BAYVIEW SECONDARY COLLEGE SPORT PRECINCT FEASIBILITY STUDY AND BUSINESS CASE

SUMMARY REPORT



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Clarence... a brighter place

Prepared by Otium Planning Group Pty Ltd
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THE PROJECT

The Feasibility Study and Business Case guides the future stages of development, funding and delivery of the proposed **Bayview Secondary College Sports Precinct.**

The project involved:

- Confirming the feasibility of the Master Plan prepared in 2020 including a detailed site assessment.
- Confirming the commitment and use of proposed user groups.
- Preparing an updated concept design financial cost plan, based on the findings of the feasibility study.
- Preparing a detailed Business Case that involves investment logic mapping, a management model review, financial operational modelling and social and economic benefit assessment.

The project has involved the delivery of the following key tasks:

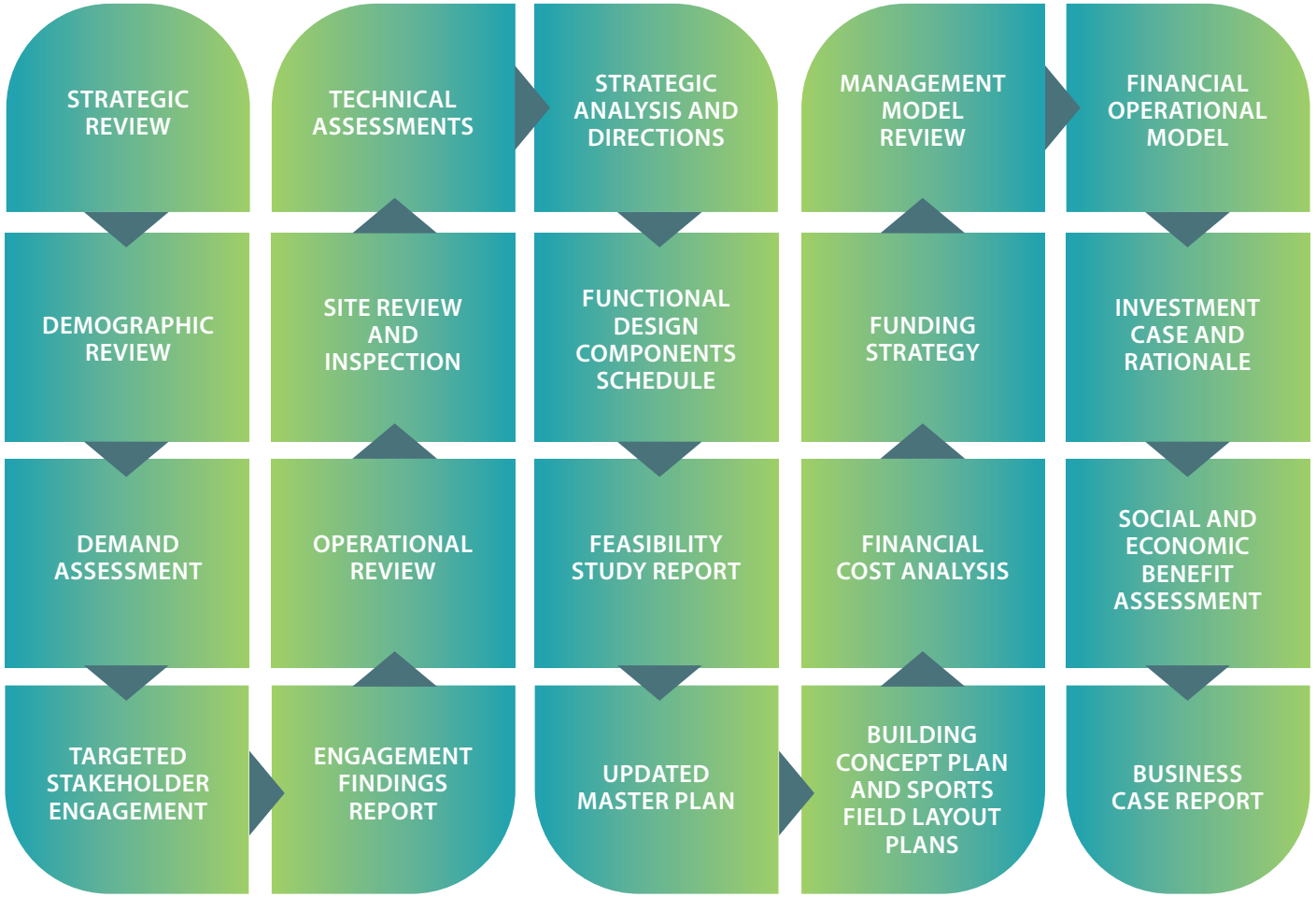


Figure 1: Planning process

WHAT DID WE LEARN?

There is a strategic case for developing a regional sports precinct at Bayview Secondary College

The Bayview Secondary College Sports Precinct is an opportunity for the City of Clarence and Department of Education to provide an indoor and outdoor sports facility that delivers an active place for the City of Clarence and Eastern Shore region. A place for:

- Learning for a school growing with over 330 students and student enrolments increasing with population growth.
- Community sport participation that has increasing participation levels within a development / growth area.
- Community programs and events through partnerships with community interest groups such as Mission Australia and PCYC.

The sports precinct is identified by State Sporting Associations as an important ingredient for athlete talent development pathways and regional / state-based events for Greater Hobart.

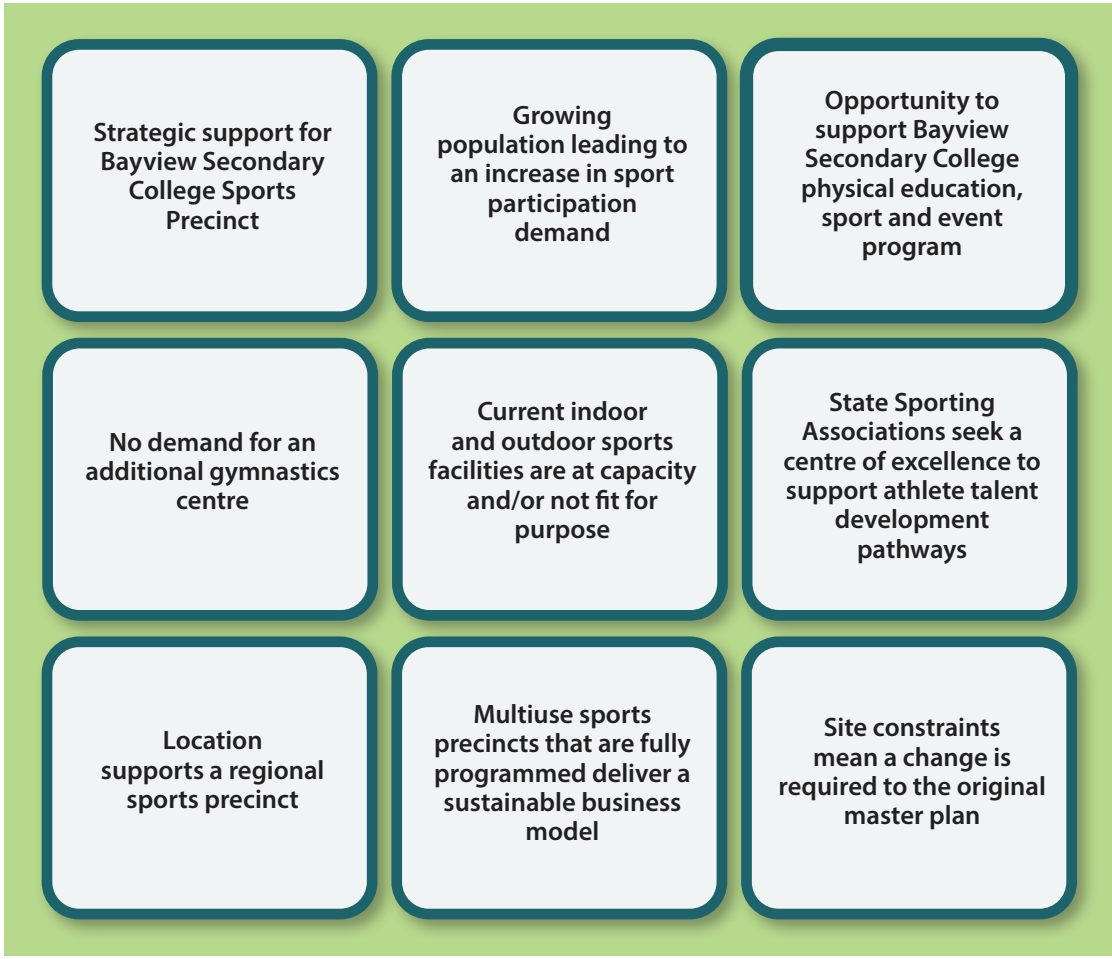
The sports precinct will deliver significant social, health and economic benefits to the City of Clarence and Eastern Shore region in both construction and operations. This will include attracting events and visitors to the region.

The design of a multi-use sports precinct will optimise the use of the facility whilst responding to the flood requirements of the site, improving the environmental and biodiversity values of the Clarence Rivulet riparian corridor, and capturing the cultural heritage values (Aboriginal and European heritage) of the site. A key design principle will be to Design with Country.

The business model demonstrates a sustainable and financially viable position is achievable.

Key Issues and Opportunities

The Feasibility Study has found the following key issues and opportunities that has informed this position together with the facility components required to meet the current and future sport participation demand and needs of key stakeholders including the Bayview Secondary College.



STRATEGIC SUPPORT FOR BAYVIEW SECONDARY COLLEGE SPORTS PRECINCT

The proposed Bayside Secondary College Sports Precinct is supported by the Master Plan (approved by Council in 2020). The adjacent plan was the original design and has been superceded with an updated plan as a result of the findings from this study.

This Feasibility Study and Business Case being the next step in the planning process. The master plan identified a 'regional (municipal)' need for a indoor sports stadium and outdoor sports fields and courts to meet the current and future demand, specifically for the Clarence Plains growth area which is experiencing population growth that is expected to continue into the future.

The project will deliver sport and recreation participation, athlete talent pathways and community programming and events for the students, local sports clubs, State Sporting Associations athlete development programs and teams as well as the broader community.

The project supports objectives under all four goals within Council's Strategic Plan 2021-2031 and is specifically referenced as a major strategic project and initiative under the Plan. The Tasmanian Community Sport and Active Recreation Infrastructure Strategy – Draft 2022 supports the development of a Business Case identifying fit-for-purpose indoor and outdoor sports facilities at local, regional, and state level standards in Tasmania.



The shortfall in fields is supported by AFL Tasmania's State Facilities Strategy that specifically recommends two ovals to meet the shortfall of AFL ovals to meet the projected Australian Rules football participation in the City of Clarence.





GROWING POPULATION LEADING TO AN INCREASE IN SPORT PARTICIPATION DEMAND

Population growth is fuelling participation in organised indoor and outdoor sports in Clarence. The City of Clarence population of 62,858 (2022) will grow to approximately 70,836 by 2042. Clarence also has a high proportion (54.9%) of the community within the most active age groups between 5 and 49 years that is driving participation demand in organised sports.

While there are generally high levels of advantage in the City of Clarence, Rokeby (SEIFA 833) and Clarendon Vale (SEIFA 639) are identified as suburbs of disadvantage in Clarence. Providing affordable participation opportunities will be an important operational consideration of the sports precinct.

There are an estimated 16,511 participants in the proposed major participation sports for the facility in Clarence that will grow to approximately 18,687 by 2041.



An additional 2,177 sport participants are projected in the next 20 years (1,168 indoor sport and 1,381 outdoor sport participants). This will result in a need for additional sports facilities that can cater for major sport participation growth projected if current participation rates are maintained.

The table adjacent shows the projected participation for the proposed major participation sports in 2022 and 2041, using the Ausplay participation rates (2021).

The State Sporting Association participation trends of the sports for the proposed precinct have shown either an increase or stable participation levels.

Table 1: Participation Projections 2021-2041

Sports	Current Total Participation - AusPlay Participation Rate	2041 Total Participation - AusPlay Participation Rate
Indoor Sports		
Basketball	2,735	3,096
Volleyball	731	827
Badminton	456	516
Netball (Played indoor and outdoor)	2,114	2,393
Outdoor Sports		
Australian Rules Football	2,665	3,016
Football – Soccer	3,053	3,455
Cricket	1,498	1,696
Tennis	2,443	2,393
Touch / Rugby	816	924
Total	16,511	18,687

The Otium Analytics Demand Analysis Model shows a current and future shortfall of indoor sports courts and outdoor sports fields and courts to provide for these participants in the future. The model predicts:

- A current shortfall of 3 Australian Rules football sports ovals that will grow to 4 ovals by 2041.
- A current shortfall of 0.5 cricket ovals that will grow to 1.5 ovals by 2041.
- A current shortfall of 7 basketball courts that will grow to 8 courts by 2041.
- A current shortfall of 0.5 soccer pitches that will grow to 2.5 pitches by 2041.
- A current surplus of 2 tennis courts, however a shortfall of 1 court is predicted by 2041.
- The current four rugby / touch fields are sufficient for the local participation.
- The Hobart Netball and Sports Centre is the regional netball court hosting the Southern Tasmania Netball Association competition. However, this centre has reached capacity at peak times.
- A current shortfall of 7 netball courts that will grow to 8 courts by 2041 is based on Clarence population area only.

There is an opportunity for the Bayview Secondary College Sports Precinct to provide a multi-use sports precinct that delivers for a regional service catchment and contributes to meeting the future shortfall in indoor sports courts and outdoor sports fields and courts.

Stakeholders advise that the redevelopment will create an opportunity to include multiple indoor and outdoor sports and support a growing community. The sports precinct would support 'local' domestic sport training, competition, and programming. Sports and facility providers have identified an insufficient number of sports fields and courts to meet current and future demand. Most sports have experienced participation growth in the last three years and the existing venues have reached capacity.





OPPORTUNITY TO SUPPORT SCHOOL PHYSICAL EDUCATION, SPORT, AND EVENT ACTIVITIES

The sports precinct would support Bayview Secondary College's growing student population including physical education and school sports program, assemblies, and events. The redevelopment priorities should include opportunities for collaboration between the school, Council, local sporting clubs and key community groups to maximise the school as a community facility.

The future use of the indoor sports stadium and sports fields by the school is expected to be five days a week from 8am to 3pm. The school is open to the facility being used before and after school hours during the week and on weekends for community sport.

The sports precinct should be designed and operated in a way that provides dual school – education, sport and community benefits. To do this, the design should be multi-use, accessible and flexible to adapt to the current and projected future needs of the school PE program, school sports, inter school programs, sports clubs' use and State Sporting Association's athlete talent development pathways program and events.

Student and facility staff safety and gender lens should be considered in the design principles. There is also an opportunity for the facility to provide for community programs, outside school and sport programming. This would create a community, sport and education hub for the City of Clarence region.



NO DEMAND FOR AN ADDITIONAL GYMNASTICS CENTRE

There is conflicting support for a gymnastics facility between local clubs – Clarence Gymnastics and Eastside Gymnastics. Gymnastics Tasmania and Eastside Gymnastics confirm that the Eastside Gymnastics facility is of a state level size and quality with capacity to grow membership.

The Eastside facility includes full-service gymnastics together with separate trampolining, tumbling, ninja and kids' gym spaces plus a strength and conditioning gym. The area is approximately 3,500 sqm with all equipment permanently erected providing a facility to State/National training specification.

Eastside Gymnastics currently have 880 members and host approximately 85 school bookings each year, but the facility has capacity to accommodate between 3000 to 4000 members per week.

Clarence Gymnastics is a local facility of approximately 600m2 (recently expanded from 400m2) and is seeking a larger facility to accommodate future participation growth as they are currently at 80% capacity with 500 members. The proposal to develop a new gymnastics facility as part of the Bayview facility would be placing a second facility with a similar service delivery within the primary catchment area of the Eastside Gymnastics Centre (200m away). Sharing the same primary catchment would impact the viability of both clubs.

CURRENT SPORTS FACILITIES ARE AT CAPACITY AND/OR NOT FIT FOR PURPOSE

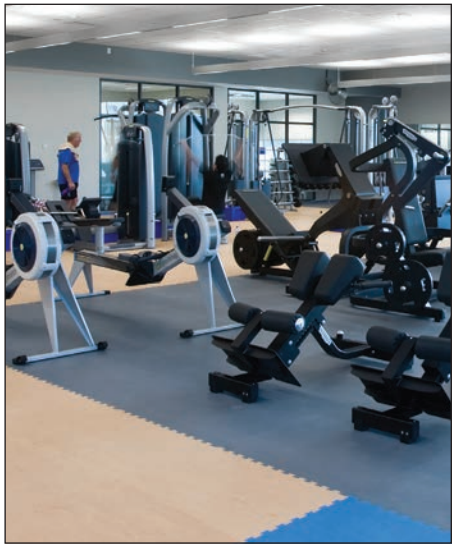
Stakeholders confirm that the existing sporting facilities including sports fields and courts have reached capacity within the region (except for gymnastics). There is a need for a contemporary multi-purpose facility that is universally designed that provides additional courts and improved storage.

The current Bayview Secondary College indoor sports hall and gym is well used five days a week from 8am to 3pm. However, it has reached an age and condition that requires renewal. It is non-compliant in court size and surface, lacks the support 'front of house' facility components like first aid room and change rooms, has poor ventilation and lighting and the roof leaks.

The schools rectangular pitch is the only outdoor sport field that is safe to use is and has drainage and irrigation. This field is well used by the school and community groups through hiring the pitch after school hours for training.

STATE SPORTING ASSOCIATIONS SEEK A FACILITY TO SUPPORT ATHLETE TALENT DEVELOPMENT PATHWAY

State Sporting Associations confirmed their interest in the sports precinct providing a Centre of Excellence that supports athlete and representative team (talent) development pathways as well as local domestic sport competitions. This level of facility would require access to quality sports fields and indoor sports courts together with learning / briefing rooms, a strength and conditioning gym and provision of seating for major events.



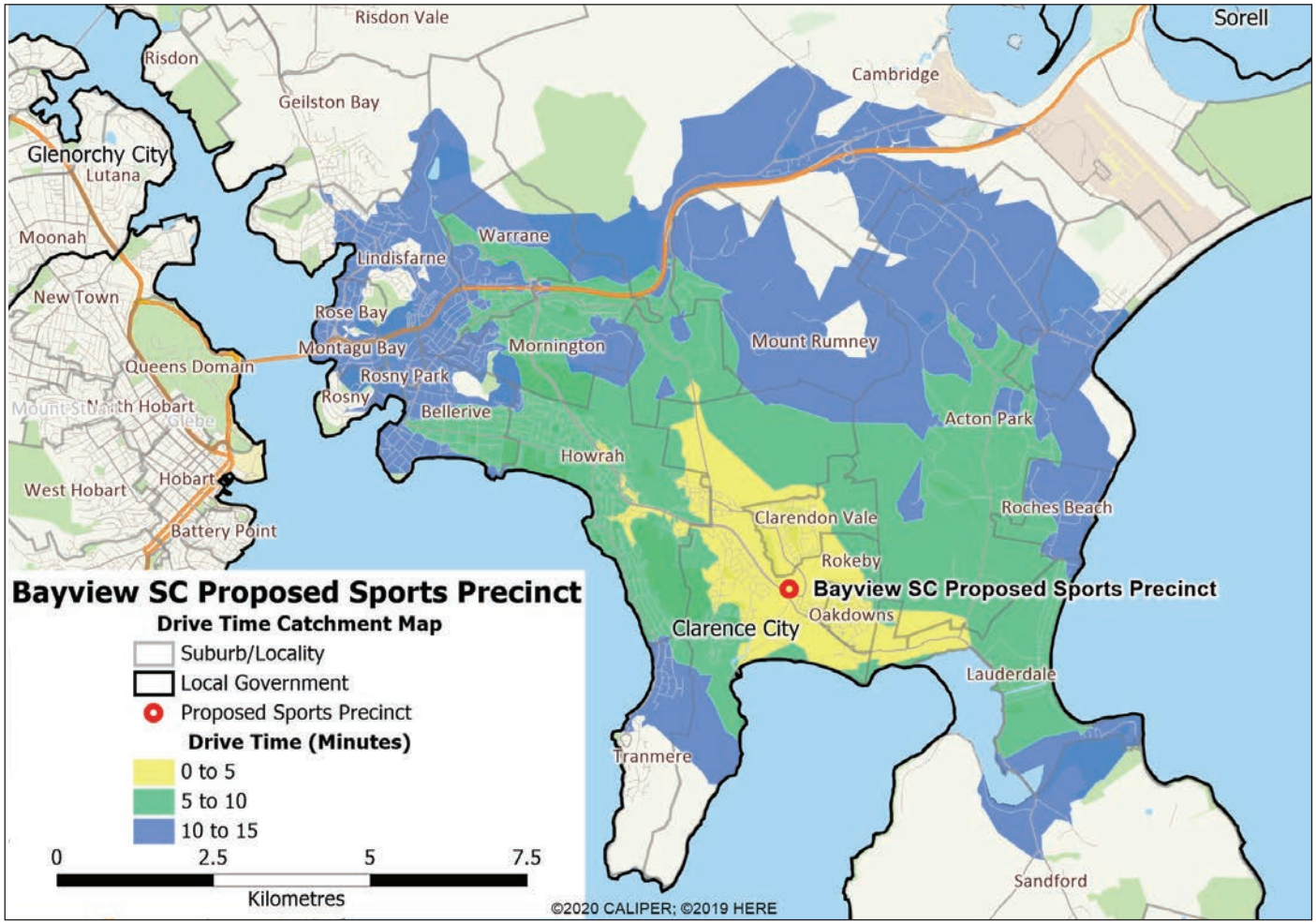


LOCATION SUPPORTS A REGIONAL SPORTS PRECINCT

As a regional sporting hub, the facility will be a destination for sport, recreation and education and will deliver social and economic benefits to the City of Clarence. The facility siting and co-location with other indoor and outdoor sports and the functional design and management model should optimise the use and maximise these benefits to the region.

The location of sports precincts needs to be accessible to the primary catchment in order to maximise use. The precinct should be well connected by active transport links and public transport. The travel distance catchment mapping analysis supports the regional (municipal) reach of the Bayview Secondary College Sports Precinct, spreading across the eastern shore region.

State Sporting Associations support the location within a growth area and connected by major transport options up and down the eastern shore.



MULTI-USE SPORTS PRECINCTS THAT ARE FULLY PROGRAMMED ARE IMPORTANT TO DELIVERING A SUSTAINABLE BUSINESS MODEL

The benchmarking analysis of regional sports precincts with indoor stadium and outdoor sports fields and courts and facility trends analysis support the design of multi-use and multi-functional sports precincts.

Whilst the nature and intensity of participation in sport may change over time, the need for suitable and adaptable spaces to accommodate demand will remain. The design of the sports precinct will need to ensure spaces are flexible, multi-use and can accommodate changing uses and participation trends.

The siting and design of the proposed facility should respond to the characteristics of a successful regional sporting precinct. This includes:

- Being located on a high-profile site within a high population area.
- Is easily accessible and connected.
- Provides high quality treatments and spaces that address key user needs.
- Universal design and female friendly design principles.
- Is recognised by National and State Sports Associations and is underpinned by local use whilst supporting regional/state competitions.

Stakeholders support an indoor and outdoor multi-sport precinct used by State Sporting Association, local sport and community groups and Bayview Secondary College. The site is ideally located for a regional sports precinct servicing future growth area and well- connected along major road arterials (south and north). The facility should be designed as multi-use and flexible to host local to regional level competition and events.

Key learnings from benchmark case studies of co-located integrated service models of indoor sports stadiums and other services show they provide a one stop shop for a range of diverse community activities, they are multipurpose and maximise use and generate operational savings.

STATE SPORTING ASSOCIATIONS SEEK A FACILITY TO SUPPORT ATHLETE TALENT DEVELOPMENT PATHWAY

The technical assessments have identified the flooding, environmental, cultural heritage and traffic impacts of the proposed facility. Key findings include:

- The siting of the building is within a flood inundation area.
- There are no environmental impacts.
- There are areas designated as having significant Aboriginal cultural heritage and unlisted heritage items.



- There is a requirement for 220 car spaces to service the sports precinct and school requirements.

There is an opportunity to develop on future land swap reservation site with the State Growth Authority. This area could support an additional sports oval. This reserve could also provide walking trails and improved pathway connections to the Clarendon Vale Oval from the Bayview Secondary.

The recommended design considerations below respond to the site constraints and will inform master plan changes:

- No demand or need for a gymnastics hall facility at the precinct with significant capacity available for additional participants and programs at Eastside Gymnastics
- State Sporting Association identify a need for facility components to support athlete talent development pathway programs and regional / State level events. This includes a high-performance strength and conditioning gym, show court / seating area and training / briefing rooms.
- The drainage engineer recommends relocating the building outside the flood inundation and introducing a formalised channel through the site. The original siting of the building is within a flood inundation area.
- The environmental consultant identifies no specific impacts to the proposed development. There is an opportunity for native vegetation restorative/offset works along Clarence Plains Rivulet that support eastern barred bandicoot and swift parrot.
- The cultural heritage consultant recommends limiting ground disturbance in areas with increased Aboriginal heritage sensitivity and avoiding unlisted heritage items identified within the study. Where impacts cannot be avoided, consider archaeologically investigating and recording some or all of these sites prior to destruction.
- The traffic engineer recommends 220 car spaces to service sports precinct users and school requirements. The car park area should include four to six disabled car spaces and 10 motorcycle spaces, 10 to 20 bicycle hooks / racks and a designated overflow car parking area for when the site is required for larger events.

WHAT IS PROPOSED?



VISION

The Bayview Secondary College Sports Precinct will be:

A regional sports precinct to service the learning and community sport and program needs of the City of Clarence and the Eastern Shore region. A place that delivers athlete talent development pathways, regional and state-based events for Greater Hobart.

A welcoming, inclusive, and active place for:



Learning

School based physical education and sport programs, assemblies, and events



Community sport participation for now and into the future

Local indoor and outdoor sports competitions and programs



Athlete talent development pathways and regional level events

Through partnerships with State Sporting Associations



Community programs and events

Through partnerships with community interest groups

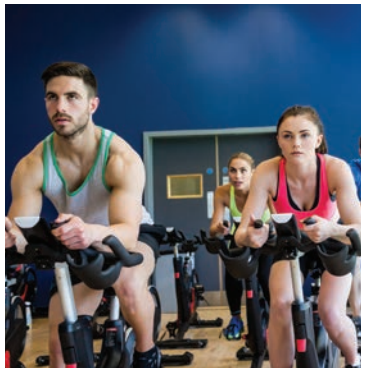
Key Facility Components

Indoor Sports Hall

(Four full size multi-sport courts including show court area with capacity for 500 to 1000 spectators)

Stadium Front of House

(Reception, Administration, Kiosk, Change Rooms, First Aid Room, Amenities)



High performance gym

(Gym and group fitness spaces)

Training and briefing rooms

(Flexible design to configure as small and large rooms)

Sports pavilion to service outdoor sports fields and courts

(Integrate with stadium and relationship to outdoor sports fields and courts)



Three multi-sports fields for Australian Rules football, cricket, soccer and rugby / touch

(One oval configured with two rectangular pitches plus a standalone oval and standalone rectangular pitch)

4 outdoor multi-sports courts for tennis and netball





Cricket nets to service main cricket oval with turf pitches

Car parking area with 220 car spaces, disabled car spaces, motorcycle spaces, bicycle hooks / racks and an overflow area

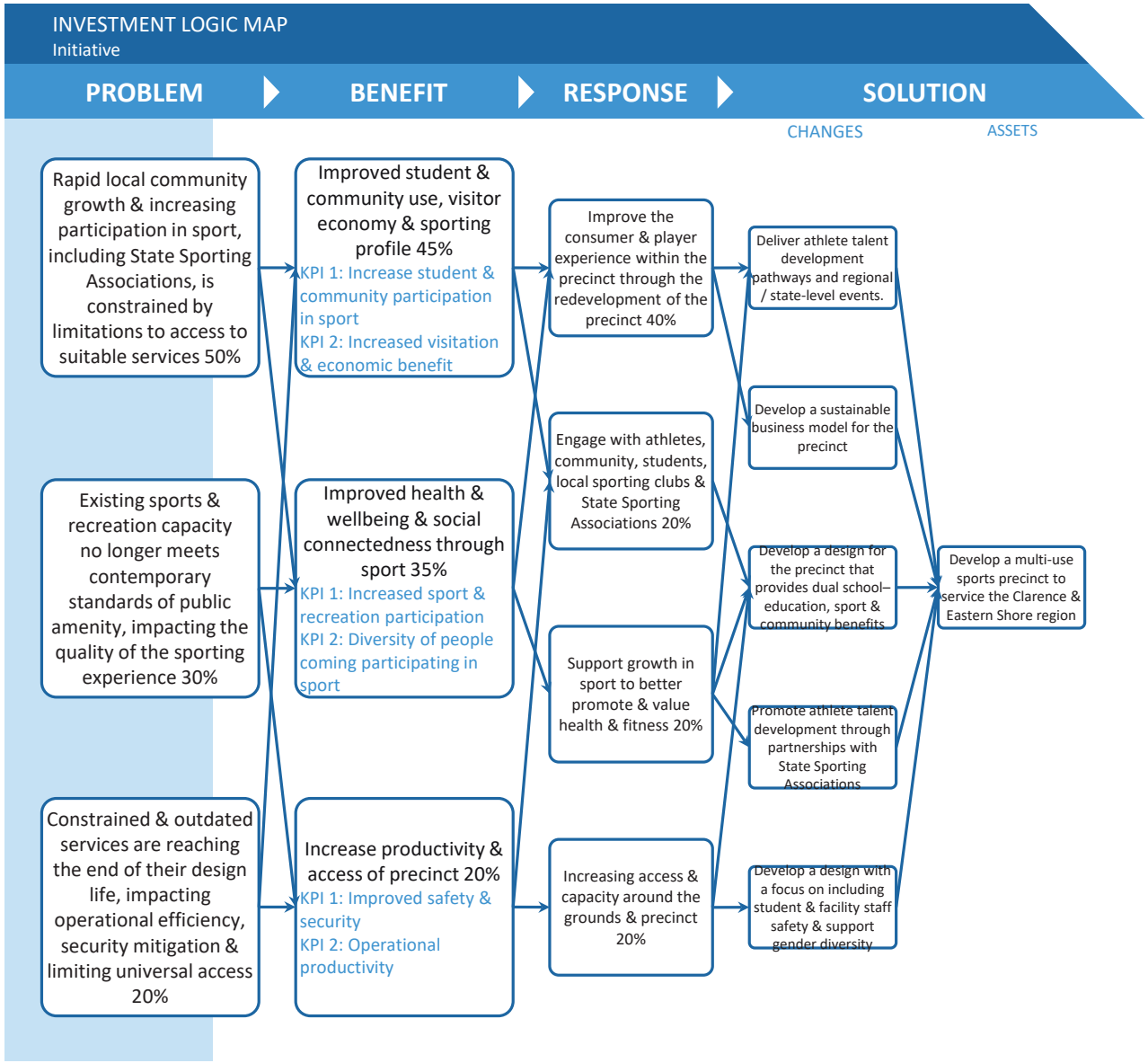


Pedestrian pathways connecting activity spaces and landscaping with shaded areas, seating and drink stations

Investment Rationale

An Investment Logic Map and Benefits Management Plan has been prepared that outlines the rationale for investment in a regional sports precinct at Bayview Secondary College.





BENEFIT MANAGEMENT PLAN
Part 1: Benefit Map

BENEFIT	KPI	MEASURE	BASELINE	TARGET
Improved student & community use, visitor economy & sporting profile 45%	Increase student & community participation in sport 25%	Student engagement	Participation numbers Year: 2023	Increased participation numbers Year: 2033
		Increase community engagement and athlete development pathways	Participation numbers Year: 2023	Increased participation numbers Year: 2033
	Increased visitation & economic benefit 20%	Increase in visitation from other regions and interstate	Baseline: Available Year: 2023	20% increase Year: 2033
		Sustainable business viability	Current financial position Year: 2023	Breaking even Year: 2033
Improved health & wellbeing & social connectedness through sport 35%	Increased sport & recreation participation 20%	Total engagement	Participation numbers Year: 2023	Increased participation numbers Year: 2033
	Diversity of people coming participating in sport 15%	Increase in women involved in sport	Participation numbers Year: 2023	Increased participation numbers Year: 2033
		Increased cultural diversity involved in sport	Participation numbers Year: 2023	Increased participation numbers Year: 2033
Increase productivity & access of precinct 20%	Improved safety & security 5%	Facility operates a safe environment for students and community	Current position Year: 2023	Improvement Year: 2033
	Operational productivity 15%	Efficiency gains by multi-use and optimisation of facility	Current position Year: 2023	Improvement Year: 2033
		Facility operations are efficient i.e. environmental practices	Current position Year: 2023	Improvement Year: 2033

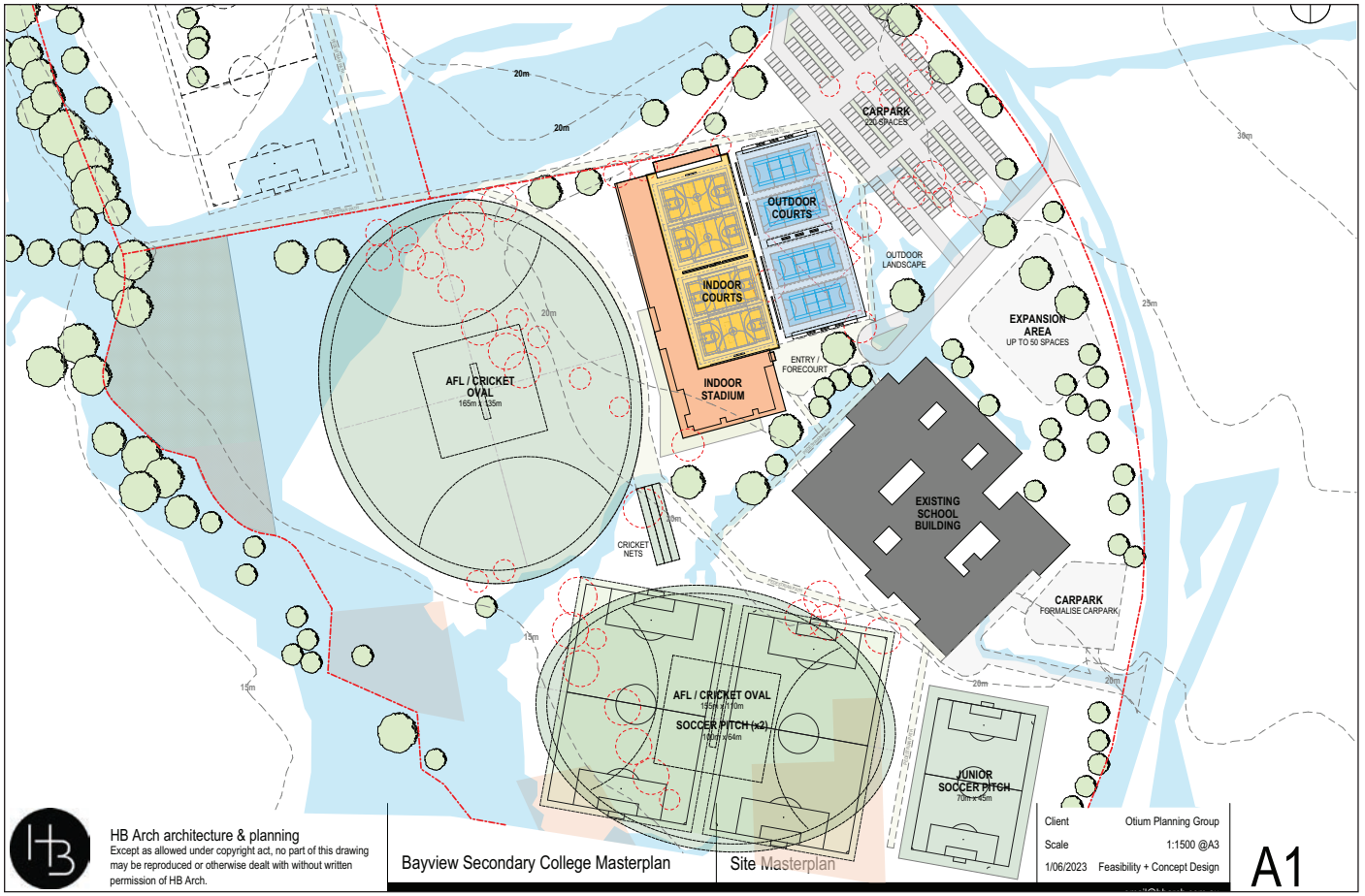


WHAT WILL IT LOOK LIKE?

Concept Design

A revised master plan, stadium concept plan and 3D render views respond to the design considerations and functional design components schedule.

Sports Precinct Plan



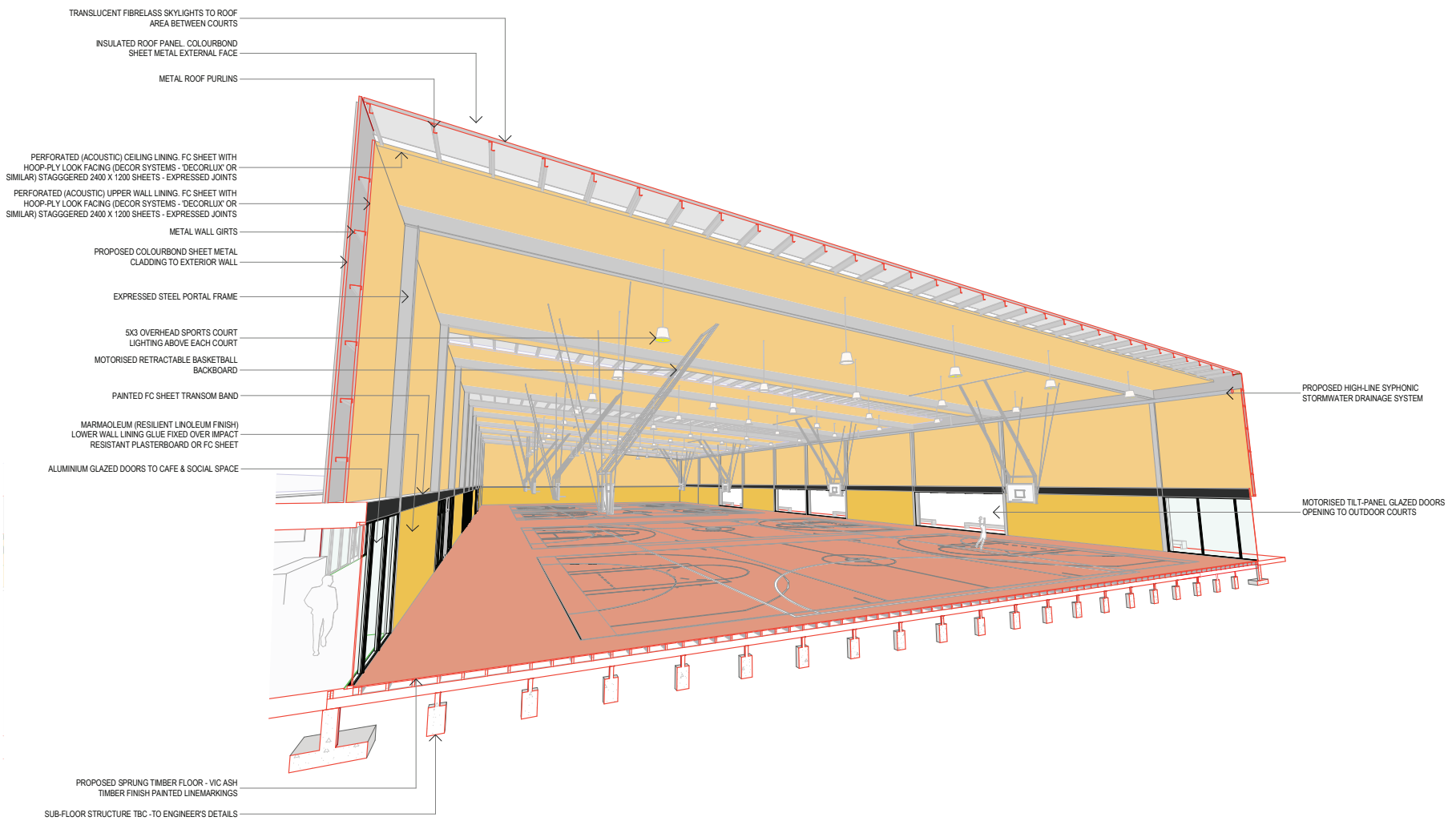
Aerial View of Precinct



Stadium and Sports Pavilion Plan



Stadium Courts - Sectional Perspective



External View



Stadium Courts View



Stadium Foyer View



HOW MUCH WILL IT COST?

Financial Cost

An independent cost plan has been prepared by an independent Quantity Surveyor. The estimated total project cost is at **$59,929,846** (ex. GST).

Sustainable Management

Operational Performance

A financial operational model has been prepared for the sports precinct. Over a 10-year period, the average base case operational performance for the total sports precinct (indoor stadium and outdoor sports fields and courts) indicates the following:

- Annual average visitations approximately 301,000.
- Annual average revenue of approximately $608,000.
- Annual average expenditure of approximately $899,000.
- Annual average operational deficit of approximately $291,000.
- An annual asset management allowance of $110,000.
- The annual average centre deficit (after asset management costs) of approximately $401,000.
- The annual average subsidy per visit of approximately $1.00.

This level of subsidy is considered reasonable for the provision of a multi-use regional sport and recreation precinct.

Table 2: Cost Plan

Item	Cost
Demolition and Site Preparation	$1,743,837
Indoor Sports Hall	$12,960,700
Sports Pavilion	$4,522,100
Multisport Fields	$4,451,736
Multisport Courts	$2,254,852
Building Specific Requirements	$750,000
External Works	$5,386,390
Trade Sub Total	**$32,069,615**
FFE (2%)	$1,201,905
ICT + AV (2%)	$1,201,905
Offsite Works and Infrastructure	$830,000
Other (Locality Allowance, Flood Mitigation)	$1,466,935
Net Construction Cost	**$36,765,513**
Preliminaries (15%)	$5,514,827
Gross Construction Cost	$42,280,340
Project Escalation (9%)	$3,010,360
Consultant Fees (10%)	$4,228,034
Authority Fees (1%)	$422,803
Total Building Costs (Construction and Fees)	**$49,941,538**
Design Contingency (10%)	$4,994,154
Construction Contingency (10%)	$4,994,154
Total Project End Cost	**$59,929,846**

HOW WILL IT BE MANAGED?

Management Model

The wide range of committed user groups, number of activity areas to program, a need for optimising use to deliver a sustainable financial business model, and close working relationship required with the School / Dept of Education, Children and Young People (DECYP) means the facility needs to be staffed with a robust governance and management model.

This model will be underpinned by a Joint Use Agreement between the School / DECYP and Council that covers key areas including utilisation, management, capital and operational costs and asset management and maintenance.

A comparison of the leading management models was undertaken. These include internal management, external management, company limited by guarantee and lease models.

The decision about the most suitable management model for the proposed sports precinct should be guided by the identified outcomes and the most appropriate model to achieve them.

The key questions are:

Is the City of Clarence willing to take on the financial risk and operate a $1 million facility, taking on all the roles of programming, financial reporting, asset management, etc?

Is the City of Clarence prepared to give over the control of managing the stadium to an external leisure service management contractor?

An external management model is recommended for the following reasons:

- The City of Clarence does not operate (internal management) the indoor sports facilities (private operators) and leisure centres (outdoor pool operates under an external management contract).
- High cost of labour for the traditional internal management model and lack of flexibility operating under LGA awards.
- The number of leisure service management contractors in the marketplace with the capability to manage and operate this specialist sports facility is increasing. This positively impacts the number of bids received for management tenders and assists with the competitiveness of the tender offers.



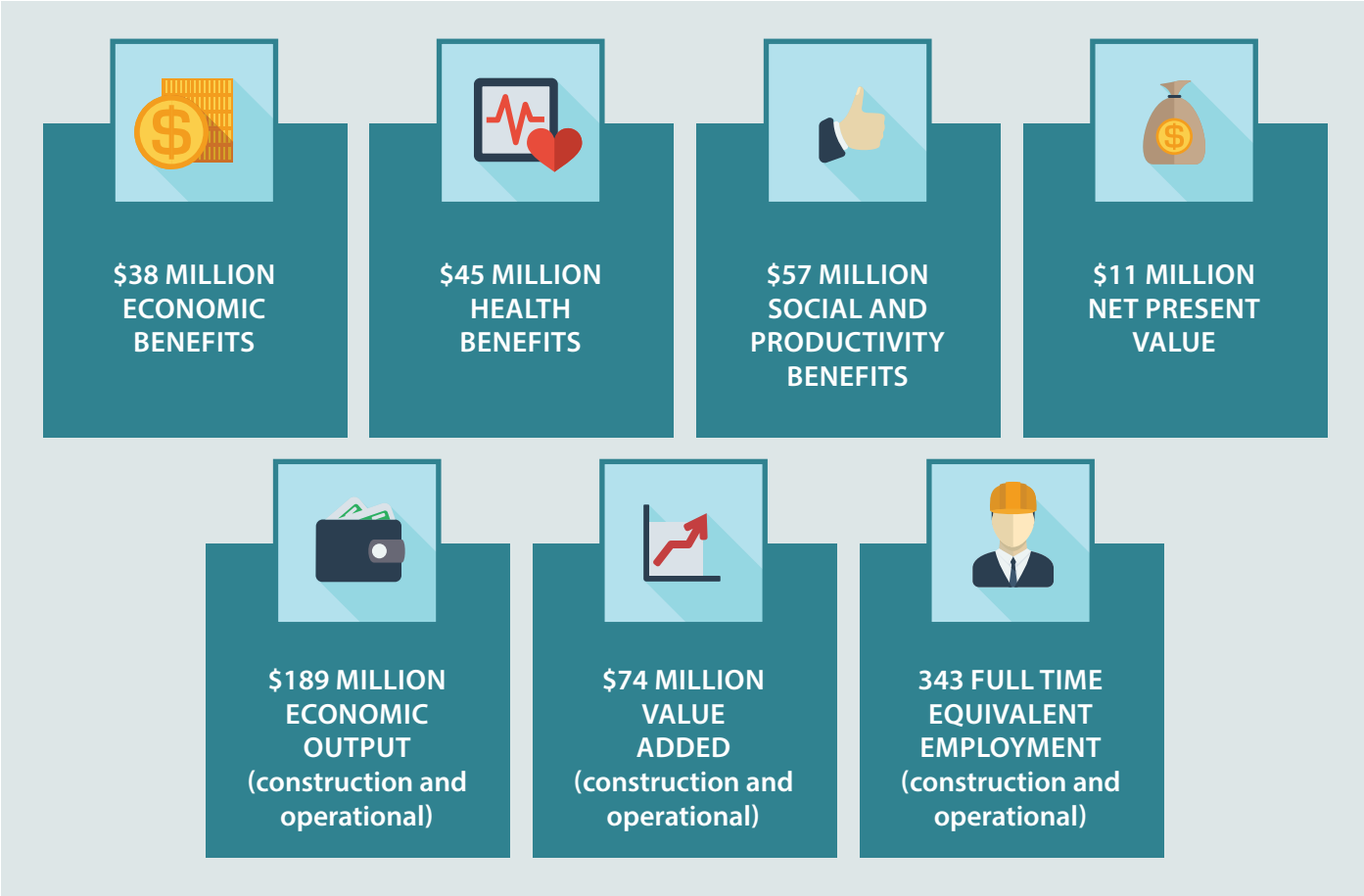
WHAT ARE THE BENEFITS?

Social and Economic Benefit

The City of Clarence together with the Bayview Secondary College and State Government (DECYP) will deliver a new sports precinct (infrastructure) for learning, sport and recreation participation, athlete talent pathways, community programming and regional or state-based sport events. The regional sports precinct will provide for students within a growth area, local and state-based sports clubs and teams and the broader community.

The Cost Benefit Analysis found the project delivers a 1.16 benefit-ratio, implying that for every dollar invested, there is $1.16 (4%) of benefits to the community.

A summary of social and economic benefits from the project over the next 30 years is provided below:



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