
<td>Very sandy silted areas</td>
<td>4</td>
</tr>
<tr>
<td>0.28</td>
<td>Native grass/sedge (mowed)</td>
<td>5</td>
</tr>
<tr>
<td>0.47</td>
<td>Hilly and Rocky sites - poor soil depth</td>
<td>6</td>
</tr>
</tbody>
</table>
References


# Appendix - Native plant species list

Modified from the original list by Ann Prescott, Sonia Croft (botanist assisting Ann Prescott in Springton project) and Bill New (NCSSA Eastern Hills Grassy Ecosystems Officer).

Zone 1 = waters edge  
Zone 2 = river bank  
Zone 3 = better soils (much of the area) and top of bank close to river  
Zone 4 = very sandy silted areas near river edge  
Zone 5 = the mowed native grass area in from the road  
Zone 6 = hilly and rocky sites

<table>
<thead>
<tr>
<th>Scientific name</th>
<th>Common name</th>
<th>zone</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Acacia argyrophylla</em></td>
<td>Silver Mulga</td>
<td>6</td>
</tr>
<tr>
<td><em>Acacia pycnantha</em></td>
<td>Golden wattle</td>
<td>3, 6</td>
</tr>
<tr>
<td><em>Acacia retinodes</em></td>
<td>Swamp wattle (Wirilda)</td>
<td>2, 3</td>
</tr>
<tr>
<td><em>Allocaurina verticillata</em></td>
<td>Drooping sheoak</td>
<td>3, 6</td>
</tr>
<tr>
<td><em>Bursaria spinosa ssp lasiophylla</em></td>
<td>Downy Bursaria / Christmas bush</td>
<td>2, 3</td>
</tr>
<tr>
<td><em>? Callistemon rugulosus</em></td>
<td>Scarlet bottle brush</td>
<td>2</td>
</tr>
<tr>
<td><em>Callitris gracilis</em></td>
<td>Native pine</td>
<td>6</td>
</tr>
<tr>
<td><em>Cassinia laevis</em></td>
<td>Curry bush</td>
<td>6</td>
</tr>
<tr>
<td><em>Clematis microphylla</em></td>
<td>Old man's beard</td>
<td>3</td>
</tr>
<tr>
<td><em>Convolvulus erubescens</em></td>
<td>Australian bindweed</td>
<td>3, 5</td>
</tr>
<tr>
<td><em>Correa glabra var. turnbulli</em></td>
<td>Rock correa</td>
<td>6</td>
</tr>
<tr>
<td><em>Cullen australasicum</em></td>
<td>Tall Scurf-pea</td>
<td>2</td>
</tr>
<tr>
<td><em>Dianella revoluta var. revoluta</em></td>
<td>Black anther flax lily</td>
<td>2, 3, 4</td>
</tr>
<tr>
<td><em>Dianella longifolia</em></td>
<td>Pale flax lily</td>
<td>3, 5</td>
</tr>
<tr>
<td><em>Dodonaea viscosa ssp. spatulata</em></td>
<td>Sticky hop bush</td>
<td>3, 4, 6</td>
</tr>
<tr>
<td><em>Einaida nutans ssp nutans</em></td>
<td>Climbing Saltbush</td>
<td>2, 6</td>
</tr>
<tr>
<td><em>Eremophila longifolia</em></td>
<td>Weeping emu bush</td>
<td>4, 6</td>
</tr>
<tr>
<td><em>Gonocarpus elatus</em></td>
<td>Hill Raspwort</td>
<td></td>
</tr>
<tr>
<td><em>Glycine clandestina</em> (now <em>G. rubiginosa</em>)</td>
<td>Twining glycine</td>
<td>3</td>
</tr>
<tr>
<td><em>Hardenbergia violacea</em></td>
<td>Native lilac</td>
<td>3</td>
</tr>
<tr>
<td><em>Hymenanthera dentata</em></td>
<td>Tree violet</td>
<td>3, 4, 6</td>
</tr>
<tr>
<td><em>Kennedia prostrata</em></td>
<td>Running postman</td>
<td>3, 4, 6</td>
</tr>
<tr>
<td><em>Melaleuca brevifolia</em></td>
<td>Dwarf salt honey-myrtle</td>
<td>1, 2</td>
</tr>
<tr>
<td><em>Pittosporum phylliraeoides</em> (<em>P. angustifolium</em>)</td>
<td>Native apricot</td>
<td>3, 6</td>
</tr>
<tr>
<td><em>Scaevola albida</em></td>
<td>Fan flower</td>
<td>2, 3</td>
</tr>
<tr>
<td><em>Senecio odoratus var. odoratus</em></td>
<td>Scented Groundsel</td>
<td>2</td>
</tr>
<tr>
<td><em>Vittadinia australis</em> (now <em>V. dissecta var hirta</em>)</td>
<td>New Holland daisy</td>
<td>3, 4</td>
</tr>
<tr>
<td><em>Vittadinia gracilis</em></td>
<td>New Holland daisy</td>
<td>3, 4</td>
</tr>
</tbody>
</table>
### Native grasses, reed rushes and sedges and grass-like plants

<table>
<thead>
<tr>
<th>Scientific name</th>
<th>Common name</th>
<th>zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amphipogon carinicus</td>
<td>Greybeard grass</td>
<td>4</td>
</tr>
<tr>
<td>Aristida behriana</td>
<td>Brush wire grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Aristida contorta</td>
<td>Brush wire grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrodanthonia auriculata</td>
<td>Common wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrodanthonia eriantha</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrodanthonia geniculata</td>
<td>Kneed wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrodanthonia pilosa</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrodanthonia setacea</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostipa nitida</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrostipa nodosa</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrostipa scabra</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Carex inversa</td>
<td>Knob sedge</td>
<td>1</td>
</tr>
<tr>
<td>Carex tereticaulis</td>
<td>Sedge</td>
<td>1</td>
</tr>
<tr>
<td>Chloris truncata</td>
<td>Windmill grass</td>
<td>5, 2</td>
</tr>
<tr>
<td>Cymbopogon obtectus</td>
<td>Lemon Grass</td>
<td>2, 3, 4</td>
</tr>
<tr>
<td>Cyperus gunii</td>
<td>Flecked flat sedge</td>
<td>1, 2</td>
</tr>
<tr>
<td>Cyperus gymnocaulos</td>
<td>Spiny Flat-sedge</td>
<td>1</td>
</tr>
<tr>
<td>Cyperus vaginatus</td>
<td>Stiff Flat-sedge</td>
<td>1</td>
</tr>
<tr>
<td>Eleocharis acuta</td>
<td>Common spike rush</td>
<td>1, 2</td>
</tr>
<tr>
<td>Elymus scaber var. scaber</td>
<td>Tall wheat grass</td>
<td>2, 5</td>
</tr>
<tr>
<td>Enneapogon nigricans</td>
<td>Black heads</td>
<td>5</td>
</tr>
<tr>
<td>Eragrostis brownii</td>
<td>Common Love-grass</td>
<td>3</td>
</tr>
<tr>
<td>Juncus subsecundus</td>
<td>Finger Rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Lepidosperma carphoides</td>
<td>Sword-sedge</td>
<td>3, 4, 5</td>
</tr>
<tr>
<td>Lepidosperma viscidum</td>
<td>Sword-sedge</td>
<td>3, 4, 5</td>
</tr>
<tr>
<td>Lomandra densiflora</td>
<td>Soft Tussock Mat-rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Lomandra multiflora ssp. dura</td>
<td>Hard Mat-rush</td>
<td>3, 6</td>
</tr>
<tr>
<td>Panicum effusum var. effusum</td>
<td>Hairy Panic</td>
<td>3</td>
</tr>
<tr>
<td>Themeda triandra</td>
<td>Kangaroo grass</td>
<td>3, 5</td>
</tr>
</tbody>
</table>
Appendix

Mr Steve Coombs
Project Officer
Eastern Plains and Murray Plains Catchment Group Inc
PO Box 2050
MURRAY BRIDGE SA 5253

Dear Mr Coombs

Thank you for your request (email) dated 10 January 2008, regarding your Environmental Assessment for the Jualna Water Reserve - H 170000 Abockmu 5656, E 231 656 N 6 781 927, east of Sperlington on Jualna Road where the Murray River crosses the road.

I advise that the Geospatial Archive, which includes the Register of Aboriginal Sites and Objects (the Register), administered by the Aboriginal Affairs and Reconciliation Division (AARD), has no entries for Aboriginal sites in the above location. Please be advised that there are entries for Aboriginal sites approximately 500 metres northeast of this location.

The Register is not a comprehensive record of all Aboriginal sites and objects in South Australia. The applicant is advised that sites or objects may exist in the proposed development area, even though the Register does not identify them. All Aboriginal sites and objects are protected under the Aboriginal Heritage Act 1998 (the Act), whether they are listed in the Register or not. Land within 250 metres of a watercourse (particularly the River Murray and its overflow areas) in particular, may contain Aboriginal sites and objects.

It is an offence to damage, disturb or interfere with any Aboriginal site or damage any Aboriginal object (lawfully or not) without the authority of the Minister for Aboriginal Affairs and Reconciliation (the Minister). If the planned activity is likely to damage, disturb or interfere with a site or object, authorisation of the activity must be first obtained from the Minister under Section 23 of the Act. Section 20 of the Act requires that any Aboriginal sites, objects or remains discovered on the land, need to be reported to the Minister. Penalties apply for failure to comply with the Act.

For further information, please contact the Aboriginal Heritage Branch on telephone (08) 8229 9326.

Yours sincerely

[Signature]

Dr David Baker
MANAGER, ABORIGINAL HERITAGE BRANCH
ABORIGINAL AFFAIRS & RECONCILIATION DIVISION

[Stamp]

January 2008
Jutland Reserve Draft Native Vegetation Management Action Plan
Updated January 2020
Written by Ben Simon, GWLAP.
Native Vegetation Council

GPO Box 1047
Adelaide SA 5001

Section 1 Management Plan

1.1 Land Owner and Location Details

<table>
<thead>
<tr>
<th>Registered Owner</th>
<th>The Barossa Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postal address</td>
<td>PO Box 867, NURIOOTPA, SA, Australia, 5355</td>
</tr>
<tr>
<td>The Owner is the registered proprietor of:</td>
<td>Title Reference: Vol. 4141 Folio 345. Section 699 Hundred of Jutland. Area 4.3 ha.</td>
</tr>
<tr>
<td>Local Government area</td>
<td>Barossa</td>
</tr>
<tr>
<td>NRM region</td>
<td>SAMDB</td>
</tr>
<tr>
<td>Manager</td>
<td>The Barossa Council</td>
</tr>
</tbody>
</table>
1.2 SEB Area Map

This map delineates the SEB Area and the property title/s (i.e. certificate of Title or Crown Lease) in which the area is located.
Section 2  Biodiversity

2.1 SEB Area

<table>
<thead>
<tr>
<th>Current and past land use history (including any existing covenants/caveats/agreements)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This red gum woodland site is being restored and managed by GWLAP in order to offset clearance of red gums for roadworks at the Bald Hills Interchange at Mt Barker with the support of a Native Vegetation Council Significant Environmental Benefit Grant. The purpose of this plan is to help guide the management and enhancement of the reserve for the management of native vegetation. Please refer to the Jutland Reserve Management Plan 2015 -2020 for detailed historical info regarding this site. Currently the site is being managed to improve biodiversity values through revegetation and weed control which is being undertaken by the Goolwa to Wellington LAP and contractors until the project funding is completed in 2021 at this stage.</td>
</tr>
</tbody>
</table>

Management of the site past the funding period of this grant is the responsibility of the landowners, with details of some of the works required to upkeep this site being located within this plan.

This 4.3 hectare reserve houses a remnant area of *Eucalyptus camaldulensis* woodland +/- *Eucalyptus leucoxylon* low open woodland. The reserve houses an important patch of red gum woodland along the Marne River and which houses state rated native flora and fauna species.

The Eden Valley fires burnt through this entire reserve around January 17, 2014. Fencing was replaced through fantastic community efforts via working bees.

<table>
<thead>
<tr>
<th>General description of the features of the site including Soils, Aspect &amp; Topography (e.g. watercourse, wetland, rock outcrops, soils); important landscape attributes (e.g. joins two large remnants, adjacent a reserve)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Located on the Marne River near the locality of Jutland, east of Edan Valley in the Mount Lofty Ranges this reserve conserves an area of floodplain riparian influenced areas and rocky rises either side. The soils are largely acid sand – sandy loam over clay to shallow stony soils over rock.</td>
</tr>
</tbody>
</table>

Rainfall is 400-450mm

The site is a water reserve that is owned and managed by The Barossa Council and forms part of a network of sites that the council is responsible for managing.

### 2.2 Native Vegetation

<table>
<thead>
<tr>
<th>Site</th>
<th>Vegetation Community</th>
<th>Area (Ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site 1</td>
<td>Eucalyptus camaldulensis +/- Eucalyptus leucoxylon woodland</td>
<td>4.3 Ha</td>
</tr>
<tr>
<td><strong>General description:</strong> Red gum along the Marne river over reeds and scattered shrubs including <em>Hardenbergia violacea</em>, <em>Melicytus angustifolius</em> (Formerly <em>Hymenanthera dentata</em>) and <em>Acacia pycnantha</em>. There are good areas of native grass in some parts of the site, with more than 15 species recorded. <em>Eucalyptus leucoxylon</em> and <em>Allocasuarina verticillata</em> are present on the higher ground as emergent trees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site 2</td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>

*Due to the weeds burden it is not practical or economical to attempt to plant large numbers of under-storey on this site.*
General description;

Site 3  NA

General description;

Conservation significance of the SEB Area

An important reserve which conserves an area of *Eucalyptus camaldulensis* woodland which contains important plants including *Melicytus angustifolius* (Shrub violet) (formerly *Hymenenthera dentata*), *Dianella longifolia var grandis* (Pale Flax-lily) and more than 15 species of native grass. An important habitat for native fish species and bird species such as the brown tree-creeper and Diamond fire-tail finch (*Stagonopleura guttata*).

2.3 Threatened fauna and flora

<table>
<thead>
<tr>
<th>Plant species</th>
<th>Common Name</th>
<th>Recorded during survey (Site/s)</th>
<th>Suitable habitat &amp;/or BDBSA record (Y)</th>
<th>Conservation status</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Dianella longifolia var grandis</em></td>
<td>Pale Flax Lily</td>
<td>Y</td>
<td>V</td>
<td>V</td>
</tr>
<tr>
<td><em>Aristida behriana</em></td>
<td>Brush wire grass</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Aristida contorta</em></td>
<td>Brush wire grass</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Carex inversa</em></td>
<td>Knob sedge</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Cymbopogon obtectus</em></td>
<td>Lemon Grass</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Cyperus gunnii</em></td>
<td>Flecked flat sedge</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Eragrostis brownii</em></td>
<td>Common love-grass</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Melicytus angustifolius</em></td>
<td>Shrub violet</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Vegetation Association

Fauna species

*Stagonopleura guttata* Diamond fire-tail finch | Y | V | V |

AUS=Australia EPBC Act 1999:  CR = Critically Endangered, EN = Endangered, VU = Vulnerable
SA=South Australia NPW Act 1972: E = Endangered, V = Vulnerable, R = Rare

Region (Fauna) - RE = Regionally Extinct, CR = Critically Endangered, EN = Endangered, VU = Vulnerable, RA = Rare, NT = Near Threatened, LC = Least Concern, DD = Data Deficient, NE = Not Evaluated
Region (Plants) - E=Endangered, T=Threatened, V=Vulnerable, R=Rare, K=status uncertain, but considered likely to be either rare, vulnerable or endangered, U=Uncommon, Q=Not yet assessed but flagged as being of possible significance, N=Common

2.4 Management issues

<table>
<thead>
<tr>
<th>Weeds Species</th>
<th>Common name</th>
<th>Declared weed (Y/N)</th>
<th>BCM Threat rating (3, 4 or 5)</th>
<th>Site/s</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Foeniculum vulgare</em></td>
<td>Wild fennel</td>
<td>N</td>
<td></td>
<td>River banks</td>
</tr>
<tr>
<td><em>Rosa canina</em></td>
<td>Dog rose</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Narcissus pseudonarcissus</em></td>
<td>Daffodil</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Gladiolus undulatus</em></td>
<td>Wild Gladiolas</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Ehrharta calycina</em></td>
<td>Perennial veld</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Marrubium vulgare</em></td>
<td>Horehound</td>
<td>Y</td>
<td></td>
<td>Up on rocky ground</td>
</tr>
<tr>
<td><em>Nicotiana glauca</em></td>
<td>Tree tobacco</td>
<td>N</td>
<td></td>
<td>Along river</td>
</tr>
<tr>
<td><em>Oxalis purpurea</em></td>
<td>One O'clock</td>
<td>N</td>
<td></td>
<td>On NW bank</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pests Species</th>
<th>Common name</th>
<th>Recorded on site (Y/N)</th>
<th>Likely to occur on site (Y/N)</th>
<th>Site/s</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Oryctolagus cuniculus</em></td>
<td>European rabbit</td>
<td>N</td>
<td>Y</td>
<td>Above-ground across site</td>
</tr>
</tbody>
</table>

1018
A weed or pest is considered a management issue if it is Declared under the NRM Act 2004 or if the weed has a BCM threat rating of 3, 4 or 5 for the region in which it is located.

<table>
<thead>
<tr>
<th>Major management issues</th>
<th>Is issues present (Y/N) (describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock Access</td>
<td>N – not known to this site</td>
</tr>
<tr>
<td>Lack of native vegetation or natural regeneration</td>
<td>Poor understorey diversity in parts, veldt grass hindering regeneration. Some of the shrub layer appears to be browsed, with most shrub species currently in rockier protected areas. Tree guards necessary</td>
</tr>
<tr>
<td>Phytophthora</td>
<td>No</td>
</tr>
<tr>
<td>Rubbish dumping</td>
<td>Not apparent</td>
</tr>
<tr>
<td>Salinity, acidity, water logging or erosion</td>
<td>Unsure, possibly a little next to Jutland where the large gum sits above a waterhole – possible eddy when in high flows</td>
</tr>
<tr>
<td>Grazing by native mammals</td>
<td>Kangaroos</td>
</tr>
<tr>
<td>Public access, bike/walking trails, off-road vehicles</td>
<td>Public have access to one area but site seems rarely used</td>
</tr>
<tr>
<td>Other (Describe)</td>
<td></td>
</tr>
</tbody>
</table>

2.5 Vegetation Communities

Photos of each of the vegetation communities found in the SEB Area.
Section 3. Management commitments

Stock grazing
Stock are to be permanently excluded from the SEB area at all times. Stock grazing may be permitted, on occasions in grassy ecosystems, but only if it is shown to be ecologically beneficial and undertaken in accordance with an approved management plan.

Fencing
Fencing must be maintained in a stock proof condition. Where fencing is only to standard to delineate the location of the SEB Area (e.g. one plain wire fence) or there is an unfenced boundary (e.g. a site borders a conservation reserve), the boundary needs to be monitored for stock access. If stock are

Essential commitments
The following are to be complied with at all times:
- no fertiliser application or artificial feeding;
- no soil disturbance (beyond that which is necessary for agreed management actions);
- no cropping;
- no dumping of rubbish, unwanted machinery or plant material
- no new dams or drainage alterations; and
- no rock removal
- no unnecessary vehicle access (beyond that which is required to manage the biodiversity value of the site)

Grazing of native animals
Control of native herbivores (e.g. kangaroos) must be conducted, if required, under permit from the SA Department for Water, Environment and Natural Resources.

Controlling Declared Pests
The Owner is responsible for the control and, if possible, eradication of declared plants and animals pursuant to section 174(1) of the Natural Resources Management Act 2004. All weed and pest control methods must:
- minimise off target damage;
- minimise soil disturbance;
- comply with the Native Vegetation Act 1991 and the Natural Resources Management Act 2004

Supplementary planting
All supplementary planting must be:
- with species indigenous to the local area;
- seed or plant material collected from as close as possible to the planting site;
- representative of the structure and composition of the pre-European vegetation community

Fire prevention
Landholders will be able to take all reasonable steps to prevent fire on their land, provided these steps are not inconsistent with their commitments under the agreement. All works must be compliant with the Native Vegetation Act 1991 and the Natural Resources Management Act 2004. Slashing of the area around the gate entry and memorial plaque would be something that needs up-keeping annually.
3.2 Active Management
This section details the specific management activities that will be undertaken over a period of 10 years to improve and maintain the condition of the native vegetation within the SEB Area. The 10 year active management period commences upon the execution of this agreement.

3.2.1 Action Table
This table lists the management threats/issues for the SEB Area/s as established in Table 2.3, their 10 year objectives (i.e. the intended outcomes upon completion of the active management period), actions to be undertaken to address them, approximate costs associated with the action and the timing of those actions. A summary of weed control methods is included in Appendix 3.

<table>
<thead>
<tr>
<th>Threat/issue</th>
<th>10-yr objective</th>
<th>Agreed actions</th>
<th>Approx. cost</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weeds effecting quality of native vegetation</td>
<td>Improve plant community function through targeted weed control</td>
<td>Control all target species within funding period using skilled contractors including Iron-Grass Environmental and GWLAP works crew. Future management required by landholder. Weeds control to be undertaken initially by GWLAP/Contractor and subsequently the landholder. *Cut and swab tree tobacco *Spot spray horehound with brush-off when healthy and actively growing *Cut and swab or spot spray Fennel *Spot spray Oxalis purpureaum (one o'clock), daffodils and wild gladiolas with brushoff (Metsolphuron methyl) *Cut and swab briar rose cut *Slash areas of thick veldt grass to promote new growth and allow for spraying of healthy foliage in the future * Ensure that the revegetation is successful within the veldt grass patches to maximise chances of</td>
<td>$3000 per year to keep on top of some of the key weeds in this site</td>
<td>Spring and Summer weed control required</td>
</tr>
</tbody>
</table>
### Revegetation of degraded areas using appropriate plant species

**Objective:** Improve diversity, structure and function of vegetation on the site.

- **Actions:** 1500 seedlings will be planted on the site by the GWLAP in the first 2 years to increase sub-canopy structure and to improve understory in some parts. This work will be undertaken by GWLAP and other contractors, with ongoing maintenance being the responsibility of the landowner after this time for a period of 10 years.

- **Cost:** $2000-$4000 initially over 3 years and approx. $1500 per year thereafter dependant on watering required and other factors.

- **Season:** Winter-Spring

### New weeds or pests

**Objective:** Prevent any new weeds or pests becoming established.

- **Actions:** Landowner will monitor sites for any new weeds or pests. If observed, receive advice and subsequently plan and implement a control program.

- **Cost:** $1000 annually

- **Frequency:** Ongoing

### Handover meeting

**Objective:** Ensure the landowners are provided with a handover prior to end of funded period.

- **Actions:** GWLAP will provide a handover of the project to the landowner to clarify and re-iterate future required actions for the site.

- **Timing:** Near Project end September 2021
### 3.2.2 Revegetation

This table describes the objectives of the revegetation, the species to be planted, the means of planting (tubestock or direct seeding) and the intended densities to be established.

#### Intended revegetation goal / objectives

To add greater native plant species diversity in degraded sections of the reserve by adding some further mid-storey species (Acacia, Allocasuarina, Dodonaea, Bursaria, Banksia) in open plantings involving groups of the same species. Some understorey diversity will be planted in degraded areas via tube-stock planting and some hand direct seeding of grasses where appropriate.

#### Method of revegetation (clearly detail methods involved in establishing and maintaining the revegetation)

Hand planting seedlings in strategic areas agreed on by GWLAP and contractor on site. Plantings will be wide spaced, planted deeply into well dug holes, firmed in well, provided with a large watering 'bowl', watered and guarded using corflute guards. Control of weeds immediately around the planting will occur where required.

Hand direct seeding will be undertaken by hand scalping small patches of top-soil and hand broadcasting the seed of native grass and other understorey species (appropriate to the site) within the scalped patches where appropriate.

Initial revegetation works will be undertaken by the GWLAP/contractors. Future management of the revegetation past the funded period 2021 will solely be the responsibility of the landowner/s.

<table>
<thead>
<tr>
<th>Botanical Name</th>
<th>Common Name</th>
<th>Direct-seed or tube stock? D/T</th>
<th>No. of plants to be established (whole of site or per Ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CANOPY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6-25 plants if at all</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUBCANOPY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocasuarina</td>
<td>Drooping she-oak</td>
<td>Tubestock planting</td>
<td>300</td>
</tr>
<tr>
<td>verticillata</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bursaria spinosa sspp</td>
<td>Downy Christmas bush</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>lasiophylla</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banksia marginata</td>
<td>Old man Banksia</td>
<td>&quot;</td>
<td>50-100</td>
</tr>
<tr>
<td><strong>SHRUB LAYER</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hardenbergia violacea</td>
<td>Purple coral pea</td>
<td>Tubestock</td>
<td>25</td>
</tr>
<tr>
<td>Acacia argyrophylla</td>
<td>Silver mulga</td>
<td>&quot;</td>
<td>20</td>
</tr>
<tr>
<td>Acacia retinodes</td>
<td>Wirilda</td>
<td>&quot;</td>
<td>25</td>
</tr>
<tr>
<td>Dodonaea viscosa ssp spatulata</td>
<td>Sticky hop bush</td>
<td>&quot;</td>
<td>25-50</td>
</tr>
<tr>
<td>Melissa brevifolia</td>
<td>Dwarf salt honey myrtle</td>
<td>&quot;</td>
<td>25</td>
</tr>
<tr>
<td>Melicytus angustifolius</td>
<td>Shrub violet</td>
<td>&quot;</td>
<td>What-ever can be grown</td>
</tr>
<tr>
<td><strong>GROUND LAYER</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kennedia prostrata</td>
<td>Running postman</td>
<td>&quot;</td>
<td>100</td>
</tr>
<tr>
<td>Cullen australasicum</td>
<td>Scurf pea</td>
<td>&quot;</td>
<td>100</td>
</tr>
<tr>
<td>Themeda triandra</td>
<td>Kangaroo grass</td>
<td>&quot;</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>Approx 1000 seedlings</td>
</tr>
</tbody>
</table>

Reference to the positioning of the species according to various revegetation zones on the site can be found in the below copy of Figure 7: Revegetation Zones, Clarke, J (2015) Management Plan for Jutland Water Reserve, South Australia and accompanying Native plant species lists.
Appendix - Native plant species list

Modified from the original list by Ann Prescott, Sonia Croft (Biodiversity Team assisting Ann Prescott in Springton project) and Bill New (RCSSA Eastern Hills Grazing Ecosystems Officer).

Trees, shrubs, and "wildflowers"

<table>
<thead>
<tr>
<th>Scientific name</th>
<th>Common name</th>
<th>Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acacia argophylla</td>
<td>Silver Mulga</td>
<td>6</td>
</tr>
<tr>
<td>Acacia georgeana</td>
<td>Golden wattle</td>
<td>3, 5</td>
</tr>
<tr>
<td>Acacia melanoxylon</td>
<td>Swamp wattle (Wirrita)</td>
<td>2, 3</td>
</tr>
<tr>
<td>Allocasuarina verticillata</td>
<td>Drooping sheoak</td>
<td>3, 6</td>
</tr>
<tr>
<td>Banksia serrata subsp. kochiana</td>
<td>Snow Banksia / Christmas bush</td>
<td>2, 3</td>
</tr>
<tr>
<td>7 Callicoma ruprechtiana</td>
<td>Scarlet bottle brush</td>
<td>5</td>
</tr>
<tr>
<td>Callitris grevillea</td>
<td>Native pine</td>
<td>6</td>
</tr>
<tr>
<td>Callitris ferruginea</td>
<td>Curly wattle</td>
<td>6</td>
</tr>
<tr>
<td>Eucalyptus microcarpa</td>
<td>Old man's beard</td>
<td>5</td>
</tr>
<tr>
<td>Eucalyptus wandoo</td>
<td>Australian wandoo</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eucalyptus globulus var. macropus</td>
<td>Rock corymb</td>
<td>6</td>
</tr>
<tr>
<td>Grevillea australis</td>
<td>Tall Scarlet pea</td>
<td>2</td>
</tr>
<tr>
<td>Dianella longifolia</td>
<td>Pointed Lily</td>
<td>3, 5</td>
</tr>
<tr>
<td>Dianella revoluta</td>
<td>Sticky heath bush</td>
<td>3, 6, 9</td>
</tr>
<tr>
<td>Eucalyptus murphyi</td>
<td>Climbing sheoak</td>
<td>2, 6</td>
</tr>
<tr>
<td>Eupomatia longifolia</td>
<td>Weeping gum bush</td>
<td>6, 6</td>
</tr>
<tr>
<td>Gymnosperma eucalyptus</td>
<td>Wattle gum</td>
<td>5</td>
</tr>
<tr>
<td>Glycine clandestina var. rugosissima</td>
<td>Twining glycine</td>
<td>3</td>
</tr>
<tr>
<td>Hardenbergia violacea</td>
<td>Native wattle</td>
<td>3</td>
</tr>
<tr>
<td>Hakea densiflora</td>
<td>Tree violet</td>
<td>3, 4, 6</td>
</tr>
<tr>
<td>Kennedia prostrata</td>
<td>Running possum</td>
<td>3, 4, 6</td>
</tr>
<tr>
<td>Melaleuca leucoxylon</td>
<td>Dwarft tea-tree</td>
<td>3, 2</td>
</tr>
<tr>
<td>Pittosporum forrestii</td>
<td>Native tea-tree</td>
<td>3, 6</td>
</tr>
<tr>
<td>Scelidocarpus euryphyllus</td>
<td>Eucalyptus</td>
<td>3, 6</td>
</tr>
<tr>
<td>Senecio salicinus var. adoxoides</td>
<td>Scented Groundsel</td>
<td>2</td>
</tr>
<tr>
<td>Hakea australis</td>
<td>Windmill grass</td>
<td>5, 2</td>
</tr>
<tr>
<td>Hilaria scoparia</td>
<td>Spiny flat-sedge</td>
<td>1</td>
</tr>
<tr>
<td>Gymnophyllum oliaceum</td>
<td>Slender rush</td>
<td>1</td>
</tr>
<tr>
<td>Eriocoma subterranea</td>
<td>Common spike rush</td>
<td>1, 2</td>
</tr>
<tr>
<td>Hypoxis acuticarpa</td>
<td>Tall wheat grass</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eremophila argyrochila</td>
<td>Blackheads</td>
<td>5</td>
</tr>
<tr>
<td>Eremophila bracteata</td>
<td>Common Saltgrass</td>
<td>3</td>
</tr>
<tr>
<td>Eremophila squarrosa</td>
<td>Finger rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Lepidosperma lasianodes</td>
<td>Sword-sedge</td>
<td>3, 4, 5</td>
</tr>
<tr>
<td>Lepidosperma linifolium</td>
<td>Sword-sedge</td>
<td>1, 4, 5</td>
</tr>
<tr>
<td>Lomatia densiflora</td>
<td>Soft Tasselled Mat-rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Lomatia multiflora ssp. dura</td>
<td>Hard Mat-rush</td>
<td>3, 6</td>
</tr>
<tr>
<td>Panicum effusum var. effusum</td>
<td>Hairy Panic</td>
<td>3</td>
</tr>
<tr>
<td>Themeda triandra</td>
<td>Kangaroo grass</td>
<td>3, 5</td>
</tr>
</tbody>
</table>

Native grasses, reed rushes and sedges and grass-like plants

<table>
<thead>
<tr>
<th>Scientific name</th>
<th>Common name</th>
<th>Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthoxanthum caeruleum</td>
<td>Grey beard grass</td>
<td>4</td>
</tr>
<tr>
<td>Anthoxanthum drummondii</td>
<td>Brush wire grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Anthoxanthum drummondii var. australis</td>
<td>Brush wire grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrostephania auriculata</td>
<td>Common wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostephania eramosa</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostephania gregii</td>
<td>Koala wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostephania palla</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostephania setacea</td>
<td>Wallaby grass</td>
<td>5</td>
</tr>
<tr>
<td>Austrostipa nicola</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrostipa radicans</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Austrostipa scabra</td>
<td>Spear grass</td>
<td>5, 6</td>
</tr>
<tr>
<td>Carex longifolia</td>
<td>Knob sedge</td>
<td>1</td>
</tr>
<tr>
<td>Carex tereticaulis</td>
<td>Sedge</td>
<td>1</td>
</tr>
<tr>
<td>Chloris truncata</td>
<td>Windmill grass</td>
<td>5, 2</td>
</tr>
<tr>
<td>Cymbopogon elongatus</td>
<td>Lemon Grass</td>
<td>2, 3, 4</td>
</tr>
<tr>
<td>Cyperus gunni</td>
<td>Flicked flat sedge</td>
<td>1, 2</td>
</tr>
<tr>
<td>Cystisus gymnacanthus</td>
<td>Spiny Flat-sedge</td>
<td>1</td>
</tr>
<tr>
<td>Cystisus vaginatus</td>
<td>Stiff Flat-sedge</td>
<td>1</td>
</tr>
<tr>
<td>Eleocharis acuta</td>
<td>Common spike rush</td>
<td>1, 2</td>
</tr>
<tr>
<td>Hypoxis acuticarpa</td>
<td>Tall wheat grass</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Tall wheat grass</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Blackheads</td>
<td>5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Common Saltgrass</td>
<td>3</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Finger rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Sword-sedge</td>
<td>3, 4, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Sword-sedge</td>
<td>1, 4, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Soft Tasselled Mat-rush</td>
<td>3, 5</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Hard Mat-rush</td>
<td>3, 6</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Hairy Panic</td>
<td>3</td>
</tr>
<tr>
<td>Eleocharis acuta var. scutellata</td>
<td>Kangaroo grass</td>
<td>3, 5</td>
</tr>
</tbody>
</table>
3.3 Management Plan Map

This map delineates the extent of SEB Area, any existing infrastructure within the area (e.g. fences or watering points), the location of management issues (e.g. weeds infestations, rabbit warrens, Phytophthera infestations, unfenced boundaries or rubbish dumping) and the location of works to be undertaken (e.g. fences to be constructed or upgraded or revegetation to be undertaken).
## 3.4 Works Calendar

This table lists the threats/issues for the SEB area, the 10-year objective and the years in which works are expected to be undertaken in order to achieve the objectives.

<table>
<thead>
<tr>
<th>Threat/issue</th>
<th>10 Year management objective</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weeds effecting quality of native vegetation</td>
<td>Improve plant community function through targeted weed control as per listed priorities.</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td></td>
</tr>
<tr>
<td>Revegetation of degraded areas using appropriate plant species</td>
<td>Improve diversity, structure and function of vegetation on the site through planting in designated agreed areas</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td></td>
</tr>
<tr>
<td>New weeds or pests</td>
<td>Prevent any new weeds or pests becoming established.</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>GWLAP &amp; Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td>Landowners</td>
<td></td>
</tr>
</tbody>
</table>

Funded largely from grant with in-kind from landowners towards the on-ground works/maintenance

Undertaken by the landowner as on-going commitment to management of the works past the assistance provided by GWLAP/NVC

Above: Looking E/SE across from Western side of the Marne River showing seedlings planted in 2019 within a key patch of perennial veldt grass.

Above: Looking South with seedlings of she-oak and some wattles planted at broad spacing where native grasses are present. 2019

Above: Keeping on top of Fennel, Briar rose, veldt grass and other weeds will be important in assisting with improvement of the native vegetation and will also reduce fuel loads.

3.5 Monitoring and Review

Monitoring and documenting the results of your actions is required for this Management Plan. Monitoring will be undertaken in accordance with the following (tick the box that is required).

3.5.1 Standard Monitoring -  

Photo Points

- This requires the applicant to establish one or more photographic monitoring sites or ‘photopoints’, with submission of photographs and accompanying notes annually.

3.5.2 Additional Monitoring -  

Vegetation Assessment

If an SEB is of a particular size or complexity, Bushland Assessment Monitoring will be an additional requirement

- This requires Bushland Assessment monitoring to be undertaken every five years within the first 10 years of management. The assessor must be accredited to undertake such assessments.

The application must submit Standard Monitoring data in July of each year for the first three years and then upon request after that. The Bushland Assessment monitoring must be submitted upon completion every 5 years.

3.5.3 Complimentary Monitoring

This section details any additional monitoring activities that will be conducted specific for the SEB area.

3.5.4 Risk Management and Contingencies

This section identifies the major risks that have a potential to threaten the successful implementation of the Management Plan or the associated on ground outcomes, the likelihood of such an event occurring (High, Medium and Low) and steps that will be taken to mitigate or address these risks.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Mitigating measures or contingency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire in site</td>
<td>Medium</td>
<td>Observe fire bans, GWLAP OHS&amp;W policies for staff and contractors. Landholder to maintain appropriate levels of fire management compliant with regulations. Some slashing of exotic grasses at appropriate times would help keep risks down and if timed correctly, could reduce seed set.</td>
</tr>
<tr>
<td>Flooding out of Marne River into revegetation sites</td>
<td>Medium</td>
<td>Ensure plant species are firmly planted in so that if a flood comes through they have a better chance of remaining on the site. Monitor site after flooding for new weeds populations</td>
</tr>
<tr>
<td>Landholders pull out of project</td>
<td>Low</td>
<td>If landholder pulls out we will set about delivering the outputs on one of the other remaining sites where possible, or find a new one</td>
</tr>
</tbody>
</table>

References


4. EXECUTION OF THE AGREEMENT

Signed: ............................................................. Dated: ........................................ (“the Decision Date”)

☐ PRESIDING MEMBER, NATIVE VEGETATION COUNCIL
☐ EXECUTIVE OFFICER, NATIVE VEGETATION COUNCIL
☐ For Presiding Member
☐ Delegate to Native Vegetation Council

Signature of Landowner(s) or seal of Company and authorised signatory:

Signature ____________________________ Date __________________________

Signature ____________________________ Date __________________________
Appendix 1 Weed Control Information

This document has been adapted from a draft document, produced by the Bush Management Advisors, Department for Environment and Heritage, as an Appendix to their own Management Action Plan Guide. The NVC thanks the Bush Management Advisors for permission to reproduce and adapt this information.

CONTENTS:

1 Weed Control – a Summary of Control Methods

2 Herbicides
   2.1 Terms to Become Familiar With
   2.2 Active Ingredients for Bushland Weed Control

1 Weed Control – a Summary of Control Methods

Always think about weed control as a long term project. Numerous follow-up treatments will be required before weeds are fully eradicated.

To promote the replacement of weeds by native plants ensure you minimise the disturbance to existing native plants and to the soil as you control the weeds.

Always start weed control work from the area of good bush and work towards the more degraded areas.

Where native animals are using the weed infestations as habitat, for instance the Southern Brown Bandicoot often survives because of the protection afforded by dense thickets of Blackberry, remove those weeds slowly so that the habitat can be replaced by native species. You don’t want to remove all of your native animals as you remove the weeds from your property.

Consider the future of the site as the weeds are removed, in relation to soil erosion and slope stability.

Many weed control options involve the use of herbicides. Keep yourself, other people and your property safe. Use herbicides only in accordance with the relevant recommendations (label, permits etc) and only treat weeds when they are actively growing. Always use the recommended safety equipment and have water available for washing should there be any herbicide contact with your skin.

<table>
<thead>
<tr>
<th>Hand Pull</th>
<th>Tools and Equipment:</th>
<th>Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Equipment :</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

Especially good for soft annual weeds and seedlings of woody weeds.

Firmly grip the stem of the weed near ground level and pull the root out of the ground. Beware of back injury. Care must be taken to minimise soil disturbance by for example putting one foot on the ground on either side of the weed to keep the surrounding soil from lifting up and/or waiting until after rain when the soil is wet so the plant comes up more easily.
<table>
<thead>
<tr>
<th>Method</th>
<th>Tools and Equipment</th>
<th>Safety Equipment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digging or Grubbing</td>
<td>Narrow trowel, small grubbing tool (like a small mattock)</td>
<td>None</td>
<td>Especially useful for weeds with underground storage organs (lignotubers, bulbs etc) and individual weeds in bushland areas. Dig out the underground part of the weed and remove it from the site. The draw backs with this method include the amount of soil disturbance which can promote the establishment of other weeds at the site (this can be minimised by replacing the dislodged soil and leaf litter after the weed is removed), and if not all of the underground parts are removed the weed may resprout.</td>
</tr>
<tr>
<td>Cut and Swab</td>
<td>Cut using secateurs, loppers, a handsaw or chainsaw depending on weed size. Herbicide application using a sponge-topped plastic bottle similar to a shoe polish bottle.</td>
<td>Safety glasses, strong rubber gloves, water for washing</td>
<td>Especially useful for woody weeds. Cut the stem(s) close to or at ground level. Keep the applicator sponge clean as contact with the soil may inactivate the herbicide. Apply the herbicide to the cut stump as soon as possible after cutting and definitely within 30 seconds. Systemic herbicides are used in this method which move to and kill the roots of the weed. <strong>Stem Scrape and Swab:</strong> If the underground parts of the weed are extensive, more herbicide will be needed to kill it. In this case cut the stems higher above the ground and after cutting, scrape off the outer layer (skin) of the remaining part of the stem and apply herbicide to this area as well as to the cut.</td>
</tr>
<tr>
<td>Ringbark</td>
<td>Hatchet, machete, hand saw or chainsaw.</td>
<td>Safety glasses, gloves</td>
<td>Especially useful for pine trees. As close to the ground as possible chop out a 2-5cm wide section of the bark and sap wood, exposing the heart wood, to form a disk that completely encircles the tree. For pines, no herbicide need be applied. For other weeds apply herbicide as per the Cut and Swab information above. Ensure that when the tree dies and eventually falls that it will fall into safe place.</td>
</tr>
<tr>
<td>Wipe On</td>
<td>Wick-wand, or ‘Tongs of Death’ and plastic squeeze bottle with a long narrow tube coming out of the lid</td>
<td>Safety glasses, strong rubber gloves, water for washing</td>
<td>Especially useful for strap-leaf species such as Watsonia in areas where they are surrounded by native plants. The herbicide is applied to the wick-wand or Tongs of Death (kitchen tongs with sponges securely attached), and then the leaves of the weed are wiped. Both sides of the leaf should be coated with herbicide.</td>
</tr>
<tr>
<td>Drill and Fill</td>
<td>Cordless/battery drill with 6mm drill bit. Plastic squeeze bottle with a long narrow tube coming out of the lid.</td>
<td>Safety glasses, strong rubber gloves, water for washing</td>
<td>Especially useful for larger woody weeds. The weed is left standing after the treatment, minimising the control effort required and maximising the habitat value. Clear any low branches away to allow good access to the base of the weed. Clear soil and leaf litter away from the base of the stem. Drill a series of holes 5 – 10mm deep at a 45° angle (or steeper if possible) into the base of the stem, or into the lignotuber if it is visible. A lignotuber is a swollen part of the lower stem which is a type of storage organ. The holes should be drilled 2 - 4cm apart around...</td>
</tr>
</tbody>
</table>
the base. Fill the holes with herbicide as soon as possible after drilling. Before leaving to start on another plant check the holes and refill them with herbicide. **Frill and Fill**: A variation of the Drill and Fill method where a hatchet or machete is used to make lots of horizontal cuts all around the base of the stem so that each cut can hold the herbicide. Apply the herbicide as soon as possible after cutting.

### Spot Spray

<table>
<thead>
<tr>
<th>Tools and Equipment:</th>
<th>Hand-held spray bottle, backpack spray unit or vehicle mounted spray unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Equipment:</td>
<td>Safety glasses, mask or ventilator, strong rubber gloves, water for washing, other equipment as specified on the herbicide label.</td>
</tr>
</tbody>
</table>

Especially useful for large infestations and/or where off target damage to native species (eg spray drift) is unlikely.

It is very important to ensure you mix the herbicide to the correct dilution for the target weed, as per the label instruction, or in some cases the Off-label Permit instructions. Check on the label to see if a surfactant (also known as a wetting agent) or penetrant is recommended. The weed must be in an active growing stage for the herbicide to work effectively. Ensure a good cover of the herbicide on both sides of the leaves. To minimise off-target damage from spray drift, adjust the nozzle to get droplets of the correct size to cover the leaf (not too small to blow away between the nozzle and the leaf and not too big to dribble off the leaf once it hits), use a shield over the spray nozzle and don’t spray on windy days. Don’t spray when rain is expected (refer to the label for more details)

There are several issues when considering the spot spraying option. It is relatively easy to kill large areas of weeds using this method. If you are working on a slope make sure you are not going significantly increase soil erosion or instability. If there are native animals using the weeds as habitat, what will happen to them? If the weeds are left standing, particularly for dense prickly infestations, how will you get into them later to do the follow up work? How much off-target damage is acceptable?

## 2 Herbicides

Herbicides are chemicals designed to kill plants. They can be a very effective weed control tool but they must be used at the right concentration and carefully. The safety of people and of the environment must be the main consideration when using them.

Before using herbicides it is recommended that you complete a basic Chemical Handling training session.

Always read the label on the herbicide container. It is a legal requirement that you act in accordance with the instructions and information on the label, or in some cases, in accordance with the Off-label Permit for that herbicide as issued by the Australian Pesticide and Veterinary Medicines Authority. Further information about a herbicide can be found on it’s Material Data Safety Sheet, which is available at the point of sale or via the internet.

You must always follow the safety instructions closely and wear the recommended protective equipment when mixing or using herbicides. Only use the herbicide at the dilution rate recommended for a particular species. Only mix up the amount of herbicide that you will use in each weeding session.

### 2.1 Terms to Become Familiar With

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residual</strong></td>
<td>Remains active in the soil (anywhere from several weeks to 12 months or more) and is absorbed into the plant via the root system. Herbicides that have long residual times in the soil are generally not used for bushland weed control.</td>
</tr>
<tr>
<td><strong>Toxicity</strong></td>
<td>The strength of a herbicide, and hence the level of risk involved in its use.</td>
</tr>
<tr>
<td><strong>Systemic</strong></td>
<td>The herbicide is transported around the plant to the roots, which it kills, causing the whole plant to die.</td>
</tr>
</tbody>
</table>
Non-systemic  The herbicide only kills the part of the plant that it contacts. Also known as ‘Knockdown’ herbicides. Useful for the control of annual weeds.

Selective  The herbicide kills some groups of plants but has little or no effect on others. Common examples are ‘broad-leaf selective’ herbicides and ‘grass selective’ herbicides.

Non-selective  The herbicide can kill all groups of plants.

Active Ingredient  The ingredient in the herbicide that actually kills the plant. Don’t confuse this with the brand name of a herbicide. The label on every brand of herbicide will show what active ingredient(s) are present and in what concentrations.

Surfactant  A herbicide additive like a strong detergent which assists the herbicide to stick onto the plant whereby increasing the uptake of the active ingredient by the plant. Some brands of herbicide already have a surfactant mixed in or will recommend that one be included with the herbicide for use on a particular species. This information will be shown on the label.

Penetrant  A herbicide additive which assists the active ingredient to move into the plant. Some brands of herbicide already have a penetrant mixed in or will recommend that one be included with the herbicide for use on a particular species. This information will be shown on the label. In most cases the use of additional penetrants is not recommended for bushland weed control and should only be used with great care.

2.2  Herbicide use for Bushland Weed Control

Additional information on weed control methods can be found in the ‘Weed Control Handbook for Declared Plants in South Australia’ which has been developed by Biosecurity SA. The handbook provides information on how to control South Australia’s declared plants. The first section of the book provides information regarding declared plants, weed control methods and the important legal, environmental and OHW&S considerations when using herbicides for weed control. The second section is a table of recommended herbicide options, rates and application methods for South Australia’s declared plants. A copy of the handbook can be found at the web address below;


For further information or advice for weed or pest control methodologies, contact your local Natural Resources Management Board.

7.5.3 DEBATE AGENDA – ENVIRONMENTAL SERVICES REPORT

7.5.2.3 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY (GRFMA) – NOTICE OF ANNUAL BUSINESS PLAN AND DRAFT BUDGET 2020/2021

B10461

Author: Director, Development and Environmental Services

PURPOSE
The attached documents have been circulated for consideration and approval by Constituent Councils in accordance with Clause 12 of the Charter for the Gawler River Floodplain Management Authority.

RECOMMENDATION
(1) Endorse the draft Gawler River Floodplain Management Authority Annual Business Plan 2020-2021 and the draft Consolidated Budget 2020-2021 as circulated to Constituent Councils.

REPORT

Background
The Gawler River Floodplain Management Authority (GRFMA) is established as a regional subsidiary pursuant to section 43 and Schedule 2 of the Local Government Act 1999 to coordinate the construction, operation and maintenance of flood mitigation infrastructure in the Gawler River.


Introduction
The newly amended GRFMA Charter (2020) now provides that the Authority must prepare an Annual Business Plan and Budget for the forthcoming financial year.

The new Charter also provides requirement for establishment of a Strategic Plan, Long-Term Financial Plan and Asset Management Plan. The GRFMA Board has determined that a transition program to establish the new management framework will be undertaken.
The Executive Officer of the GRFMA has written to the Constituent Councils seeking Council’s consideration of the draft 2020-2021 GRFMA Annual Business Plan and draft Budget.

The GRFMA must submit in draft form the Business Plan and Draft Budget to each Constituent Council before 31 March for approval.

Both the draft Business Plan and Budget were considered at the GRFMA Audit Committee on 12 February 2020 and the GRFMA Board Meeting held on 27 February 2020.

The documentation was received on 28 February 2020, and are now presented for review and approval.

Discussion

**GRFMA ANNUAL BUSINESS PLAN 2020-2021**

Key elements of the 2020-2021 Annual Business Plan include:

- Continuation of the advocacy program to secure funding for the Northern Floodway Project
- Progress of the second stage of the GRFMA Charter and Governance Review to scope and consider other contemporary governance arrangements
- Establishment of new management framework and plans now required as per the amended Charter
- Establishment of a Dam Emergency Management Plan
- Establishment of a revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam
- Scheduled inspections and environmental management of land associated with the Dam location to be undertaken in accordance with ANCOLD recommendations. Principally routine (monthly), intermediate (annually), comprehensive (every 5 years).

The draft GRFMA Annual Business Plan is included as [Attachment 2](#).

**DRAFT BUDGET 2020-2021**

The 2020-2021 draft Budget has been prepared based on the 2019-20 Budget estimates with an annual price escalator of 2% to other general expenses not identified within the Business Plan.

The draft Budget is provided as [Attachment 3](#).

The Barossa Council’s contribution is proposed to be $28,683, which is a reduction of $2,879 on the 2019-20 contributions, which is principally due to a reduction in property maintenance and capital works costs and the conclusion of the Gawler River Unharmed Mitigation Project.
Summary and Conclusion

The draft GRFMA Annual Business Plan 2020-2021 and Budget 2020-2021 have been circulated for consideration and approval by Constituent Council's in accordance with the GRFMA Charter.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES
Attachment 1: Letter from Executive Officer
Attachment 2: GRFMA Annual Business Plan 2020-2021
Attachment 3: GRFMA Consolidated Draft Budget 2020-2021

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan
- Natural Environment and Built Heritage
- Infrastructure
- Health and Wellbeing
- How We Work – Good Governance

Corporate Plan
1.12 Build and maintain relationships with other levels of government to ensure development strategies are responsive to regional needs and issues.

3.11 Advocate for the allocation of State and Federal funding to maintain and invest in infrastructure within our region.

4.15 Plan for and where appropriate support response to extreme weather events or disasters in the region.

6.17 Advocate for The Barossa Council and its community, our region or local government in South Australia through direct action, representation on or collaboration with local, regional or State bodies.

Legislative Requirements
Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS
Financial Management

As indicated in the Business Plan, the scope of the GRFMA annual budget operations is small in comparison to the extensive undertakings by Constituent Councils.

Principally the budget revenue is sourced from predetermined ‘formulae based’ financial contributions by the six Constituent Councils, opportunistic funding applications and some interest from financial institutions.

Operational contributions are calculated from the costs reflective of Administration of the GRFMA and general costs of the Gawler River Scheme Mark 2 (does not include capital works or maintenance of Assets) less bank and other income.

Risk Management

The GRFMA and Constituent Councils have a level of responsibility to act on dealing with known potential flood risks. The GRFMA needs to be seen as to be moving forward in seeking to address flood measures in a strategic and financially sustainable manner.

COMMUNITY CONSULTATION

The GRFMA Charter requires that the Business Plan and Draft Budget are circulated to the Constituent Councils seeking support prior to their adoption. There is not an obligation or need for community consultation in relation to this matter.

I am writing seeking Councils consideration of the draft 2020/2021 GRFMA Annual Business Plan and Draft Budget.

The newly amended GRFMA Charter (2020) now provides the Authority must prepare an Annual Business Plan and Budget for the forthcoming financial year.

The new Charter also provides requirement for establishment of a Strategic Plan, Long-Term Financial Plan and Asset Management Plan. The GRFMA Board has determined that a transition program to establish the new management framework will be undertaken.

Prior to setting the draft budget each year the Authority must review its Business Plan in conjunction with the constituent councils.

The annual Budget must be consistent with and account for activities and circumstances referred to in the Authority’s Business Plan and must be submitted in draft form to each constituent council before 31 March for approval.

The draft Business Plan and Budget have now been considered at the 12/2/2020 GRFMA Audit Committee Meeting and the 27/2/20 GRFMA Meeting.

The budget must not be adopted by the Authority until after 31 May but before 30 September; and the Authority must then provide a copy of its budget to each constituent council within five business days after adoption.
GRFMA Annual Business Plan

Key elements of the 2020/2021 Annual Business Plan include:

- Continuation of the advocacy program to secure funding for the Northern Floodway project.
- Progress of the second stage of the GRFMA Charter and Governance Review to scope and consider other contemporary governance arrangements.
- Establishment of new management framework and plans now required as per the amended Charter(1).
- Establishment of a Dam Emergency Management Plan.
- Establishment of a revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam.
- Scheduled inspections and environmental management of land associated with the Dam location to be undertaken in accordance with ANCOLD recommendations. Principally routine (monthly), intermediate(annually), comprehensive (every 5 years).

See attached for a copy of the draft 2020/2021 Annual Business Plan.

Draft Budget

The 2020/21 draft Budget has been prepared based on 2019/20 Budget estimates with an annual price escalator of 2% to other general expenses not identified above. Noting the (September 2019) Local Government Price Index) of 1.9%.

Constituent council contributions for 2020/21 total $196,235 which is a budgeted reduction from $230,300 in 2019/20. This is principally due to reduction in property maintenance and capital work costs and conclusion of the GRUMP project.

A net Operating Loss of ($233,081) is forecast for 2020/21. This is the amount of unfunded depreciation.

Operational Contributions

Operational contributions are calculated from the costs reflective of Administration of the GRFMA and general costs for the Gawler River Scheme Mark 2 (does not include capital works or maintenance of Assets) less Bank and other income.

Determinations by the GRFMA Board have resulted in increase to Executive Officer consultancy costs and addition of new administration assistance. Provision has also been made for development of the new management framework requirement of a Long-Term Financial Plan, a Strategic Plan and Asset Management Plan as well as annual budget.

The Budget also includes provision for:

- Continuation of the advocacy program to secure funding for the Northern Floodway project
- Progress of the GRFMA Charter and Governance Review 2 to scope and consider other contemporary governance arrangements.

Appointment of a new External Auditor has resulted in reduction of external audit fees.
Maintenance Contributions

Maintenance contributions are calculated from the costs reflective of capital works or maintenance works for Construction North Para Works and Gawler River Scheme Mark 2 capital works.

Gawler River Scheme Mark 2
The Authority, from time to time, determines that additional modelling and analysis should be undertaken to assist the Board in considering the merits or otherwise of flood mitigation initiatives to be considered in implementation of the Gawler River Scheme Mark 2. Additionally, external bodies (and constituent councils) periodically seek advice from the Authority on possible impacts their proposals might have on the Gawler River system and associated flood mitigation initiatives arising from implementation of the Gawler River Scheme Mark 2. Often this necessitates referral to consulting engineers to model and determine possible impacts and consequences. Capacity for this work is facilitated in the budget.

Maintenance and operations of the scheme during 2020 to 2021 will include:
- Establishment of a Dam Emergency Management Plan.
- A revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam.
- Scheduled inspections and environmental management of land associated with the Dam location will be undertaken in accordance with ANCOLD recommendations. Principality Routine (monthly), Intermediate(annually), Comprehensive (every 5 years).
- Repairs and Maintenance - New signs/padlocks/Screens for Lower level Outlet Pipe(LLOP) and High Level Outlet Pipe(HLOP).
- Contingency for LLPO and Stilling Basin repair costs following into 2020/21(from budgeted 2019/20 works).

Depreciation of Assets
The Bruce Eastick North Para Flood Mitigation Dam) can be expected to have a life of 80 years. On that basis the Bruce Eastick North Para Flood Mitigation Dam has been depreciated at the rate of 1.25% annually.

Following a revaluation review (2019) of the Dam, depreciation costs are now calculated as $233,081pa . GRFMA Board Policy is currently to not fund depreciation within the GRFMA budget process.

The net equity share (of annual depreciation costs) of each constituent council is subsequently reflected in the (Financial Statements) Schedule of constituent councils interest in net assets as at 30 June each year.

See below Table 2 - Constituent Council Shares proposed as per draft 2020/21 GRFMA Budget and appendix 1 for copy of details of the GRFMA Budget functions which identifies the current 2019/20 Budget against Year to Date (31/1/20) income and expenditure and also the 2020/21 Draft Budget income and expenditure proposals.

See separate attachment copy of GRFMA 2020/21 budgeted financial statements presented, in a manner consistent with the Model Financial Statements, pursuant to section 123(10)(b) of the Local Government Act 1999.
Table 2
Constituent Council Shares proposed as per draft 2020/21 GRFMA Budget - Refer 1.1 Member Subscriptions ($145,935) and 3.1 Council Subscriptions (50,300).

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational</td>
<td>Maint</td>
<td>Total</td>
<td>Operational</td>
<td>Maint</td>
<td>TOTAL</td>
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<tr>
<td>Adelaide Plains Council</td>
<td>$24,166</td>
<td>$24,660</td>
<td>$48,826</td>
<td>$24,322</td>
<td>14,541</td>
<td>$38,863</td>
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<td>Adelaide Hills Council</td>
<td>$24,166</td>
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<td>$25,642</td>
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<td>871</td>
<td>25,193</td>
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<td>The Barossa Council</td>
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<td>$7,396</td>
<td>$31,562</td>
<td>$24,322</td>
<td>4,361</td>
<td>28,683</td>
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<td>Town of Gawler</td>
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<td>$14,791</td>
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<td>33,044</td>
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<td>$24,166</td>
<td>$7,396</td>
<td>$31,562</td>
<td>$24,322</td>
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<td>28,683</td>
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<tr>
<td>City of Playford</td>
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<td>$53,751</td>
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<td>$145,935</td>
<td>$50,300</td>
<td>$196,235</td>
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Constituent Council | Capital Works | Maintenance of Assets | Operational Costs |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage Share</td>
<td>Percentage Share</td>
<td>Percentage Share</td>
</tr>
<tr>
<td>Adelaide Plains Council</td>
<td>28.91%</td>
<td>28.91%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Adelaide Hills Council</td>
<td>1.73%</td>
<td>1.73%</td>
<td>16.66%</td>
</tr>
<tr>
<td>The Barossa Council</td>
<td>8.67%</td>
<td>8.67%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Town of Gawler</td>
<td>17.34%</td>
<td>17.34%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Light Regional Council</td>
<td>8.67%</td>
<td>8.67%</td>
<td>16.66%</td>
</tr>
<tr>
<td>City of Playford</td>
<td>34.68%</td>
<td>34.68%</td>
<td>16.66%</td>
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<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

I would be pleased if this matter could be included in the next available Council Meeting Agenda and subsequent indication of Councils approval or otherwise of the draft 2020/2021 GRFMA Annual Business Plan and Draft Budget being provided to davide hitchcock@bigpond.com by 31 May 2020.

Yours Sincerely

David Hitchcock
Executive Officer
## REVENUE

### Administration of the GRFMA

<table>
<thead>
<tr>
<th>Code</th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>Notes</th>
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<td>1.1</td>
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<td>145,000</td>
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<td>1.3</td>
<td>1,500</td>
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<tr>
<td>1.4</td>
<td>100</td>
<td>215</td>
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<tr>
<td>1.5</td>
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<td>Total</td>
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<td>145,819</td>
<td>147,050</td>
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### Operations Flood Mitigation Scheme

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<td>0</td>
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<tr>
<td>2.3</td>
<td>110,980</td>
<td>26,725</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>0</td>
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<td>2.5</td>
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</tr>
<tr>
<td>2.6</td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>110,980</td>
<td>26,725</td>
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### Maintenance Flood Mitigation Scheme

<table>
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<th>2020-2021</th>
<th>Notes</th>
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<td>3.1</td>
<td>85,300</td>
<td></td>
<td>50,300</td>
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<tr>
<td>3.3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>85,300</td>
<td>85,300</td>
<td>50,300</td>
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### Capital Revenue Flood Mitigation Scheme

<table>
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<tr>
<th>Code</th>
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<th>Notes</th>
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<tr>
<td>Total</td>
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### Surplus C/ Forward

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<tr>
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<th>2020-2021</th>
<th>Notes</th>
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<td>5.1</td>
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### APPENDIX 1

**TOTAL INCOME**

<table>
<thead>
<tr>
<th>Code</th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>342,895</td>
<td>257,844</td>
<td>197,350</td>
</tr>
</tbody>
</table>
# APPENDIX 1

## EXPENDITURE

<table>
<thead>
<tr>
<th>Administration of the GRFMA</th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Executive Officer Contract</td>
<td>50,000</td>
<td>26,400</td>
<td>Hourly rate now $120</td>
</tr>
<tr>
<td>6.2 Advt, Print, Stat, Postage</td>
<td>1,270</td>
<td>139</td>
<td>1,295</td>
</tr>
<tr>
<td>6.3 Travelling Expenses</td>
<td>1,350</td>
<td>1,400</td>
<td>Attendance FMA conference</td>
</tr>
<tr>
<td>6.4 Insurance - PL &amp; PI</td>
<td>6,400</td>
<td>4,669</td>
<td>6,530</td>
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<tr>
<td>6.41 Audit Committee</td>
<td>2,800</td>
<td>1,300</td>
<td>2,900</td>
</tr>
<tr>
<td>6.5 Audit Fees</td>
<td>6,660</td>
<td>7,062</td>
<td>5,500 New external auditor</td>
</tr>
<tr>
<td>6.6 Bank Fees</td>
<td>120</td>
<td>27</td>
<td>125</td>
</tr>
<tr>
<td>6.7 Legal Advice</td>
<td>2,000</td>
<td></td>
<td>2,200</td>
</tr>
<tr>
<td>6.8 Honorarium Chairperson</td>
<td>7,000</td>
<td>5,000</td>
<td>8,500 Revised from reappointment</td>
</tr>
<tr>
<td>6.9 Administration and Finance</td>
<td>300</td>
<td>749</td>
<td>6,000 New Admin support</td>
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<tr>
<td><strong>Total</strong></td>
<td>77,900</td>
<td>46,746</td>
<td>92,050</td>
</tr>
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</table>

## Gawler River Scheme Mark 2

| Consultancies | 179,695 | 70,966 | 55,000 Management Framework |
| **Total** | 179,695 | 70,966 | 55,000 |

## Maintenance Flood Mitigation Scheme

| Maintenance Works Contractors | 85,000 | 1,351 | 50,000 Maintenance operations |
| Property Maintenance | | | |
| Rates -Levies | 300 | 122 | 300 |
| Depreciation Dam | 231,231 | | 233,081 Revaluation |
| **Total** | 316,531 | 1,473 | 283,381 |

**ALL EXPENDITURE** | 574,126 | 119,185 | 430,431 |

**SURPLUS/DEFICIT** | 138,658 | | 233,081 |
GRFMA ANNUAL BUSINESS PLAN

2020-2021

Gawler River Floodplain Management Authority

Constituent Councils:
Adelaide Hills Council
Adelaide Plains Council
The Barossa Council
Town of Gawler
Light Regional Council
City of Playford
**Business Plan 2020-2021**

**Gawler River Floodplain Management Authority (GRFMA)**

**The Gawler River**

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River floodplain horticultural areas is estimated to be at least $225 million.

**History**

The river is subject to periodic flood events.

### Desirable Levels of Protection

<table>
<thead>
<tr>
<th>Flood Frequency (ARI)</th>
<th>Estimated Damages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 in 10</td>
<td>$15m</td>
</tr>
<tr>
<td>1 in 20</td>
<td>$24m</td>
</tr>
<tr>
<td>1 in 50</td>
<td>$102m</td>
</tr>
<tr>
<td>1 in 100</td>
<td>$182m</td>
</tr>
<tr>
<td>1 in 200</td>
<td>$212m</td>
</tr>
<tr>
<td>Average Annual Damage</td>
<td>$7.40m</td>
</tr>
<tr>
<td>Present Value of Damages</td>
<td>$109m</td>
</tr>
</tbody>
</table>

### Properties at Risk

<table>
<thead>
<tr>
<th>Flood Frequency (ARI)</th>
<th>Number of residential properties within each hazard rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>1 in 50</td>
<td>1056</td>
</tr>
<tr>
<td>1 in 100</td>
<td>1559</td>
</tr>
<tr>
<td>1 in 200</td>
<td>1814</td>
</tr>
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</table>

Following the November 2005 flood, which flooded the Virginia district and township, a series of meetings of the major stakeholders led to the approval of $20 million in funding from Federal, State and Local Governments to fund the Gawler River Flood Mitigation Scheme (Scheme Works).
The Scheme Works had three parts:

One  The construction of a flood control dam on the North Para River near Turretfield designed to control a 1 in 100-year flood.

Two  The modification of the South Para Reservoir dam wall and spillway to provide 1 in 100-year flood control storage on top of full reservoir storage (completed 2012).

Three  The formalisation of controlled flow paths for floodwaters along the lower reaches of the Gawler River.

Following successful construction of the flood control Dam on the North Para (Bruce Eastick North Para Flood Mitigation Dam) in 2007 and modification of the South Para Reservoir Dam and spillway in 2012, the Authority has progressed the Gawler River Flood Mitigation Scheme, elements which include:

- further development of the preliminary assessment of possible local area levees prepared in the 2008 Gawler River Floodplain Mapping Study at Gawler, Angle Vale and Two Wells and to develop a levee strategy for Virginia.
- establishment of a protocol with the Floodplain Councils that where development of land in areas identified as ‘at risk of flooding’ is planned to proceed by the implementation of a local area levee that mapping of the proposed levees on the Gawler River Floodplain Mapping Study Model will be required.
- to develop a funding strategy for flood protection that is delivered by local area levees on the questions of who should own and maintain the levees and whether local area levees are regional works that the GRFMA should fund or are they local works that are the responsibility of the local Council.
- investigate opportunities for funding partners and grants to undertake the necessary assessments and designs.

**Purpose of the GRFMA**

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Authority has been established for the following purposes:

- to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the constituent council’s obligations and responsibilities in relation to management of flood mitigation for the Gawler River; and
- upon application of one or more constituent councils pursuant to clause 12.4:
  - to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the
adjacent communities; and
    o to enter into agreements with one or more of the constituent councils for the purpose of managing and developing the Gawler River.

**Governance**

The Authority has established a Charter which sets down the powers, functions, safeguards, accountabilities and an operational framework and the Business Plan sets down the operational plan and financial plan to achieve agreed objectives.

The Authority is governed by the Board of management

The Board comprises of

- one independent person, who is not an officer, employee or elected member of a constituent council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.
- Two persons appointed from each of the six constituent councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each constituent council

**The Board**

The Members of the Board are:

<table>
<thead>
<tr>
<th>Council</th>
<th>Board Members</th>
<th>Deputy Board Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairperson and Independent Member</td>
<td>Mr. Ian Baldwin</td>
<td></td>
</tr>
<tr>
<td>Adelaide Hills Council</td>
<td>Cr Malcolm Herrmann</td>
<td>Cr Pauline Gill</td>
</tr>
<tr>
<td></td>
<td>Mr. Marc Salver</td>
<td></td>
</tr>
<tr>
<td>Adelaide Plains Council</td>
<td>Cr Terry-Anne Keen</td>
<td>Cr John Lush</td>
</tr>
<tr>
<td></td>
<td>Mr James Miller</td>
<td>Mr Robert Veitch</td>
</tr>
<tr>
<td>The Barossa Council</td>
<td>Mayor Bim Lange</td>
<td>Cr Russell Johnstone</td>
</tr>
<tr>
<td></td>
<td>Mr. Gary Mavrinac</td>
<td></td>
</tr>
<tr>
<td>Town of Gawler</td>
<td>Cr Paul Koch</td>
<td>Cr Nathan Shanks</td>
</tr>
<tr>
<td></td>
<td>Mr. Sam Dilena</td>
<td>Mr. Ben DeGilio</td>
</tr>
<tr>
<td>Light Regional Council</td>
<td>Cr William Close</td>
<td>Mr. Andrew Philpott</td>
</tr>
<tr>
<td></td>
<td>Mr. Brian Carr</td>
<td></td>
</tr>
<tr>
<td>City of Playford</td>
<td>Cr Peter Rentoulis</td>
<td>Cr Clinton Marsh</td>
</tr>
<tr>
<td></td>
<td>Mr. Greg Pattinson</td>
<td></td>
</tr>
</tbody>
</table>
A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment and construction of the various parts of the Scheme.

The Members of the Panel are:
- Mr Ian Baldwin, Independent Chair
- Ms Ingrid Franssen, Manager Flood Management, DEWNR
- Dr Moji Kan, Principal Engineer Dams, SA Water
- Mr Matt Elding, Barossa Council
- Mr Braden Austin, Playford Council
- Mr David Hitchcock, Executive Officer
- Mr Dino Musolino, Observer, Lower Gawler River representative

An Audit Committee has been appointed to review:
- the annual financial statements to ensure that they present fairly the financial state of affairs of the Board; and
- the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Board on a regular basis.

The Members of the Audit Committee are:
- Mr. Peter Brass, Independent member and Chair
- Cr. Malcolm Herrmann, Adelaide Hills Council
- Mr. Greg Pattinson, City of Playford.

The following Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA:
- Access to Meetings and Documents
- Internal Review of Decisions
- Procurement and Operations
- Dam Valuation
- Public Consultation
- Treasury Management

Further work will be undertaken to establish and adopt appropriate policy documents as required (Public Interest Disclose, Fraud and Corruption etc).

To meet the statutory and operational responsibilities the Authority will maintain appointment of a part time Executive Officer, and an Auditor, on a contract basis.
Dean Newbery and Partners have been appointed as the external auditor for the financial year period 2019/20 until 2023/24.

The Authority is required to hold a minimum of 6 meetings per year and to provide the required Business Plans, Budgets Reports and Audited Statements to its constituent councils required by the Charter and Local Government 1999.

The Authority will conduct two reviews each year of its performance against the targets set in this Business Plan that will form part of the report to its constituent councils and will be included in its Annual Report.

**Cost of Operations**

The scope of the GRFMA annual budget and operations is small in comparison to the extensive undertakings by constituent councils.

Principally the budget revenue is sourced from predetermined ‘formulae based’ financial contributions by the six constituent councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

Expenditure is principally budgeted on estimated costs of executive management and administrative and governance requirements of the Authority according to its charter. Some costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access.

The contributions of the constituent councils are based on the following percentage shares for capital works, maintenance of Scheme assets and operational costs of the Authority. (GRFMA Charter Clause 10)

**Constituent Council Shares for Contributions**

<table>
<thead>
<tr>
<th>Constituent Council</th>
<th>Capital Works</th>
<th>Maintenance of Assets</th>
<th>Operational Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage Share</td>
<td>Percentage Share</td>
<td>Percentage Share</td>
</tr>
<tr>
<td>Adelaide Hills Council</td>
<td>1.73%</td>
<td>1.73%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Adelaide Plains Council</td>
<td>28.91%</td>
<td>28.91%</td>
<td>16.66%</td>
</tr>
<tr>
<td>The Barossa Council</td>
<td>8.67%</td>
<td>8.67%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Town of Gawler</td>
<td>17.34%</td>
<td>17.34%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Light Regional Council</td>
<td>8.67%</td>
<td>8.67%</td>
<td>16.66%</td>
</tr>
<tr>
<td>City of Playford</td>
<td>34.68%</td>
<td>34.68%</td>
<td>16.66%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Work Priorities 2020/2021

Previously in 2016/17 the Authority engaged:

- AECOM to provide a fatal flaw screening assessment for the potential raising of the North Para Dam by up to 10 metres to provide additional flood protection for a 1 in 100 Annual Event Probability (AEP) event to the township of Gawler and further downstream.
- Australian Water Environments to undertake the Gawler River 2016 Flood Review

Both reports have been subsequently completed and following consultation with constituent councils the Authority has resolved that decision on extending the height (10mtr) of the dam be on held over pending the initiatives recommended in the Gawler River 2016 Flood Review report are implemented and outcomes considered. Feasibility of raising of the North Para Dam will then subsequently be considered.

The Gawler River 2016 Flood Review report provides three recommendations for works to be undertaken and provides first stage indicative costs of $27 million:

a) proposed Gawler River northern floodway;
b) upgrade and maintenance of the levee system; and
c) management of silt and pest vegetation.

The Authority will continue to pursue endeavors to obtain State and Federal government funding for the project having an estimated $27 million cost, on the basis of securing commitment from Federal and State Governments to fund in totality all capital costs, including the further design and development cost associated with the project.

During 2019 the Authority, in partnership with the University of Adelaide, via funding from the Federal and State Government National Disaster Resilience Program (NDRP) commenced development of decision support tool to explore how to manage flood risk into the future in an integrated and dynamic approach. The project is on schedule to conclude in June 2020 and findings provided by the final report will be further explored.

On 16/8/18 the Authority endorsed commencement of a GRFMA Charter and Governance Review to be undertaken in two phases consisting of:

1. A charter review to be undertaken as a shorter-term action; and
2. Following completion of the charter review a further process to scope and consider other contemporary governance arrangements be undertaken.
Phase 1, Charter Review has now been completed and key elements of changes to be effected in the new charter are.

<table>
<thead>
<tr>
<th>Clause</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>Provision of Definitions</td>
</tr>
<tr>
<td>3.1.4</td>
<td>New wording to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental and cultural considerations.</td>
</tr>
<tr>
<td>4.3.11</td>
<td>New options to identify Board and Deputy Board Members.</td>
</tr>
<tr>
<td>4.5.1</td>
<td>New process for appointment of Chairperson three-year term.</td>
</tr>
<tr>
<td>6.</td>
<td>Reworded and reorganised to reflect Role and Functions and provision for a new Code of Practice for Meeting Procedures</td>
</tr>
<tr>
<td>7.2</td>
<td>Clarifies obligations of the Authority in regards to Register of Interest and Related Party Disclosures</td>
</tr>
<tr>
<td>8.4.2</td>
<td>Sets limit of overdraft facility.</td>
</tr>
<tr>
<td>8.5.2</td>
<td>Provides direction on draw down of loan funds.</td>
</tr>
<tr>
<td>9.4.1 and 9.4.2</td>
<td>Establishment of Committees - Provides opportunity for more than one independent Audit Committee member and term of appointment.</td>
</tr>
<tr>
<td>11.1</td>
<td>Requires separate funding agreement with constituent councils where capital or maintenance cost exceed $1 Million in any one year.</td>
</tr>
<tr>
<td>12</td>
<td>Provision for Annual Business Plan and Annual Budget - clarification that Council approve the Budget as a whole.</td>
</tr>
<tr>
<td>13</td>
<td>New Management Framework requiring a Long-Term Financial Plan, a Strategic Plan and an Asset Management plan as well as annual budget.</td>
</tr>
<tr>
<td>21</td>
<td>Clarifies dispute resolution process between Authority and one or more constituent councils.</td>
</tr>
<tr>
<td>23.3</td>
<td>No change to financial contributions by constituent councils. Depreciation falls within the scope of the Authorities operational costs.</td>
</tr>
<tr>
<td>24</td>
<td>New identification of non-derogation and Direction by constituent councils.</td>
</tr>
</tbody>
</table>

The new Charter (phase1) commenced from 28 January 2020 and a transition program will be undertaken to effect the new GRFMA Management Framework requiring a Long-Term Financial Plan, a Strategic Plan and an Asset Management plan as well as annual budget.

The Authority has now separately initiated Phase 2 of the Charter review so as to facilitate a process to scope and consider other contemporary governance arrangements that the GRFMA might, with constituent council support, adopt in seeking to deliver its purpose of coordinating the planning, construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.

This process is to also examine percentage rate contributions (subscriptions) pursuant to the current Charter (2015), Clause 10. Financial Contributions to the Authority (now Clause 11 in the proposed Charter, Stage 1, 2019).
A Charter Review (2) Working Group has been established to provide and manage the process and to facilitate conclusion of the Charter Review considerations and arrangements such that any resultant new charter will be operational and effective from 1 July 2021.

Maintenance and operations of the scheme during 2020 to 2021 will include:

- Establishment of a Dam Emergency Management Plan.
- Implementation of requirement of the reviewed (2020) Operation and Maintenance Manual;
- Establishment of a revegetation program around land associated with the Bruce Eastick North Para Flood Mitigation Dam.
- Scheduled inspections and environmental management of land associated with the Dam location will be undertaken in accordance with ANCOLD recommendations. Principality Routine (monthly), Intermediate (annually), Comprehensive (every 5 years).
### STATEMENT OF COMPREHENSIVE INCOME

<table>
<thead>
<tr>
<th>2019/2020 FULL YEAR REVISED ESTIMATE $'000</th>
<th>2020/2021 DRAFT BUDGET $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td></td>
</tr>
<tr>
<td>230,300 Subscriptions</td>
<td>196,235</td>
</tr>
<tr>
<td>110,980 Grants Subsidies and Contributions</td>
<td>-</td>
</tr>
<tr>
<td>1,515 Investment Income</td>
<td>1,100</td>
</tr>
<tr>
<td>100 Other</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>197,350</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
</tr>
<tr>
<td>342,895 Materials, Contracts and Other Expenses</td>
<td>197,350</td>
</tr>
<tr>
<td>- Finance Costs</td>
<td>-</td>
</tr>
<tr>
<td>231,231 Depreciation, amortisation &amp; impairment</td>
<td>233,081</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>430,431</td>
</tr>
<tr>
<td>OPERATING SURPLUS/(DEFICIT)</td>
<td>(233,081)</td>
</tr>
<tr>
<td>BEFORE CAPITAL AMOUNTS</td>
<td></td>
</tr>
<tr>
<td>- Net gain (loss) on disposal or revaluation of assets</td>
<td>-</td>
</tr>
<tr>
<td>- Amounts specifically for new or upgraded assets</td>
<td>-</td>
</tr>
<tr>
<td>- Physical resources received free of charge</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL COMPREHENSIVE INCOME</td>
<td>(233,081)</td>
</tr>
</tbody>
</table>
# CASH FLOW STATEMENT

<table>
<thead>
<tr>
<th>2019/2020</th>
<th>2020/2021 DRAFT BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FULL YEAR</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>REVISED ESTIMATE</strong></td>
<td>(Outflows)</td>
</tr>
<tr>
<td><strong>$</strong></td>
<td>Inflows</td>
</tr>
<tr>
<td><strong>Inflows</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Receipts</strong></td>
<td>196,250</td>
</tr>
<tr>
<td><strong>Investment Receipts</strong></td>
<td>1,100</td>
</tr>
<tr>
<td><strong>PAYMENTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Operating payments to suppliers &amp; employees</strong></td>
<td>(197,350)</td>
</tr>
<tr>
<td><strong>Finance Payments</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Operating Activities</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>RECEIPTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Grants specifically for new or upgraded assets</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Sale of Assets</strong></td>
<td>0</td>
</tr>
<tr>
<td><strong>PAYMENTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Capital Expenditure on renewal/replacement of assets</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Capital Expenditure on new/upgraded assets</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Investing Activities</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>RECEIPTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Proceeds from Borrowings</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>PAYMENTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Repayment of Borrowings</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>NET CASH USED IN FINANCING ACTIVITIES</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>NET INCREASE (DECREASE) IN CASH HELD</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>CASH AT BEGINNING OF YEAR</strong></td>
<td>66,902</td>
</tr>
<tr>
<td><strong>CASH AT END OF YEAR</strong></td>
<td>66,902</td>
</tr>
</tbody>
</table>
## BALANCE SHEET

### 2019/2020 FULL YEAR REVISED ESTIMATE

<table>
<thead>
<tr>
<th>$</th>
<th>2020/2021 DRAFT BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$66,902</td>
</tr>
<tr>
<td>Trade &amp; other receivables</td>
<td>1,958</td>
</tr>
<tr>
<td>Inventories</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>68,860</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
<td></td>
</tr>
<tr>
<td>Infrastructure, Property, Plant &amp; Equipment</td>
<td>21,867,688</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td>21,867,688</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>21,936,548</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td></td>
</tr>
<tr>
<td>Short-term Provisions</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td>Long-term Borrowings</td>
<td></td>
</tr>
<tr>
<td>Long-term Provisions</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>21,936,548</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
</tr>
<tr>
<td>Accumulated Surplus</td>
<td>13,254,575</td>
</tr>
<tr>
<td>Asset Revaluation</td>
<td>8,681,973</td>
</tr>
<tr>
<td>Other Reserves</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>21,936,548</td>
</tr>
<tr>
<td></td>
<td>2019/2020</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td><strong>REVISED ESTIMATE</strong></td>
<td>$</td>
</tr>
<tr>
<td><strong>$</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td></td>
</tr>
<tr>
<td>Balance at end of previous reporting period</td>
<td>13,718,887</td>
</tr>
<tr>
<td>Net Result for Year</td>
<td>(231,231)</td>
</tr>
<tr>
<td>Transfer From Reserves</td>
<td>0</td>
</tr>
<tr>
<td>Transfer To Reserves</td>
<td>0</td>
</tr>
<tr>
<td><strong>BALANCE AT END OF PERIOD</strong></td>
<td>13,487,656</td>
</tr>
<tr>
<td><strong>ASSET REVALUATION RESERVE</strong></td>
<td></td>
</tr>
<tr>
<td>Balance at end of previous reporting period</td>
<td>8,681,973</td>
</tr>
<tr>
<td>Gain on revaluation of infrastructure, property, plant &amp; equipment</td>
<td>0.00</td>
</tr>
<tr>
<td>Transfer to Accumulated Surplus on sale of infrastructure, property, plant &amp; equipment</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>BALANCE AT END OF PERIOD</strong></td>
<td>8,681,973</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AT END OF REPORTING PERIOD</strong></td>
<td>22,169,629</td>
</tr>
<tr>
<td></td>
<td>2019/2020 Full Year Revised Estimate</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Operating Revenues</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
</tr>
<tr>
<td>Operating Surplus / (Deficit) before Capital Amounts</td>
<td></td>
</tr>
<tr>
<td>Less Net Outlays in Existing Assets</td>
<td></td>
</tr>
<tr>
<td>Capital Expenditure on renewal and replacement of Existing Assets</td>
<td></td>
</tr>
<tr>
<td>less Depreciation, Amortisation and Impairment</td>
<td></td>
</tr>
<tr>
<td>less Proceeds from Sale of Replaced Assets</td>
<td></td>
</tr>
<tr>
<td>Less Net Outlays on New and Upgraded Assets</td>
<td></td>
</tr>
<tr>
<td>Capital Expenditure on New and Upgraded Assets</td>
<td></td>
</tr>
<tr>
<td>less Amounts received specifically for New and Upgraded Assets</td>
<td></td>
</tr>
<tr>
<td>less Proceeds from Sale of Surplus Assets</td>
<td></td>
</tr>
<tr>
<td>Net Lending / (Borrowing) for Financial Year</td>
<td></td>
</tr>
</tbody>
</table>
The matter of the agenda item being legal advice to Council pursuant to Section 90(3)(h) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence in order to ensure that Council maintains legal professional privilege.

There is strong public interest in enabling members of the public to observe Council’s transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are in order to maintain legal professional privilege.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.
RECOMMENDATION

That Council:

(1) Under the provisions of Section 90(2) of the Local Government Act 1999, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate and Community Services, Director Development and Environmental Services, Director Works and Engineering, Communications and Engagement Officer, Governance Advisor and the Minute Secretary, in order to consider in confidence a report relating to Section 90(3)(h) of the Local Government Act 1999, relating Section 270 Local Government Act – Internal Review – Consideration of Legal Advice to Council being information that must be considered in confidence in order to ensure that the Council maintains legal professional privilege; and

(2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order to maintain legal professional privilege.