

Soccer Hub Feasibility, Concept and Business Plan

Business Case

2013

About this document

This document outlines the business case for a regional soccer hub in the City of Greater Dandenong.

@leisure has submitted the following separate documents to Council: Regional Soccer Hub Feasibility Demand and Consultation Summary and Regional Soccer Hub Feasibility Site Selection.

A commercial in confidence document summarising the assumptions related to programming, management, costs and revenue was also provided.

Acknowledgements

The project was undertaken by @leisure.

Architectural concepts were prepared by Etch Architectural Solutions (Etch).

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Summary

Council's Football (Soccer) Development Plan 2011 recommended this project be investigated.

Directions in a range of Federal and state government policies and plans as well as the Football Federation Victoria's Strategic Plan support the development of a regional soccer hub. Consistent with these plans the hub will assist the growth of participation in indoor and outdoor soccer; target potential players who are not currently able to participate, or are not included in existing clubs and programs; and thereby increase the role of sport and recreation in social inclusion and access for all people.

The complex will support:

- putting sport and physical activity back into education; Building community sport with people and places (The Future of Sport in Australia 2009)

- providing children with positive introduction to sport that encourages their ongoing participation; and building the capability of identified sporting organisations to grow their sports participation base, particularly in under represented groups (ASC Strategic Plan 2012)
- engaging women and girls through tailored talent development pathways and the creation of female friendly football environments; and offer football and futsal participants a choice of flexible offerings, in order to diversify revenue streams and grow the increase in value of football for existing and prospective clubs (administrators and volunteers), parents and players (FFV Strategic Plan 2012-15)

Key elements and point of difference

The soccer hub concept includes the following elements:

1. One "A grade " pitch; enclosed to take a gate, with up to 500 undercover seating capacity and lit for 100 lux training and 200 lux competition games
2. Two full sized FIFA class 2 synthetic pitches, programmable for seven a side competitions, and lit with 100 lux for training and 200 lux for competitions
3. One full sized overflow grass pitch for club use and other tournament use, lit for 100 lux training
4. A futsal stadium and complex including two indoor futsal courts, change rooms, referee and officials support facilities, canteen and hireable function space overlooking the pitches

The hub's points of difference from other regional centres proposed or constructed are that it will: support three levels of the sport (foundation and non club participation, club and school competition, as well as pathways to regional competition); its social objective; the support of local clubs; its program focus and both indoor and outdoor soccer facilities. It will provide seven aside games and the only purpose built futsal stadium in Melbourne's East.

The market

The market for the hub will be: **residents** who are not able or don't wish, to play soccer as part of a club; **club participants** playing into **the regional level of competition** locally, clubs seeking overflow and training and function facilities, **schools and community organisations**.

Based on existing participation rates for soccer there are likely to be more than 3000 people in the City who may play soccer, but currently don't. A large number of these potential participants will be female, or those who require subsidised programs and opportunities.

@leisure forecasts suggest that the hub may attract some 64,000 visits per annum.

The preferred site

The preferred site for the hub is Greaves Reserve, in Dandenong. This site was selected over others due its: support from clubs, centrality, prominence and ability to provide a logical, function and cost effective layout that would support other uses on the reserve, (namely the Show) as well as the operation of existing clubs.

The preferred site has some 25, 000 residents living in the surrounding suburb and 15, 000 people within 2km. This provides a sound basis to maximise participation. The development at Greaves will cement the reserve as a premium event space and better accommodate the Show.

Probable and recurrent costs

Desirably the project will have two stages: the first is to construct the synthetic pitches that target preseason and club training. This should occur in the short term. The second stage would have two elements: the indoor futsal stadium and complex, and the A Grade Pitch. Desirably both elements should be constructed as one stage, which will reduce the overall capital costs,

enhance the logistics of construction and enable the use of the reserve during the construction phase.

The preliminary probable cost to construct the hub is estimated as 3 million dollars for the two synthetic pitches in the first stage, and 20 million dollars for the indoor complex and A grade stadium and associated works.

Based on current estimates the centre is forecast to make a small return from sales and gate takings, and this would in part, be returned to local clubs who use it. The operating cost will be in the order of \$450,000 per annum.

1. Introduction

The project

@leisure was engaged by the City of Greater Dandenong (Council) to determine the feasibility of a regional soccer hub to be built in the City of Greater Dandenong.

The purpose of the project was to determine:

- the demand for a regional soccer hub
- the facility components that should be included
- the most suitable location
- funding alternatives
- a design concept and a business plan
- the potential for indoor facilities as part of the hub

A range of tasks were undertaken to complete this feasibility study:

- a review of relevant background information and Council's plans
- an analysis of local demand and participation trends, demographic data, and statistics provided by clubs and the Football Federation of Victoria (FFV)
- a survey of local soccer clubs, other centres, providers and potential users
- site inspection of potential sites for consideration
- workshops and interviews with Council, local clubs, community stakeholders and other facilities
- a detailed analysis of potential sites and the rating and weighting of each against agreed criteria
- preparation of sketch concepts for three reserves
- presentation to Council's executive on the project and site selection
- development of three options for the preferred site
- preparation of a program and schedule of activities at the hub
- preparation of a floor plan and estimated probable capital costs for submission to Council
- preparation of a probable recurrent revenue and expenditure scenario for the preferred site
- design and concept development for the agreed site

Context

The City of Greater Dandenong is located within the Football Federation Victoria (FFV) Southern Metro zone. The region includes, Casey, Frankston and the Mornington Peninsula. In addition to this hub, there is a regional facility (Soccer Centre for Excellence) proposed at Casey Fields In the City of Casey, some 25km to the south east.

The southern metro zone is bordered by the southeastern metro zone and the eastern metro zone. The southeastern metro zone includes the Cities of Kingston, Bayside and Glen Eira and is serviced by the Kingston Heath Soccer Complex catering for outdoor soccer. Kingston Heath Reserve is approximately 16km to the west of Dandenong).

The eastern metro zone, including Yarra Ranges, Maroondah, Knox, Cardinia and Monash, is home to the Knox Regional Sports Park which has diversified its offer to include in the first stage: one full sized synthetic pitch and purpose built, five a side grounds equivalent in size to a full sized outdoor pitch. Monbulk in Yarra Ranges (some 25km to the east) is also proposed as a site for a regional soccer facility.

Policy context

Federal Government. State Government and the state peak sporting body -the Football Federation Victoria (FFV) and The City of Greater Dandenong, all provide policy support for the development of a regional soccer facility. Key points from relevant policy documents are as follows:

The future of sport in Australia (Independent Sport Panel, 2009)

The Independent Sport Panel report compiled by David Crawford identifies areas requiring focus to provide sustainable and accessible sports into the future. Areas of relevance for the soccer hub are:

- putting sport and physical activity back into education
- building community sport with people and places
- ensuring Australia's sport system is open to all
- sustaining the funding base for sport

Australian Sport: A pathway to success (Commonwealth of Australia, 2010)

In its response to the 2009 report by the Independent Sport Panel, the Australian Government supported several recommendations, resolving to:

- increase the number of Australian children participating in sport through education
- support sports to enhance community participation and social inclusion
- support people with a disability and athletes with a disability
- break down the barriers to womens and girls participation in sport
- break down the barriers to indigenous participation in sport
- build places to play

The future of Australian sport: Megatrends shaping the sports sector over the coming decades (Australian Sports Commission and CSIRO, April 2013)

This recent release from the Australian Sports Commission identifies key trends influencing sport and recreation participation including:

- the increase in participation in more tailored, less organised sport and recreational activities
- the increasing role of sport and recreation in social inclusion and access for all people
- the increasing importance of sport and recreation in the current health environment and national health issues

Australian Sports Commission Strategic Plan 2011-12 to 2014-15: Working together for Australian sport

As part of its strategic plan, the Australian Sports Commission aims to increase participation in sport by:

- providing children with positive introduction to sport that encourages their ongoing participation
- building the capability of identified sporting organisations to grow their sports participation base, particularly in under represented groups
- working together with government partners to support the implementation of national strategies to grow participation

Football Federation Victoria: Strategic Plan 2012-15

The FFV identifies that there is currently insufficient quantity and quality of football facilities across Victoria, which continues to inhibit participant growth and experience. FFV seeks to:

- engage women and girls through tailored talent development pathways and creation of female friendly football environments and appropriate facilities
- increase the value of football for existing and prospective clubs (administrators and volunteers), parents and players
- offer football and futsal participants a choice of flexible offerings, in order to diversify revenue streams and grow the game

In 2010 FFV released *Victoria United: State Government Funding Proposal* seeking funding for 14 regional facilities across its metro and regional zones.

The Football (Soccer) Development Plan (City of Greater Dandenong, 2011)

Among its recommendations, the development plan identifies a need for more facilities to meet participation growth and that a new sub regional facility in the City of Greater Dandenong. The proposed soccer hub will play a critical role in catering for the long-term demand for soccer in the City with year round access shared by a number of clubs.

2. Why a soccer hub should be built in Greater Dandenong

What is a soccer hub?

A soccer hub will provide **one higher standard soccer venue** in a central location to serve regional competition as well as provide facilities for use by clubs **dedicated for soccer all year** and to complement what is available at club sites. This is an important factor as Council seeks to **develop existing clubs** and provide non-club participation avenues for residents.

The soccer hub will provide the City with **a "neutral ground"** that can simultaneously cater for a local Victorian Premier League team that may be promoted or relegated and local clubs in the region.

The soccer hub will cater for the Football Federation of Victoria (FFV) **regional outdoor and indoor competition**. The hub will enable the development of **community-focused programs** and the only **dedicated purpose built indoor futsal facility** to grow regional futsal completion, not currently present in the City.

The hub will provide the first **synthetic soccer pitches** in the City of Greater Dandenong that will enable high intensity training, programming and seven a side soccer competition and coaching.

The hub will become a busy soccer facility where **casual play and social gathering** is encouraged during the day and night.

Key elements

The soccer hub includes the following elements:

1. One "A grade " pitch; enclosed with 500 undercover seating and lit for training and competition
2. Two full sized lit synthetic pitches, programmable for seven a side competitions
3. One additional full sized overflow grass pitch for club and tournament use
4. A futsal stadium and complex including two indoor futsal courts, change rooms, referee and officials support facilities, canteen and hireable function space overlooking the pitches

Who will it serve?

The soccer hub will have the capacity to serve multiple audiences through different programs and participation avenues. These include:

- residents who are not able or don't wish to play soccer as part of a club
- club participants who wish to play higher levels of competition locally,
- clubs who need overflow grounds and facilities to train, hold clinics, development programs and functions
- schools who can use the hub for competition and class programming

How will Dandenong regional facility complete with adjacent regional facilities?

The Greater Dandenong Regional Soccer Hub will have several points of difference to the other centres: It will include;

- full sized futsal courts suitable for regional competition
- support other events on the reserve - including the Dandenong Show
- it will provide for club overflow and services that support the growth of club soccer in the City
- it will provide 7 aside outdoor soccer

3. Vision and key benefits of a new centre

Vision

The soccer hub will:

- increase sports and recreation participation in the City, particularly from young people, females, and residents not currently playing soccer
- improve pathways for players to regional and higher levels of competition
- become a social and central hub for soccer players all year round

Key benefits

Benefits of constructing a soccer hub in the City of Greater Dandenong are:

- Growing participation in sport and physical activity amongst people of all ages, genders, cultural backgrounds and abilities
- Developing pathways for players and facilitating CGD clubs playing in a regional competition
- Growing participation in sport and physical activity in school students
- Enhancing club development and participation through year round access to facilities

Growing participation in sport and physical activity amongst people of all ages, genders, cultural backgrounds and abilities

The facility will engage the community through a range of programming initiatives that will facilitate a range of participants from diverse backgrounds, soccer skill sets, socio economic circumstances.

The operating scenario has identified the opportunity for programming using both the outdoor synthetic pitches and the indoor facility as the primary programmable space. Examples of programs that the facility will be capable of hosting include:

- social and community competitions and training programs
- social seven-a-side competitions
- after school soccer programs
- social futsal competitions
- ad hoc casual use
- community function hire
- corporate competitions

It is important that the facility is inviting and open to its community and particularly during the day to promote increased use and ownership by the community.

Developing pathways for players and facilitating CGD clubs playing in a regional competition

The facility is aligned with FFV plans for a regional competition (similar to the TAC competition in Aust. Rules Football. Dandenong based teams will operate as a representative side for the local catchment clubs to feed into.

The regional competition is expected to use the two synthetic pitches and will have teams across U12, U14, U16, U18 and U21 age groups for males and females. The team will use the facility to host pre-season training and try-outs as well as games, clinics and training during the 10 month season.

State League Clubs in the local catchment will have access to both the A-grade and the grass overflow pitch for games during the winter season. Synthetic pitches will provide for an alternative training venue on occasions where wet weather or summer sport

priority limits access to existing facilities used by clubs.

Growing participation in sport and physical activity in school students

Participation in physical activity is highest in school-aged people. However many schools do not have the facilities or capacity to provide sports to meet current demand. This facility has the capacity to cater for school competition and to provide specific services and clinics to schools.

It is intended that the facility will host events and tournaments for schools in the local catchment as well as other schools seeking access to a premium facility. School use is expected to occur largely on the synthetic pitches. School activities proposed at the facility include:

- inter-school sports
- summer schools tournaments
- private school training
- soccer programs and clinics

Enhancing club development and soccer participation through year round access to facilities and clubs and increased community awareness of clubs

Providing year round access to soccer activities, the soccer hub will be an important for clubs, hosting finals and preseason games and training.

The City of Greater Dandenong has a very large number of mostly small clubs with a small number of pitches available together on the one site. Larger clubs are more beneficial because they can generate more use through development programs. They are able to use their greater critical mass to offer more sustainable organisation and better customer service which in turn improves the depth of competition and the number of volunteers available to support the organisation and the products it offers.

The soccer hub will assist smaller clubs by providing overflow facilities and potential access a revenue through gate takings and net canteen profits on match days (see section 6 for more detail).

The soccer hub will raise the capacity and community awareness of its local soccer clubs. The increase in awareness can be contributed to the onsite presence of an FFV regional team and a Victorian Premier League (VPL) team.

Better accommodation for events and Dandenong Show

The design of the hub at Greaves Reserve has considerable opportunities for the Dandenong Show, by providing access to function and multipurpose rooms, indoor exhibition hall (courts space), A grade and synthetic pitches (for compatible non horse events), and potentially housing Dandenong Agricultural and Pastoral Society's office in the building. The site still allows the conduct of other existing show activities on the reserve.

The timing of the show is not in peak soccer season the Show presents an opportunity for soccer related activities to be presented to the show public.

4. Where the soccer hub should be located

The preferred site for the soccer hub is Greaves Reserve in Dandenong.

Site selection process

Site analysis considered eight sites across the municipality. The sites assessed were:

- Greaves Reserve
- Tatterson Park
- Ross Reserve
- Brady Road
- Coomoora Reserve
- George Andrews Reserve
- JC Mills Reserve
- Police Paddocks

Sites were assessed against 27 criteria to analysis suitability and capability -across a range of determinants including:

- the ability to accommodate the desired number of pitches
- proximity to indoor facilities and residences

- size of the surrounding catchment population
- prominence road access and public transport
- drainage, geotechnical and topography factors

No detailed capital cost assessment was undertaken in this stage, other than consideration

The site assessment identified Greaves Reserve and Tatterson Park and Ross Reserve as highly rated alternatives for a regional soccer hub.

A separate document: Regional Soccer Hub Feasibility Site Selection, outlines the analysis of each site, the weighted criteria and the advantages and disadvantages of each site.

Preferred site: Greaves Reserve

The business case and design concept has been prepared for Greaves Reserve in Dandenong. Three design concepts were prepared before selecting the preferred option.

The following image shows an aerial view of Greaves Reserve.

Image 1: Greaves Reserve, Dandenong (current layout)



The benefits of Greaves Reserve as a site for a soccer hub

The Greaves Reserve site offers the following benefits as a soccer hub:

- **This population's characteristics suggest a high propensity to play soccer and to benefit from additional participation** due to social disadvantage. In addition, the suburb of Dandenong has the greatest potential to grow soccer numbers within the City.
 - **It has a high number of people in the immediate catchment.** There are approximately 14,700 people living in 2km of the reserve and more than 25,000 in the suburb (the highest population of any suburb.. This expected to increase to 29,665 by 2021. The site also has good access to a potential market corporate market and schools.
 - **The highest proportion of FFV registered player in the City, live in Dandenong (32%)**
- **The site is physical accessible to residents and schools**, in particular, those with low socio economic status. It is a prominent site and has good access by car. It also has social prominence given soccer is currently played there, it is the home of a number of sports, and the reserve is regularly used by schools.
- **The site's existing configuration allows for cost effective and function layout** that respects current users on the reserve and will increase the utilisation of the reserve – especially during the day.
- **The development can contribute to the hosting of more large events** at the site. Its size, location and history of hosting events provide the opportunity to become the City's preeminent sporting and events precinct.
- **There is good potential for compatible use by the Dandenong Show**
- **The hub design allows for existing sports on the reserve and incremental development** should it not be possible to construct in one stage. It also has existing infrastructure including an indoor facility with some potential for training, additional futsal use, and tournaments
- The capital investment in the site provides **the opportunity to rebadge and refresh the image** and basic infrastructure on the reserve that will benefit other sports and the general circulation on the site.
- The site has strong support from local clubs as hub -as a large and central location
- The site lends it self to possible future joint management of indoor and outdoor facilities
- **The development will increase the utilisation of the reserve** and higher use will in part address anti social behaviour present

- The site has **considerable opportunity to expand even further as a soccer hub** – unlike any other reserve in the City. Should there be additional reorganisation of uses the soccer hub could manage three other soccer pitches on the site. (Note there are currently two other soccer pitches on the site (available in the winter season).

Two issues will require resolution to make the site work. These are:

- A women's cricket club currently uses one oval that is included in the fields to be redeveloped. The club will need to be relocated to another suitable venue.
- An agreement with Dandenong Show will be necessary. They are based on the Reserve. Initial discussion with Agricultural and Pastoral Society suggest they are willing to be part of the planning process.

Highly rated but non-preferred locations: Ross Reserve and Tatterson Park

Tatterson Park

Potential partnership opportunities with Springers Leisure Centre, and the population growth forecast for the locality, which meant the site scored highly as a potential soccer hub site were offset by the following factors:

- the site has constrained access via road and public transport
- the site is not considered central for most of the municipality
- the existing park configuration would require a less cost effective layout of fields, potentially involving multiple pavilions
- layout of current fields at the site and existing wetlands further constrains design potential of the site
- any new facility would need to consider the potential expansion of the nearby Springers Leisure Centre
- the impact of existing wetlands drains is unknown

Site analysis concluded that, as the population in the area grows, the Tatterson Park site could be better utilised as a venue for a large soccer club and other multiple sports overflow activities.

Ross Reserve

Despite the ability to service a large catchment of the population and its central location, Ross Reserve would present some difficulty in establishing a regional soccer hub including:

- inconsistency with the adopted master plan for the site
- inability to include four full size pitches, and with the desirable orientation, unless redesigned
- it is perceived by soccer clubs as too crowded to accommodate the proposed facility
- the presence of another major winter code- Australian Rules Football on the site is seen as a disadvantage
- the site is currently shared as a home ground for Springvale City Football Club and Sandown Lions Football Club- this will provide difficulty in creating a neutral territory and ownership by other clubs.

An alternative design concept for Ross Reserve, as a soccer hub, was prepared. This is provided in the separate document: Regional Soccer Hub Feasibility Site Selection.

A summary of the factors affecting the feasibility of other non-preferred sites analysed, is included in Attachment A.

5. Demand for the Greater Dandenong Soccer Hub

Trends in demand for soccer

The demand for outdoor soccer has grown in Victoria with the development a greater prominence of the “world game” in Australia, and as more facilities become available to serve the increasing proportion of residents from non-English speaking countries.

Developments in demand for soccer include:

- player registrations in club football increased by 40% from 2007 to 2010
- women and girls make up 18% of all FFV registrations in Victoria
- participation in outdoor soccer as an organised sport for people 15 years and over has increased by 55% since 2001¹

¹ Exercise Recreation and Sports Statistics, SCORS 2010.

More and appropriately designed facilities will enable both FFV and clubs to grow the sport and especially women and girl's teams with program “graduates”, included in mainstream club activities.

The proposed synthetic pitches will add to the hub's ability to meet demand for organised soccer by:

- providing a year round space capable of high volume use
- providing programmable space
- increasing capacity for clubs to provide training for teams
- providing bookable space for community development agencies providing soccer programs, competitions and tournaments for residents

Local markets identified for the soccer hub in Greater Dandenong include:

- residents seeking organised or non-organised participation in soccer activities
- clubs
- community organisations
- schools

Demand from residents

Demographic influences

Demographic influences that will affect the use of a soccer hub are the population age, gender, country of origin, income and education.

The City of Greater Dandenong population is like to be ideal market for the development of a neutral territory soccer hub that offers non-club and subsidized programs (in addition to local and regional club based soccer opportunities. The large population and projected population growth, coupled with the proportion of the population born overseas likely to play soccer (and yet not currently playing) and for whom soccer will be the only sport likely to played, means that considerable community development and participation gains can be made from such as facility.

The high proportion of single parent families unlikely to play club soccer and the number of families experiencing social disadvantage suggest non-club based interventions and programs will be necessary to meet achievable participation goals.

The hub will attract new participants, primarily local residents who want to play soccer but are currently unable due to a lack of facility access, inability to play as part of a club or the capacity of service providers to accommodate them.

The population of Dandenong around the Greaves Reserve site, is currently is expected to have the largest population of any suburb in 2021 of 29,665. Currently within 2kms of the reserve there are approximately 15, 000 residents.

There is a high proportion of females in the population, however only a very low proportion of females currently play soccer in the City, and this is unlikely to change without specific program and incentives that could be provided through such a hub.

Cultural Diversity

The City of Greater Dandenong is the most culturally diverse municipality in Victoria, with residents from over 150 different birthplaces; half (55%) its population is born overseas, from nations where English is not the main spoken language. The implications of this ancestry for participation in soccer, are that this is likely to be a (and the only) sport of choice for many of these people born overseas, even though typically being born overseas is likely to reduce the propensity to play sport in a population.

Income and household structure

Analysis of Greater Dandenong's household income has indicated that many families are likely to experience social disadvantage based on income alone, and this is likely to be important in the consideration of accessibility and pricing of soccer opportunities in the City. A number of community development agencies suggested that there is a high demand for many young people in Greater Dandenong to play Club soccer however the cost prevented them. The high proportion of low-income households in the area increases the

need for affordable soccer programming and facility access.

Greater Dandenong has a high proportion of single parent families. This is likely to impact on the ability of children to play soccer, to travel to club away-games, as well as the ability of a family member to contribute to a club. It is intended that the soccer hub will provide socially oriented pay-as-you-play programs, free casual use in down time, and subsidised programs in partnership with community organisations that use sports as a vehicle for personal and community development.

Participation projections

Based on the 2011 census data, the municipality is home to 135,605 people.² This is forecast to increase to approximately 160,000 by 2031 (a 15% increase).

There are 1,549 registered soccer club members in Greater Dandenong, approximately 1,000 of those live in the City. An additional number of people may play soccer through schools or other programs.

Based on state participation rates and population forecasts for outdoor soccer, there is a potential for 5,000 residents to play soccer outdoors, rising to some 6,500 in 2030, if suitable opportunities are available. These figures suggest considerable growth in participation in soccer is possible. Some 4,800 people in the City are likely to want to play organised soccer by 2030.

Greater Dandenong is currently only ranked 24th out of Victorian municipalities in terms of registered FFV players per 1,000 population. There are even lower participation rates for females playing outdoor soccer than males, (8% of females in City of Greater Dandenong play soccer, versus 17% in the state), and there is a high proportion of females in the Greater Dandenong population.

Demand - schools:

The hub will attract school use, particularly during the day for tournaments, training and physical education classes. Some 38% of organised sport and physical activity participation is at schools. As the open space available to schools decreases there is a need for regular school access to off site outdoor fields.

During the winter terms, schools said that they would use the soccer hub facility for were standard synthetic pitches and indoor futsal pitches. Schools believed they would use these facilities around two hours a week and that schools would use a hub for inter school competitions.

Demand - community groups:

Organisations who currently involved in soccer programming or competitions for community development purposes and people experiencing social disadvantage include: Mission Australia, Big Issue, Centre for Multicultural Youth and cultural organisations such as the Victorian Sikh Association, Afghan Australia Social Sports Club, and the Aussie Somali Football Association.

Community organisations identified that the soccer hub would be a good idea due to the fact they had to postpone and relocate several games this year due to weather and that there is a lack of facilities when clubs are not able or unwilling to share grounds.

If the Soccer Hub were to provide for these groups, the price would need to be subsidised.

² Australian Bureau of Statistics, Greater Dandenong Community Profile, 2011

Corporate Demand

Dandenong is a major manufacturing and logistics hub and is one of Melbourne's largest retail and commercial centres. The density and diversity of commercial activity in the area presents market opportunities for hub use by businesses.

These could be auspiced by Council as in other places, or developed by a private operator. Businesses have the potential use soccer to develop corporate networks and social and fitness programs for employees.

Demand for futsal (indoor soccer)

Futsal is the "official" FIFA competition brand of indoor football.

The known venues where futsal is played in and around Greater Dandenong include:

- Springer Leisure Centre
- Endeavour Hills Leisure Centre
- Westall Secondary College
- Sandown Indoor Sports Centre
- Rowville Football Centre.

More information on surrounding futsal leagues is See the separate document Demand and Consultation Summary.

FFV has a number of social futsal competitions, however none are local to Greater Dandenong. Opportunities for futsal include:

- the FFV Nike V League, played throughout Victoria, has limited access to courts in the south-eastern metro area. There are no Nike V League teams from Greater Dandenong
- there are no FFV affiliated futsal clubs in Greater Dandenong
- there are no venues in Greater Dandenong where the National Futsal league (F League) is played

The proposed two court indoor futsal stadium will create an opportunity to increase the offer for non-club participants and soccer players seeking futsal pathways through FFV affiliated futsal clubs that could establish at the facility.

6. Proposed facility components and programming

Proposed facility components

The facility includes the following elements:

1. One "A grade " pitch; enclosed to take a gate, with up to 500 undercover seating capacity and lit for 100 lux training and 200 lux competition games
2. Two full sized FIFA class A synthetic pitches programmable for seven a side competitions, and lit for 100 lux training and 200 lux competitions
3. One additional full sized overflow grass pitch for club overflow and other tournament use lit for 100 lux training
4. A futsal stadium and complex including two indoor futsal courts, change rooms, referee and officials support facilities, canteen and hireable function space overlooking the pitches

Whilst the synthetic pitches would be use of some regional training and programs, the demand for this is primarily from the local club market to complement there access to winter pitches and provides more capacity for preseason and all weather training.

Proposed programs and Services

The proposed program for the hub has the capacity to achieve participation, engagement and sustainability objective. The proposed programs and services are:

- Victorian Premier League team (A Grade ground)
- Local club game overflow, preseason training and games (A grade pitch, grass overflow pitch and synthetic pitches for preseason training)
- Football Federation Victorian Regional Competition (synthetic pitches)
- School use (synthetic pitches)
- Casual hire (synthetic pitches)

- Facility-based programming including:

- Community competitions
- Youth training workshops
- Summer seven a side competitions
- After school soccer programs
- Corporate competitions

- Fusal activities including:

- Junior futsal
- Senior futsal

The soccer hub will enable people to engage with soccer as player, spectators and volunteers. The proposed pavilion with seating and canteen is essential to fostering this participation. The proposed function space will enable an external market to engage with the facility.

The rationale for not offering five a side football product

Five a side, or "football fives", is currently in operation at the Knox Regional Sports Park. The modified game is played on a small pitch where boards replace the need for sidelines. The boards allow for rebound play, resulting in a non-stop, fast paced soccer game.

The five a side pitches, and the accompanying boards, are not recommended in the current hub proposed for the Greaves Reserve site for the following reasons:

- the use of boards and high fencing reduce the flexibility of programmable pitches
- replicating the Knox offer would likely result in direct competition
- being in its early phase, there is little data on which to base demand projections beyond the Knox offer

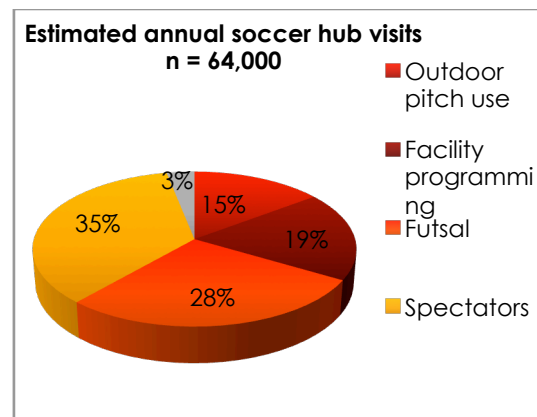
Instead, programmable synthetic pitches will allow for a more diverse range of services at the soccer hub.

Probable annual visitation

The probable annual participation achievable from the proposed program is 64,000 visits.

This does not include partnering opportunities for programs that may be explored with the Dandenong Show.

Chart 1: Estimated annual soccer hub visits



7. Proposed facility management

The management objective is to run the facility as cost neutral as possible whilst maximizing participation in sport by City of Greater Dandenong residents.

To enable the achievement of the program with minimal recurrent investment required by Council. The following management model is proposed:

- Council maintains ownership of the building and pitch infrastructure and maintains grass pitches within its existing maintenance program. (Pitches currently existing and maintained by Council.)
- The facility would be managed by a third party, either a private operator or social enterprise, directly under lease, or a sports and leisure management firm such as Belgravia who manage other Council facilities. Council would need to pay a management fee to this third party facility management entity.

- The third party facility manager collects hire and programming revenue in exchange for
 - programming and hire service
 - facility management services
 - general maintenance (synthetic pitches, indoor courts and pavilion)
- the third party facility manager distributes a proportion of match day canteen profits and gate revenue to clubs (this return could be in the form of grants, credit for use or direct payments).

It is assumed that in the first instance, a large proportion of capital cost will be provided through grants, and this sunk cost would not be expected to be recouped from a management entity.

However for economies of scale: the grass playing fields will be maintained by Council. It is understood much of this could occur within existing budgets as the hub replaces four fields currently maintained by Council on the site.

The Council will own the building, and be able to program a proportion of use or when not used for soccer related activities, and hence will undertake any major and cyclic maintenance.

It is assumed that the A grade pitch will be enclosed and that other facilities will have low fencing and be accessible for casual use when not booked or programmed.

Any management fee and specific maintenance arrangements would require further negotiation by Council.

8. Risks to participation and activation

Key risks identified and their proposed management are:

Risk that the Dandenong Soccer Hub will not be a viable option for clubs

Clubs rely on ancillary revenue from gate takings and canteen operations at their regular home ground.

To ensure it is sustainable that clubs will hire grounds at the soccer hub two flows of ancillary revenue are proposed to offset hire costs and provide a return to local clubs.

The proposed revenue sharing for gate takings and canteen profits respects the facility manager's role in maintaining the pavilion and operating the canteen.

Gate revenue shares are dependant on clubs providing staff to collect entry fees at the "A grade" pitch.

Access to canteen profits acknowledges the costs undertaken by the canteen operator and the reduced effort required by clubs to provide canteen services on match days.

The hub building design maximises the flow through of patrons to maximise secondary spending.

Risk that the Dandenong Soccer Hub will be in direct competition with other centres

The proposed soccer hub will service a highly populated area that currently has access to a small number of grounds together and indoor facilities scattered throughout the southeastern metropolitan area.

Nearby regional or sub regional facilities that may compete with the proposed hub are the Kingston Heath Soccer Complex in Cheltenham, the Knox Regional Sports Park and development proposed in the Casey Fields Master Plan. Casey and Kingston facilities are principally for regional competitions with limited programmed use. Neither have indoor facilities.

The hub proposes a facility that will be able to offer a point of difference from other facilities by offering 2 programmable synthetic pitches, 7 a side games, A Grade grass pitch and an indoor facility on the one site. The hub will also have considerable buy in from the soccer community and clubs. The hub will

aim to operate full days during the week and on weekends, all year round, and the distance to other centres means the bulk of Greater Dandenong residents will not travel regularly to the other centres.

Risk that the venue is not well received by the Dandenong Agricultural and Pastoral Society

The inclusive and accessible design of the hub provides for opportunities to collaborate in providing soccer activities as part of the Show's program. In addition, there is potential for the Show to use function space, indoor courts space, A grade and synthetic pitches (for compatible non horse events during the show), and potential housing their office in the building. Additional car parking and reorientation of road access will also benefit the Show.

9. The design concept

Design Rationale

The preferred design concept recommends a configuration where: the three outdoor pitches can be co-located with a central support facility; that is sufficiently large to accommodate futsal courts; with correct orientation, and so viewing can be from the west.

The artificial pitches need to be side by side to maximise supervision, programmability and potential to make savings in capital construction.

Option 3 is the preferred concept. See following page and Attachment D.

This option is the preferred is because it shows the a dedicated indoor futsal court stadium in conjunction with the outdoor fields; it has limited impact on the grass fields needed by existing clubs and the show; and it utilises existing fields that are not as well utilised.

The over flow pitch is an existing pitch currently shared with cricket, and this is close by to the new facilities. No pitch costs are allocated to the project. The planned redevelopment of the Alan

Carter Pavilion will support the use of the overflow fields.

A preliminary floor plan for the support building, and futsal stadium is provided as Attachment E.

Other Options for the Greaves Reserve site

The non-preferred design options for Greave Reserve are also shown Attachment D.

These options do not include a purpose built futsal stadium, and assume access to some futsal would be available in the existing netball stadium.

These options (especially the location of the synthetic pitches would have been less compatible with the activities of the Show, and do not allow the overflow pitch to be in close proximity to the others.

In Option 2, the over flow pitch could not be oriented correctly and more considerable reorganisation of existing uses would be required.

10. Probable capital and recurrent costs

Capital investment required and staging

A preliminary estimate of the probable capital cost required by the business case is approximately 3 million dollars for the outdoor synthetic grass pitch area and some 20 million dollars for the remaining works.

The two synthetic pitches, which could be considered of local significance would benefit clubs now. These could be funded separately, as a first stage.

A detailed schedule of preliminary probable construction costs is provided in Attachment F.

Likely funding sources

The typical sources of funding for similar capital projects are government grants, development contributions, and philanthropic trusts and foundations, naming rights and sponsorship agreements.

Government grants

Major capital works funding can be Sports and Recreation Victoria and the Community Development Fund administered by the Victorian State Government.

Development contributions

As the housing density increases and land subdivided finds can be progressively collected as open space contributions from developers for recreation and open space works including large regional projects. Most contributions from development funds are likely to take some time to amass.

Philanthropic trust and foundations

There are many foundations that support development projects especially that target people experiencing social disadvantage and children.

In addition the project could be registered with Australian Sport Foundation to enable tax deductible donations to be sought for this project.

Naming rights and sponsorship agreements

The soccer hub may seek contributions from corporate entities or individuals in the form of naming rights or sponsorship agreements.

Probable Recurrent Costs/Revenue

Table 1. Probable Year 1 operating scenario by entity (4)

	Council	Facility manager	Club (revenue only)	Overall probable operating scenario (\$)
Probable operating revenue				
Pitch hire revenue	\$0	\$77,395	\$0	\$77,395
Programing revenue	\$0	\$39,584	\$0	\$39,584
Futsal revenue	\$0	\$168,000	\$0	\$168,000
Gate revenue	\$0	\$20,592	\$82,368	\$102,960
Function room hire revenue	\$0	\$10,000	\$0	\$10,000
Sponsorship revenue	\$0	\$20,000	\$0	\$20,000
Total probable operating revenue	\$0	\$335,571	\$82,368	\$417,939
Probable operating expense				
Staffing	\$0	\$122,000	\$0	\$122,000
Office expenses	\$0	\$20,000	\$0	\$20,000
Programming expenses	\$0	\$7,917	\$0	\$7,917
Futsal expenses	\$0	\$45,440	\$0	\$45,440
Utilities	\$0	\$40,275	\$0	\$40,275
Security and cleaning	\$0	\$25,200	\$0	\$25,200
Facility repairs and maintenance ³	\$93,045	\$19,384	\$0	\$112,429
Outdoor pitch maintenance	\$40,000	\$36,000 ⁴	\$0	\$76,000
Total probable operating expense	\$133,045	\$316,216	\$0	\$449,261
Net result from soccer activities	\$(133,045)	\$19,355	\$82,368	\$(31,322)
Add probable canteen profits	\$0	\$78,130	\$13,716	\$91,847
Indicative operating result including canteen profits	\$(133,045)	\$97,485	\$96,084	\$60,525
Probable club hire expenditure ⁵		\$0	\$(36,305)	
Direct lighting cost recovery paid by clubs		\$18,900	\$(18,900)	
Net probable operating result for separate entities⁶		\$116,385	\$40,879	

³ Probable facility repairs and maintenance are based on the value of buildings

⁴ Maintenance of synthetic fields only.

⁵ Probable revenue from hire fees paid by clubs is collected by the facility operator and accounted for in "Pitch hire revenue"

⁶ Net probable operating result for separate entities is only relevant for the facility operator and clubs

Probable annual recurrent scenario

The business case demonstrates that, if sufficiently programmed, the soccer hub could operate at a small annual surplus estimated at \$60,525.

This surplus does not include any management fees payable or estimates regarding asset replacement and depreciation costs.

A summary of the indicative forecast for the probable recurrent scenario in the first year of operation is shown in Table 1. The table shows that the operating result is dependant on pitch hire and programming revenue, in particular from futsal.

Successful operation of a viable onsite canteen is also essential to achieving the probable operating result.

Council will undertake major repairs and cyclical maintenance on the hub, including grass pitch maintenance.

A facility manager has the capacity to earn a profit from the hub if the programming mix is successful. Pitch hire revenue is a combination of community, club and school use.

Probable 10 year recurrent forecast

The business case uses indexation and incremental demand growth to project forecast probable revenue and expenditure over the first 10 years of operation. Price increases for programs have been budgeted on a bi-annual implementation.

The projection is for indicative purposes only. Table 2 shows the probable scenario for the soccer hub.

Probable scenarios for Council, a facility manager and the clubs are shown in table above.

Table 2. Probable 10 Year soccer hub operating scenario

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Probable operating revenue	\$417,939	\$420,615	\$443,395	\$446,175	\$469,267	\$472,150	\$495,553	\$498,540	\$522,255	\$525,346
Probable operating expense	\$449,261	\$463,544	\$477,827	\$492,111	\$506,394	\$520,677	\$534,961	\$549,244	\$563,527	\$577,811
Add Probable canteen profits	\$91,847	\$94,602	\$97,357	\$100,113	\$102,868	\$105,623	\$108,379	\$111,134	\$113,890	\$116,645
Probable net operating result	\$60,525	\$51,673	\$62,925	\$54,177	\$65,741	\$57,096	\$68,971	\$60,431	\$72,617	\$64,180

No assumptions are provided regarding Council policies on sunk costs, asset replacement and depreciation. This expenditure is not included in the probable recurrent scenario.

The probable recurrent scenario is devised based on assumptions and estimates identified by @leisure in consultation with the City of Greater Dandenong, other facilities, and stakeholders consulted as part of the business case.

11. Attachments

Attachment A: Disadvantages of the Non Preferred Sites

Attachment B: Futsal

Attachment C: Proposed program

Attachment D: Design Concepts for Greaves Reserve: Options 1, 2, and 3.

Attachment E: Indicative Floor Plan of Futsal Courts and Support Facility

Attachment F: Estimated Schedule of Probable Capital Costs

Attachment G: 10 year Forecast of Revenue and Expenditure

Attachment A: Disadvantages of the Non Preferred Sites

Brady Road Site

- constrained by flood overlay
- no on-site infrastructure
- located some distance from activity centres / commercial areas
- on the Casey City boundary

Coomoora Reserve

- site is already over developed
- close proximity to residences and constrained entry
- unable to accommodate facility due to its small size
- little existing infrastructure

George Andrews Reserve

- site is unable to fit four pitches
- poor access from residential streets
- the reserve is the current home of Dandenong Thunder Football Club

JC Mills Reserve

- only allows three dedicated pitches
- small if spectator seating is to be provided
- co-location with Dandenong Oasis Recreation Centre, the hockey facility and indoor court may lead to congestion, especially if Oasis or hockey needs to expand

Police Paddocks

- Police Paddocks is prone to flooding
- not owned by Council and in Casey City Council of which Casey City Council have not been able to obtain a lease over further Parks Victoria land in the area
- not served by public transport, or in a prominent location
- small catchment population
- sport not priority for Parks Victoria use of the land

New greenfield site – to purchase

- high cost of identification, clearing, de-contamination leveling and development provision of services
- lack of available land centrally

Attachment B: Futsal

Futsal is the “official” FIFA competition brand of indoor football.

For the purpose of this project, Futsal is the indoor soccer game that is to be offered, in accordance with FIFA's Futsal Laws of the Game.

Futsal has a field of play of maximum 42m-25m and minimum 25-15m. It is played indoors, and has a runoff around the court. In most multipurpose courts in Australia, it is played to netball lines. The size of a Futsal court is also compatible with the sports of indoor hockey, European handball and floorball.

Futsal differs from other indoor soccer brands that are played on various court sizes with wall or net boundaries (rather than a line), as in non-futsal brands of indoor soccer the field of play is a net or wall, and the ball is in continuous play off those boundaries.

Without the runoff there is a higher element of danger where players can come in contact with the wall or other structures that border the field of play, or may be hit by the ball bouncing off the wall.

There is a range of small private providers in the indoor soccer market in Melbourne: mostly they run “pay as you play” term based leagues / competitions. Providers in Melbourne include YMCA, Aussie Indoor Sports, Actions Sports, INSports, Kelly sport, FutsalOz, Kick off, Futsal 4 all, and Vikings. Facilities where futsal is played in the region are listed in the demand and consultation findings.

Futsal competitions in Australia and Victoria

There is a National Futsal league (F League). There are no venues where futsal can be played in Greater Dandenong.

There is a Football Federation Victoria (FFV) Nike V League (Futsal). There are no courts in the east, or teams in this league in Greater Dandenong. There are no FFV affiliated futsal clubs in Greater Dandenong.

FFV has a number of social futsal competitions, however none are local to Greater Dandenong.

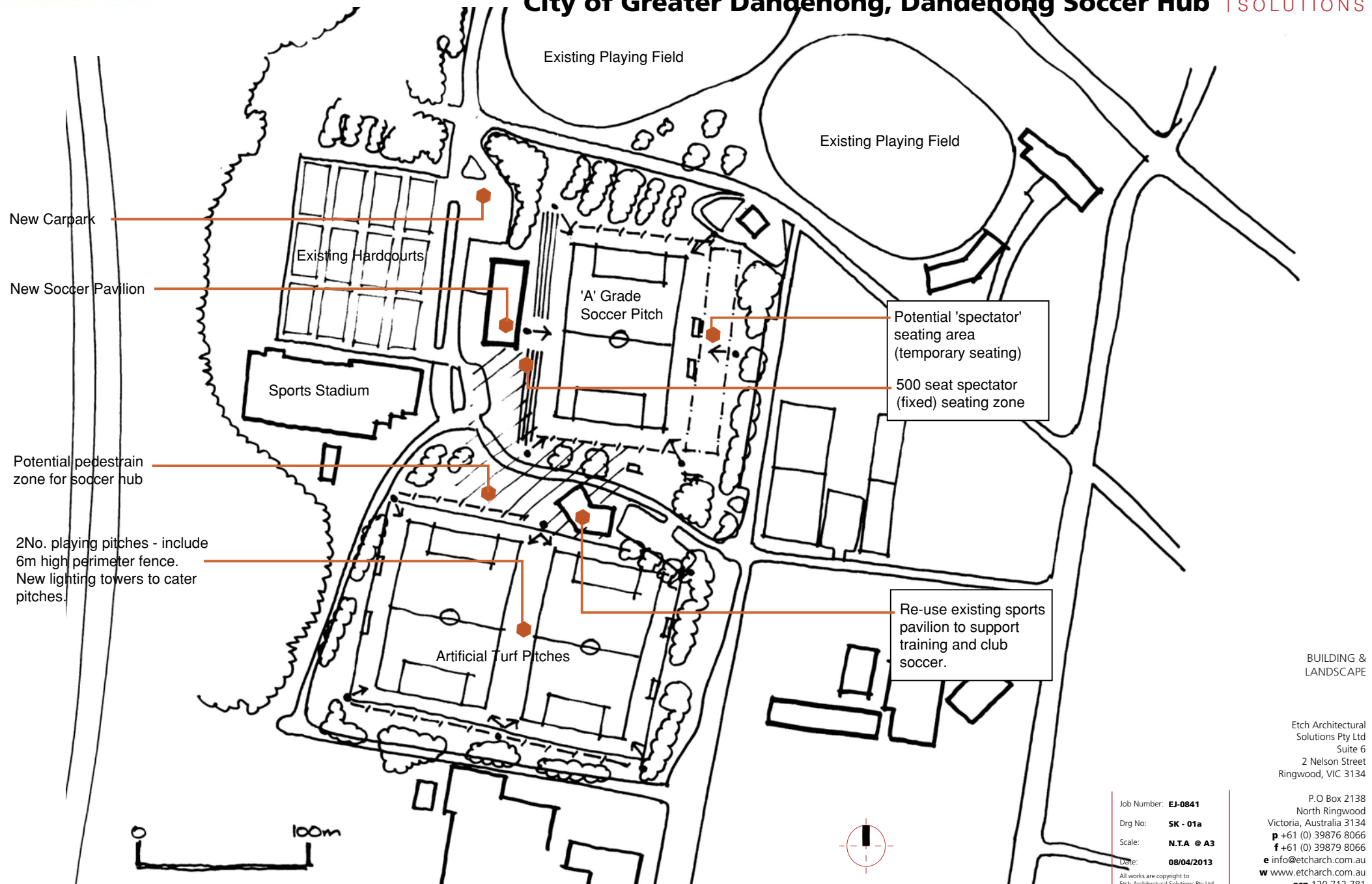
Attachment C: Proposed Program

The proposed program for the soccer hub includes the following activities:

Program/Day	M	T	W	T	F	S	S
Victorian Premier League (A Grade ground)		X		X		X	
Local club game overflow, preseason training and games (A grade pitch, grass overflow pitch and synthetic pitches for preseason training)		X			X	X	X
Football Federation Victorian Regional Competition (synthetic pitches)	X	X	X	X	X	X	X
School use (synthetic pitches)	X	X	X	X	X		
Casual hire (synthetic pitches)						X	X
Community competitions					X		
Youth training workshops					X		
Summer seven a side competitions	X		X				
After school soccer programs	X	X	X	X			
Corporate competitions					X		
Futsal (indoor courts)	X	X	X	X			

**Attachment D: Design Concepts for Greaves Reserve:
Options 1, 2, and 3.**

City of Greater Dandenong, Dandenong Soccer Hub



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Greaves Road Reserve :Preferred Site Plan Option 3

City of Greater Dandenong, Dandenong Soccer Hub

Greaves Road Reserve - configuration

This soccer hub configuration allows for soccer to also be played on the existing playing fields.

Main Carpark

Modifications to existing car park to accommodate existing hard court / stadium parking and new soccer hub parking.

Showground oval / pitch

Existing playing field can maintain cricket and can be utilised for overflow 'turf' training pitch for soccer.

Existing Stadium

Existing stadium can maintain netball and also accommodate 'overflow' for futsal (third and fourth pitches).

Showground oval / pitch

Ideal site for the relocation for the show grounds and a potential training overflow pitch for junior sides and for SSF clinics and games (away from main area if an event is planned).

Artificial Turf Pitches

2No. artificial turf pitches for competition and training. Flexible for SSF games and programming and for 6/ 7 aside soccer. Allow for lighting playing field.

New Sports Stadium

Indoor stadium and Soccer 'hub' pavilion. Facilities shall include 2No. Futsal pitches (34x 18m), change rooms (Home & Away), Cafe, meeting rooms, administration offices and public associated facilities

Spectator Seating

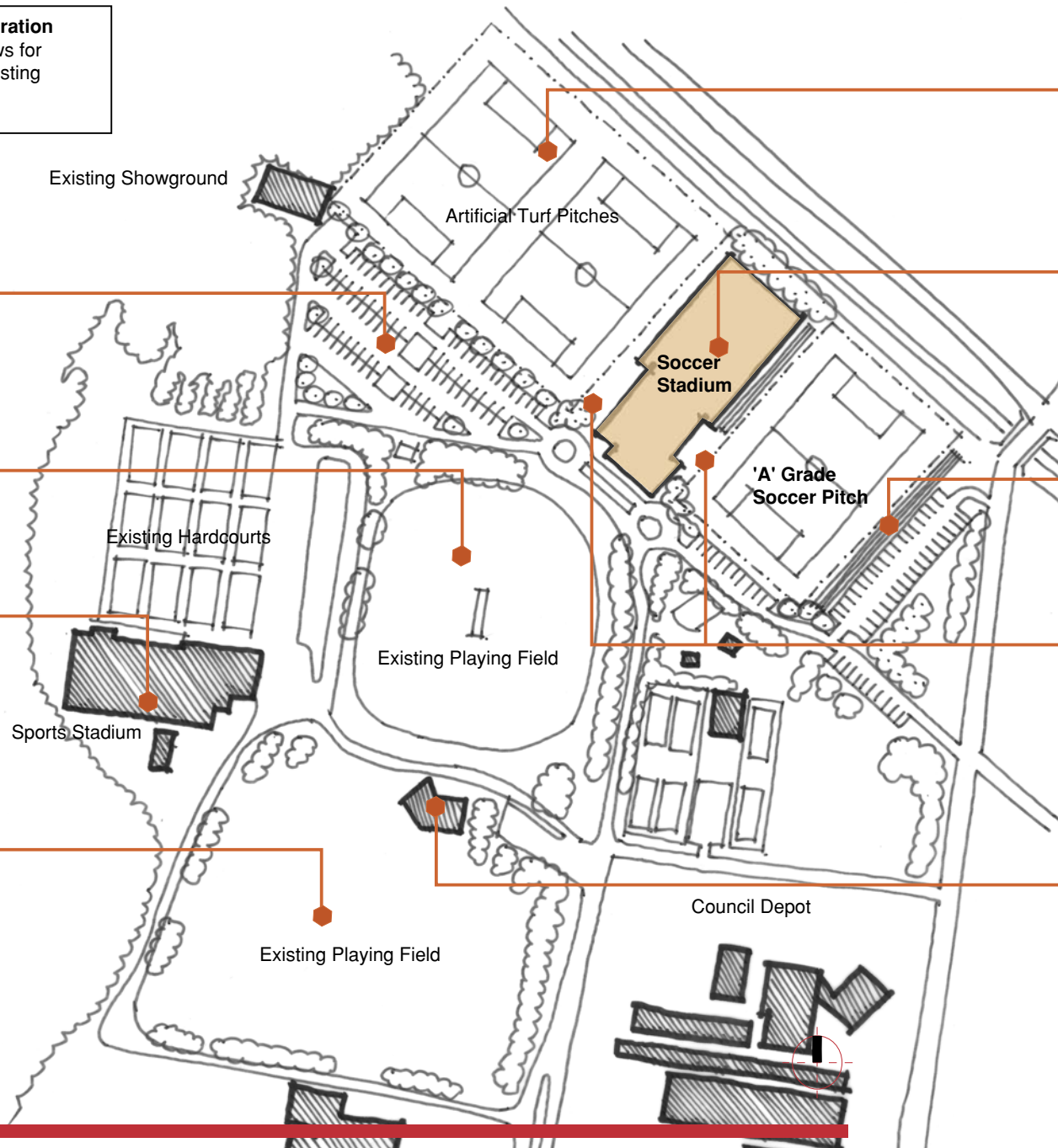
New (tiered) seating for 500 spectators - may consider to be covered with light weight tensile structure.

Sports Stadia Forecourt(s)

Ideal location(s) for parent 'drop off' and marshalling area between main pitches. A suitable gathering point for both players, spectators for event days and training.

Alan Carter Sports Pavilion

Re-use existing sports pavilion to support training and 'local' club soccer. A designated area allowed for any future development / expansion for the pavilion.



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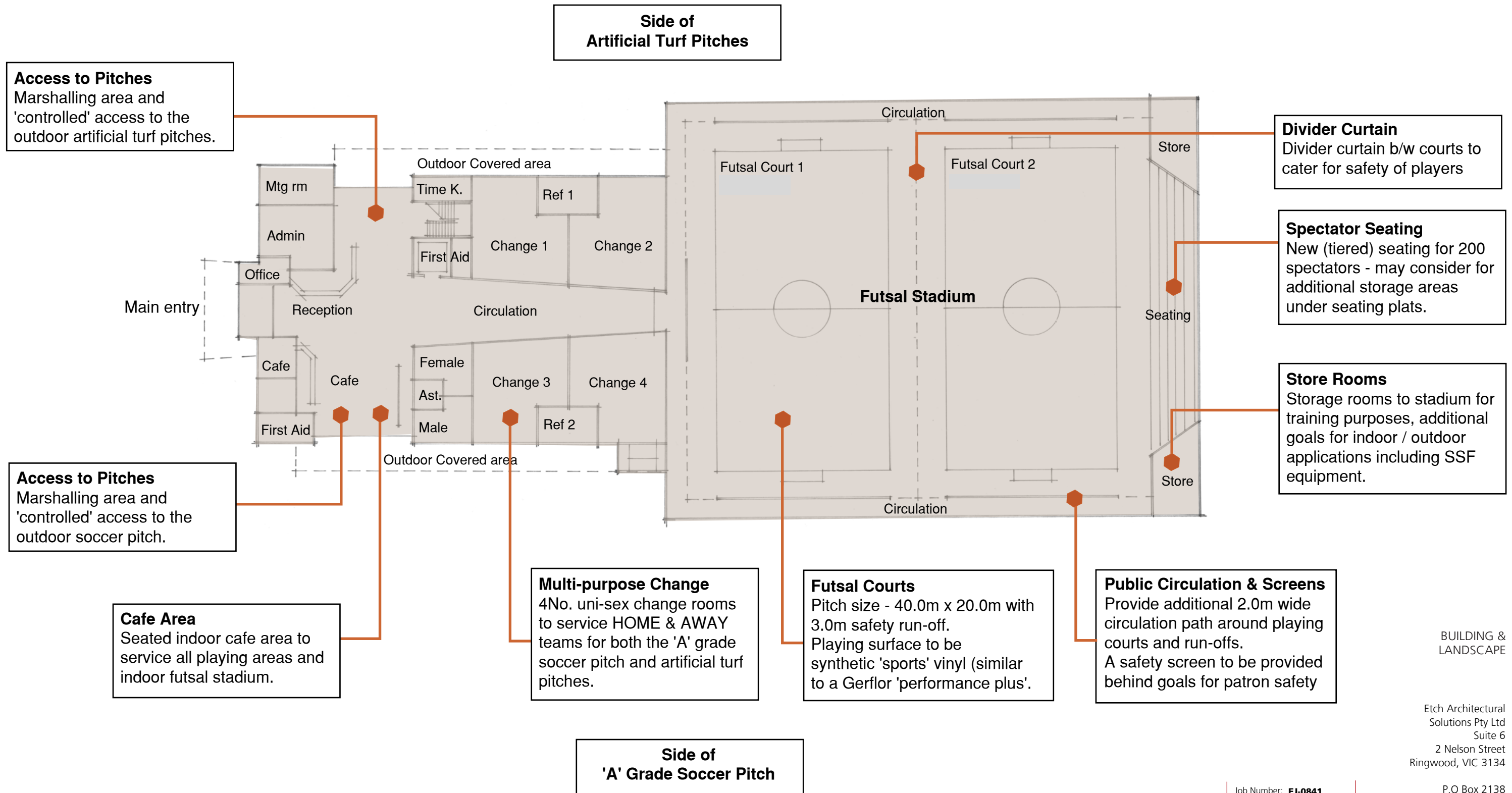
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Attachment E: Indicative Floor Plan of Futsal Courts and Support Facility



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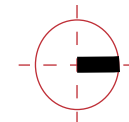
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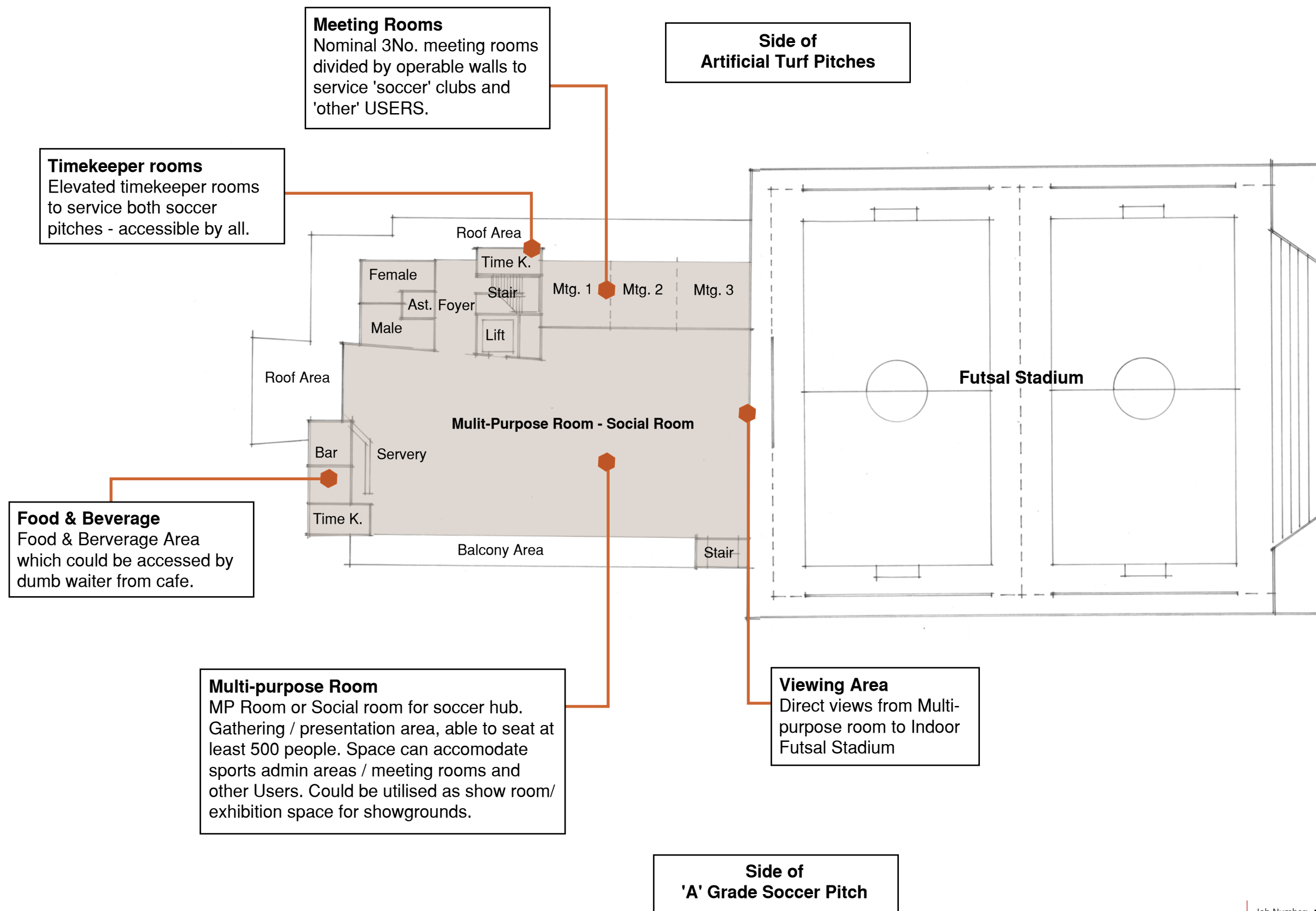
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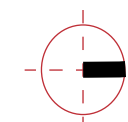
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Attachment F: Estimated Schedule of Probable Capital Costs



Preliminary Order of Cost

Project: **Dandenong Soccer Hub - Greaves Road**
 Date: 16th April 2013

Project Number: EJ-0841
 Issue: P-3

Function	Area m2	Rate \$/m2	Cost \$	Comments
Soccer 'Fustal' Stadium				
Ground Floor - Stadium				
Airlock	15	2800	\$ 42,000	
Entry Foyer	65	1800	\$ 117,000	allow for access control
Café 'indoor seating'	80	1800	\$ 144,000	for 70 seats , tables & circulation
Reception/ Control/ Main Entry	25	2500	\$ 62,500	
Marshalling / entry to main pitch	40	2200	\$ 88,000	can be used for ticketing / events
Main Circulation	120	2000	\$ 240,000	
Public - Female toilets	24	3000	\$ 72,000	Allow for occupancy of 400 patrons (F)
Public - Male toilets	24	3000	\$ 72,000	Allow for occupancy of 400 patrons (M)
Public - accessible toilet	9	3300	\$ 29,700	
Café - servery (indoor)	14	2600	\$ 36,400	
Café - prep area	16	2600	\$ 41,600	
Café - store and cool rooms	15	2800	\$ 42,000	
Café - kitchen / display equipment			incl FF&E	
Administration Area	48	2200	\$ 105,600	
Managers Room	15	2400	\$ 36,000	Centre manager for entire soccer facility
First aid room	18	2000	\$ 36,000	to cater for entire soccer facility
Staff Room	20	2000	\$ 40,000	to allow for 10 staff (full time / casual)
Staff Toilets and Change	10	3000	\$ 30,000	
Timekeeper - marshalling office	15	2200	\$ 33,000	sports day admin office for teams
Lift shaft	allow		\$ 200,000	inc lift shaft and equipment
Stair case to first floor	24	2600	\$ 62,400	
Change room 1	40	2200	\$ 88,000	to service artificial pitches - unisex
Change room 2	40	2200	\$ 88,000	to service artificial pitches - unisex
Change room 3	40	2200	\$ 88,000	to service artificial pitches - unisex
Change room 3 - Premier Home	60	2500	\$ 150,000	to allow for trainers, briefing & therapy
Change room 4 - Premier Away	60	2500	\$ 150,000	to allow for trainers, briefing & therapy
Referee Change 1	20	2200	\$ 44,000	unisex change for referees
Referee Change 2	20	2200	\$ 44,000	unisex change for referees
Sports Stadium	3000	2100	\$ 6,300,000	2x Fustal Courts 40x 20m + runoff
Tiered seating area	135	1800	\$ 243,000	cater for 100 spectators
Store Room 1	40	1200	\$ 48,000	
Store Room 2	40	1200	\$ 48,000	
Sports equipment	allow		\$ 100,000	Goals, sports curtain, scoreboards etc
First Floor - Stadium				
Multi-purpose space	300	1900	\$ 570,000	to cater for 300 seat functions
Multi-purpose meeting rooms (3)	90	1900	\$ 171,000	nominal 3x 30 meeting rooms
Timekeeper Room 1 - a grade pitch	18	1900	\$ 34,200	
Timekeeper Room 2- artificial pitch	15	1900	\$ 28,500	
Food & Beverage Area - servery	20	2600	\$ 52,000	
Food & Beverage prep and store	15	2600	\$ 39,000	
Public - Female toilets	20	3000	\$ 60,000	Allow for occupancy of 150 patrons (F)
Public - Male toilets	20	3000	\$ 60,000	Allow for occupancy of 150 patrons (F)
Public - accessible toilet	9	3000	\$ 27,000	
Mechanical Plant room(s)			\$ -	on roof.
Circulation (Based on 10% of Area)	460	1800	\$ 827,820	
Security (CCTV)	allow		\$ 50,000	
Building Sub Total	5059	\$ 2,142.90	\$ 10,840,720	

Function	Area m2	Rate \$/m2	Cost \$	Comments
Soccer Pitches				
a' grade natural turf pitch	allow		\$ 630,000	lighting not included - see below
artificial turf pitch No. 1	allow		\$ 420,000	fifa '2 star' artificial turf pitches
artificial turf pitch No. 2	allow		\$ 420,000	fifa '2 star' artificial turf pitches
Spectator Seating (both sides)	1000	1500	\$ 1,500,000	allowance for 1000 spectators
External Works and Services				
Site Preparation / Misc Demolition	57600	25	\$ 1,440,000	total area for redevelopment
Roadwork's for new entries / drop off	allow		\$ 589,400	
Carparking	175	5000	\$ 875,000	permeable carspaces and driveways
Fencing (security grade - 2100H)	960	400	\$ 384,000	metres around perimeter of pitches
Hard Landscaping	allow		\$ 500,000	(include external sun shading)
Soft Landscaping	allow		\$ 200,000	
Sports Lighting to soccer pitches	allow		\$ 350,000	allowance for 200 lux to all pitches
Sports Equipment for external fields	allow		\$ 30,000	goals, scoreboards, etc
External Services	allow		\$ 150,000	(including CCTV to pitches)
External Works & Services Sub Total			\$ 7,488,400	
ESD Allowance		2.5%	\$ 458,228	to cater solar lighting, hot water, wind
Design Contingency		5.0%	\$ 939,367	to CoGD capital cost requirements
Construction Contingency		7.5%	\$ 1,479,504	to CoGD capital cost requirements
Sub Total			\$ 2,877,099	
Construction Cost			\$ 21,206,219	
Professional Fee Allowance		8.0%	\$ 1,696,498	
Authority Fees and Charges		1.0%	\$ 183,291	
Substation	allow		\$ 200,000	IF REQUIRED to cater for facility/ site
FF&E	allow	4.0%	\$ 492,429	(including kitchen equip & signage)
Sub Total			\$ 2,572,218	
Total Project Cost Estimate			\$ 23,778,437	
Exclusions				
GST				Office Equipment costs
Cost Escalation beyond April 2013				Active IT Equipment
Land, Legal, Marketing and Finance Costs				Upgrade or provision of authority services infrastructure external to site
Relocation / Decanting Costs				Council / Client Costs
Staging costs				
Adverse soil conditions incl. Excavation in rock, soft spots, contaminated soil				Carbon Tax
Piers / Piling pending Geo-tech Report				
Works to Council, state, federal roads incl. traffic signals				Stormwater Detention / Retention on site

Attachment G: 10 year Forecast of Revenue and Expenditure

Table 1: 10 year probable forecast for Council

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Probable operating revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Probable operating expense	\$133,045	\$137,036	\$141,028	\$145,019	\$149,010	\$153,002	\$156,993	\$160,984	\$164,976	\$168,967
Probable net operating result	\$(133,045)	\$(137,036)	\$(141,028)	\$(145,019)	\$(149,010)	\$(153,002)	\$(156,993)	\$(160,984)	\$(164,976)	\$(168,967)

Table 2: 10 year probable forecast for Facility Operator

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Probable operating revenue	\$335,571	\$338,247	\$356,909	\$359,688	\$378,662	\$381,545	\$400,830	\$403,817	\$423,413	\$426,504
Probable operating expense	\$316,216	\$326,508	\$336,800	\$347,092	\$357,384	\$367,676	\$377,968	\$388,260	\$398,552	\$408,844
Add Share of probable canteen profits and cost recoveries	\$97,030	\$100,319	\$103,608	\$106,897	\$110,186	\$113,475	\$116,764	\$120,053	\$123,341	\$126,630
Probable net operating result	\$116,385	\$112,058	\$123,717	\$119,494	\$131,464	\$127,344	\$139,626	\$135,610	\$148,203	\$144,291

Table 3: 10 year probable forecast for Clubs

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gate revenue and canteen profit	\$96,084	\$96,496	\$101,026	\$101,437	\$105,967	\$106,379	\$110,908	\$111,320	\$115,850	\$116,261
Pitch hire and lighting costs	\$55,205	\$56,150	\$58,910	\$59,855	\$62,616	\$63,561	\$66,321	\$67,266	\$70,026	\$70,971
Probable share of soccer hub revenue	\$40,879	\$40,346	\$42,115	\$41,582	\$43,352	\$42,818	\$44,588	\$44,054	\$45,824	\$45,290

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