

FREMANTLE OVAL REDEVELOPMENT BUSINESS PLAN

March 2022

PREPARED FOR PROJECT PARTNERS



City of Fremantle



South Fremantle
Football Club



West Australian
Football Commission



Fremantle Football
Club

PREPARED BY PAATSCH GROUP
BRAD PAATSCH / MANAGING DIRECTOR
TELEPHONE 0419 596 268
BRADP@PAATSCHGROUP.COM.AU

CONTENTS

CONTENTS	i
1 EXECUTIVE SUMMARY	5
1.1 Project Aim	6
1.2 Background	7
1.3 Government Investment	8
1.4 Consultation	8
1.5 Market and Demand Consultation and Analysis	9
1.6 Design and Cost	10
1.7 Business Plan	11
1.8 Financials	14
1.9 Programme and Risks	14
1.10 Funding Strategy	15
1.11 Summary and Next Steps	16
2 INTRODUCTION	17
2.1 Project Aim	17
2.2 Site Background	17
2.3 Previous Work & Community Engagement Completed	18
2.4 Existing Infrastructure	20
2.5 Existing Tenants	22
2.6 Summary	23
3 STAKEHOLDER CONSULTATION	24
3.1 Project Partners	24
3.2 Oval Tenants	25
3.3 Precinct Neighbours	27
3.4 Integration Opportunities	29
3.5 Governing Bodies	30
3.6 Summary	31
4 SITUATIONAL ANALYSIS	32
4.1 Health Club	32
4.2 Childcare	33
4.3 Food and Beverage Tenancies	34
4.4 Function Room	34
5 COMMUNITY ENGAGEMENT	35
6 GAP ANALYSIS	36
7 ALIGNMENT TO GOVERNING POLICY	37
7.1 The Federal Government	37
7.2 State Government	38

7.3	City of Fremantle	40
7.4	WA Football Commission	42
8	STATUTORY CONSIDERATIONS	43
8.1	Planning & Development Act 2005 (WA)	43
8.2	Land Administration Act 1997	44
8.3	City of Fremantle Local Planning Scheme #4	44
8.4	Development Approval Assessment	44
8.5	Local Government Act 1995	44
8.6	Local Government (Functions and General) Regulations 1996	45
8.7	Legislative Summary	46
9	LEGAL CONSIDERATIONS	47
9.1	Land description	47
9.2	Facility Ownership	48
10	BENCHMARKING	50
11	MASTER PLANNING	53
11.1	Accommodation Schedule	53
11.2	Concepts	54
11.3	Staging Options	60
11.4	Maintaining Operations	60
11.5	Ticketed Event Mode	60
11.6	Concept Renders	60
12	CAPITAL COSTS	63
13	ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACTS	64
13.1	Sustainability Plan	64
13.2	Economic and Social Impacts	64
14	RISK ASSESSMENT	66
15	PROCUREMENT OPTIONS	67
15.1	Consultant Team	67
15.2	Construction	67
16	PROGRAMME	68
17	BUSINESS PLAN	70
17.1	Facility Ownership	70
17.2	Governance	70
17.3	Management and Operations Options	73
17.4	Tenant License and Lease Arrangements	77
17.5	Complementary Commercial Opportunities	79
17.6	Car Parking	81
17.7	Summary	82

18 FINANCIALS.....	84
18.1 Overview of Modelling Methodology	84
18.2 Summary.....	84
18.3 Key General Assumptions	85
18.4 Precinct	85
18.5 South Fremantle Football Club	90
18.6 FFC Content fee overview.....	93
18.7 Commercial Operations.....	94
18.8 Event Hire and Functions	96
18.9 Other Tenancies.....	97
18.10Precinct Operating Costs.....	98
18.11Capital Cost.....	99
18.12Sensitivity	99
18.13Business Plan Summary	102
19 FUNDING.....	104
19.1 Funding Partners.....	104
19.2 Funding Strategy	105
19.3 Consultation and Investigation.....	106
19.4 Design and Cost.....	107
19.5 Business Plan.....	108
19.6 Programme	109
19.7 Funding Strategy	110
19.8 Summary and Next Steps.....	110
Appendices	
Appendix A – Stakeholder Consultation Report	
Appendix B – Investment Planning Report (Demand & Market Analysis)	
Appendix C – Accommodation Schedule	
Appendix D – Concept Package	
Appendix E – Fremantle Oval Landscape Concept.	
Appendix F – Fremantle Oval Redevelopment OPC Report	
Appendix G – Economic Impact Assessment	
Appendix H – Risk Assessment	
Appendix I – Financial Benchmarks	
Appendix J – Base Model Cashflow (excl. Finance)	

Version Control

Version	Date	Comments
Version 3	31 January 2022	Draft Issued for Project Partner comments
Version 5	15 February	Revisions following Project Partner comments
Final	17 March 2022	Final Revisions – Update to SFFC Table – addition of Economic Impact Information

Disclaimer

This Report and associated financial forecasts have been prepared by the Paatsch Group in good faith for the purposes of assessing the commercial feasibility of the redevelopment of Fremantle Oval.

The forecasts include certain statements, estimates and projections that rely upon various assumptions. Those assumptions may or may not prove to be correct. In all cases, before acting in reliance on any information, the recipient should conduct their own investigation and analysis in relation to the project and should check the accuracy, reliability and completeness of the information and forecasts provided.

This financial and other projections have been prepared in good faith and contain forward looking financial information which are subject to known and unknown risks, uncertainties and other factors that could cause the actual results or achievements to vary materially from those expressed or implied in such forward-looking statements

To the full extent permitted by law:

- (a) neither Paatsch Group nor any of its partners or employees make any representation, warranty or undertaking, express or implied; and,*
- (b) no responsibility or liability (included in negligence) is accepted, by Paatsch Group or any individual partner as to the truth, accuracy, completeness of any statement, opinion, forecast, information or other matter (whether express or implied) contained in this report or its attachments or as to any other matter concerning them.*

The report and associated financial forecasts should not be distributed to any third party without the consent of Paatsch Group.

The report and associated financial forecasts should not be used for any other purpose except for the purpose stated above.

EXECUTIVE SUMMARY

The City of Fremantle ('City' or 'CoF') in conjunction with project partners, the South Fremantle Football Club (SFFC), Fremantle Football Club (FFC) and the West Australian Football Commission (WAFC) has engaged Paatsch Group to lead the delivery of a business plan for the redevelopment of Fremantle Oval.

The core issues that will be addressed by the redevelopment of Fremantle Oval include:

- **Category 4 AFL venue:** Western Australia does not currently have a Category 4 AFL Venue for AFLW, AFL men's preseason or WAFL finals and a redeveloped Fremantle Oval will fill this gap.
 - o The previous Subiaco Oval, being operated by the WAFC, had the ability to act as both a Category 1 and Category 4 venue. The development of Optus Stadium as a Category 1 venue with increased capacity and quality of facilities has meant that it is a challenging venue for Australian Rules events other than AFL matches as often it is not commercially viable to open the venue for smaller events.
 - o The redeveloped WACA (currently underway) will provide the capacity and facilities suitable for a Category 4 Australian Rules venue but is unsuitable due to conflicts with the timing of the cricket season in summer and events, such as AFLW and AFL men's pre-season, which also occur in summer.
 - o The State has therefore been left with the challenge of not currently have a Category 4 Venue for AFLW, AFL men's preseason or WAFL finals.
 - o The WA Governments' State Sporting Infrastructure Plan Stadium Hierarchy Model currently does not have a suitable Category 4 Australian Rules venue nominated.
- **History/Tourism:** The redevelopment of Fremantle Oval provides unique links to the World Heritage listed Fremantle Prison and other historic areas of Fremantle and is placed within the Fremantle CBD. The use of the Oval as a high-performance training facility by FFC has previously provided a barrier to wider usage of the Oval. This project provides the opportunity to "reconnect" the Oval with Fremantle.
 - o The redevelopment of Fremantle Oval will play a key role in the regeneration of Fremantle through adjacency to existing recent redevelopments such as Walyalup Koort (Kings Square and FOMO), Fremantle Town Hall, Emily Taylor, Freo Social, the Old Synagogue and to upcoming developments such as the Fremantle Regional Police headquarters.
 - o This provides significant opportunities for linking the redevelopment with tourists and linking back to Fremantle.
 - o The potential for a renovated and reinvigorated Victoria Pavilion to contribute to the economy and vibrancy of the City.
- **Community and Non-Event usage:** The proposed redevelopment will bring significant new use of the oval by the local and regional community and will also importantly provide community usage of the facility outside events.
 - o The enhancement of the existing Sport Education Development Australia (SEDA College) and Stephen Michael Foundation programmes and the introduction of new potential tenants such as Notre Dame University on site will also greatly increase community usage. Importantly, with Notre Dame University, the redevelopment will expand the University outside the old quarter of Fremantle thereby increasing the vibrancy of the City.
 - o The community health club, childcare facility and restaurant/bar facilities with Parry Street frontage will mean that hundreds of people will use the venue daily as opposed to the predominate event day usage at present as well as ensuring the precinct is financially viable.

The redevelopment and this report focus on the development of a business, governance, management and operational model that will:

- Maximise the usage of the facility by the community, both on event days and no event days;
- Ensure the precinct is financially sustainable, inclusive of sinking fund provision;

- Ensure a high level of facility and event management expertise to management the facility;
- Maximise return to key tenants and users while minimising risk; and
- Maximise the direct and indirect benefits of the precinct to the community.

This report delivers a proposed concept and operational plan to assist and support the procurement of funding and planning for the development prior to the full development of a Business Case.

1.1 Project Aim

The City, SFFC, FFC and the WAFC are jointly pursuing development and funding for a new integrated community football, sport, recreation, and education facility at Fremantle Oval, that sits within the heart of Fremantle.

The stakeholder's vision is to make the Oval an active community hub, for football and other related community events.

The overarching vision for the Project is:

“Drawing on the rich cultural heritage of Fremantle and its proximity to the City Centre, Fremantle Oval will re-establish itself as a key venue for sport, community and cultural pursuits – contributing to the day-to-day vibrancy of city life.”

The goal is to create facilities within the precinct that not only satisfy the requirements of the City of Fremantle but additionally assists in strengthening the relationship between all key stakeholders and the community.

The project partners have six main objectives for an integrated facility within the Fremantle Oval precinct:

1. FACILITIES + INFRASTRUCTURE

To deliver a Category 4 AFL Venue capable of hosting the full range of football content from community matches to AFLW, WAFL/WAFLW (including Grand Finals) and AFL pre-season. The facility will be able to host broadcast games at night.

2. THE EXPERIENCE

To develop a destination that integrates and connects to the historic city around it and delivers a great 'gameday experience' for fans and the broader Fremantle community.

3. COMMUNITY

To foster connections with community football clubs, sporting programs and other community groups to ensure a broad range of uses and sense of connection to the oval.

4. RESILIENCE

To plan the core facilities and infrastructure with a degree of flexibility that enable a second club to share the oval in the future – whether for training, games, or both.

5. ECONOMIC SUSTAINABILITY

A financially sustainable venue that generates income independent of 'turnstile' or match day revenue; hosts other events and complementary commercial opportunities; ensuring financial sustainability for SFFC and the precinct.

6. HERITAGE

To contribute to the conservation and understanding of the heritage of the Oval, Victoria Pavilion and the various precinct elements including the world heritage listed Fremantle Prison.

The achievement of these objectives will enhance the liveability of the City of Fremantle and the quality of life of its people. It will improve the desirability of the City as a destination and location of choice and will have flow-on positive effects that will factor into decision making for those persons choosing Fremantle as the place in which they choose to live, raise a family, invest, operate a business, visit, work, study, retire, compete, play, and recreate.

1.2 Background

Fremantle Oval was established as a recreation ground in 1894. The football field was laid out in 1895 and the Victoria Pavilion was constructed in 1897. The oval and pavilion have been used continuously for sporting, community, and civic events from 1890s to the present day.

Over the years the oval has been adapted to the needs of the Fremantle community and the various users of the grounds. In 1960 South Fremantle Football Club built their clubhouse on freehold land on the southern side of the oval. The existing layout of the ground and ancillary buildings and hoardings date from the 1968, when the oval was realigned.

The most recent significant change to the oval and pavilion was the realignment of Parry Street which necessitated alterations to the western boundary of the oval grounds and reduction in the area of the site. This also had the effect of placing the back of the Victoria Pavilion on the newly created street frontage which fundamentally altered the public face of the structure.

From 1995 to 2017, FFC were based at the Oval and the Oval was a high-performance sport training facility as well as continuing to be the home for SFFC. With the move of FFC to new facilities at Cockburn ARC, the opportunity exists to reinvigorate Fremantle Oval as both a community venue and as a football oval servicing the needs of the breadth of the football pathway from Auskick, through to AFL with a specific focus on female participation.

The redeveloped Fremantle Oval will continue to be the home of SFFC. In recent years, the WAFL competition has expanded to include a female competition. The Oval, as the home of SFFC now needs to provide training and playing facilities including support facilities such as changerooms for three male and three female teams in lieu of the traditional three teams. SFFC also have their administrative base located at the Oval.

The advent of the AFLW competition has allowed for a return to the Oval by the FFC with their AFLW team playing home matches at the venue.

Fremantle Oval is also the base for the Stephen Michael Foundation that provides programs for disadvantaged kids. Secondary education provider SEDA College also have a program based at the venue.

The development and design of this venue will transform the Fremantle Oval into historic and boutique sporting venue that is compliant with AFL Venue Guidelines for AFLW matches and allows for multi-sport, community, and event usage.

The Oval is located in the World Heritage precinct for the historic Fremantle Prison and must consider the implications of this location on design and usage.

The ground will have a permanent capacity of up to approximately 10,000 through a combination of fixed seating in Victoria Pavilion, terraced areas and grass banks with the ability to increase capacity through event overlay solutions to approximately 12,000.

The redevelopment will reconnect the playing field with the Victoria Pavilion and include a restoration of the Pavilion. The ground floor of the Pavilion will be transformed to allow for the inclusion of complementary commercial facilities to assist in ensuring the sustainability of the Oval.

Facilities are to be designed to increase non-match day usage through opening the Oval to the broader community by the provision of engagement opportunities, events and community facilities.

As part of the Freo 2029 vision, the redevelopment aims to reconnect the Oval with the City precinct.

The redevelopment will provide a cost-effective development solution that minimises ongoing operational, lifecycle and maintenance costs for the City whilst optimising revenue earning opportunities for tenants and key users cognisant that some match days are no longer commercial events.

The opportunity is to develop a facility as well as look to other community groups which could utilise such a facility, and to open the site up for use by the community, not just sports. This report builds upon the multiple previous pieces of works undertaken relating to the development of the precinct.

1.3 Government Investment

The required investment by the Federal, State and Local Government is considered to be sound for the following reasons:

- The new community facility is a vital cog to the precinct and helps the City of Fremantle to realise its standing as one of the major centres in WA in line with the City's strategic plans.
- Fremantle Oval will become a Category 4 venue (AFL Venue Guidelines) for AFL Women's football, a current gap in the WA Governments' State Sporting Infrastructure Plan. Furthermore, the timing of AFLW season in summer precludes the WACA filling that void.
- Historical advantages with the precinct being linked to the Fremantle prison and the Fremantle CBD which in turn leads to tourist services and the selling of the history of both the sites.
- Excellent community opportunities will arise from ongoing and new accommodation at the facility. An example of this is the Stephen Michael Foundation helping aboriginal and under privileged youth. A SEDA College program is also located at Fremantle Oval.
- State Government Investment for the facility will be seen as a key pillar to Corporate Social Responsibility for the community through association with quality WA brands including Fremantle Football Club, South Fremantle Football Club, Perth Glory and the Stephen Michael Foundation.
- Long-term financial sustainability of the facility through the integration of complementary commercial facilities that will maximise community non-event day usage while helping to ensure no further investment is required by the State or other levels of Government.

1.4 Consultation

Initial stakeholder consultation was undertaken with project partners, precinct neighbours, existing and potential future tenants as well as a range of complementary commercial facility providers to assist in informing the Business Plan and to determine the accommodation requirements for the Oval. The following groups were considered:

- **Project Partners:** The City of Fremantle, South Fremantle Football Club, Fremantle Football Club and the West Australian Football Commission who are the key project partners.
- **Precinct Neighbours:** Facilities that adjoin Fremantle Oval or are in the precinct area.
- **Oval Tenants:** Groups who are already situated at Fremantle Oval. The purpose of their consultation was to determine their level of interest in being included in the redevelopment and key accommodation requirements for a new facility.
- **Integration opportunities:** Complementary commercial, community and education groups who have been identified as potentially requiring new or additional accommodation and could be integrated/utilise a new community facility.
- **Governing Bodies:** Entities who oversee the governance and management of some of the main oval tenants or will have an impact regarding development of the facility as well as access to funding.

The groups consulted with included:

Project Partners	Precinct Neighbours	Oval Tenants	Integration Opportunities	Governing Bodies
• SFFC • Fremantle FC • City of Fremantle • WAFC	• Fremantle Hospital • Fremantle Prison • Fremantle Markets • WA Police	• Stephen Michael Foundation • Perth Glory • Bendigo Bank • SEDA College • Spring Into Fitness	• Notre Dame University • Gym and Leisure Management • Food and Beverage Providers • Child Care Providers	• Department of Local Government Sport and Cultural Industries. • WAFC

Further consultation will need to be conducted as the project moves into the next phase which will include community consultation noting that the development of this Business Plan follows the development of a Masterplan for Fremantle Oval that was released to the Community in 2021.

Key comments raised during the consultation conducted are summarised below:

- The redevelopment provides an opportunity to reconnect the Oval to the City.
- Precinct neighbours are strongly supportive of the redevelopment providing opportunities for connection with the adjoining facilities particularly the World Heritage listed Prison and the markets.
- From a sporting venue perspective, the redevelopment should meet the requirements of an AFL Category 4 venues capable of hosting AFLW content down to entry level community programs. There is potentially a gap in the provision of such a facility in the current WA sporting infrastructure provision.
- Stephen Michael Foundation, SEDA College and Fremantle Community Bank are existing tenants at the Oval who should all be retained in a development pending appropriate facilities and commercial terms.
- Perth Glory are soon to become a tenant of the Oval and are interested in remaining at the Oval. This provides an opportunity on several levels including event content, increase use of shared facilities with SFFC and also partnership opportunities with Notre Dame University should they be included in the redevelopment.
- Precinct neighbours are supportive of the redevelopment and the opportunity for the redevelopment to provide greater integration across the facilities. Parking will be a key issue for the redevelopment.
- Notre Dame University are keen to develop a partnership which may then include facilities at the Oval. This creates an opportunity for the Oval to provide further benefit from both an education (links with SEDA and SMF) and community perspective.
- Complementary community and commercial facilities will be required to ensure that the outcomes of the project partners are able to be achieved. Options for inclusion include:
 - o Gym/Health Club
 - o Childcare
 - o Food and Beverage
 - Function room/s integrated in SFFC facilities
 - Café
 - Bar/restaurant
 - o Allied health tenancies with links to Fremantle Hospital
 - o General other complementary commercial businesses.

1.5 Market and Demand Consultation and Analysis

A market and demand consultation analysis was undertaken to determine the financial viability of the site and determine what other commercial opportunities could also be integrated within the precinct. This was undertaken through demand project modelling and competitor analysis of existing amenities in the precinct. The results of the analysis indicated demand for:

- **Facilities for University of Notre Dame Australia**
 - o Has the potential to deliver capital and/or operational funding in exchange for use of facilities. It is recommended that further discussions are entered into with the University to determine their potential involvement (if any) in the redevelopment. The University has expressed strong interest in being involved but as discussions are not yet progressed, they have not been included in the capital or operational funding model.
 - o If the University of Notre Dame Australia do not take up this opportunity, then other University or education partners should be approached for involvement in the project.
- **A community health club facility**
 - o Would contribute significantly to operational funding for the site with the potential for an External Management Operator to contribute funding towards the health club.

- **A community childcare and creche facility**
 - o Would contribute significantly to operational funding for the site with the potential for an External Management Operator to contribute funding towards the childcare/creche facility.
- **An allied health facility**
 - o Would contribute to operational funding for the site and provide links to Fremantle Hospital.
- **A bar/restaurant facility that would services both event days and non-event days (through Parry Street Frontage)**
 - o Would contribute to operational funding for the site with the potential for an External Management Operator to contribute funding towards the fit out of the bar/restaurant facility.

1.6 Design and Cost

Based on the demand analysis and consultation with all parties, it is proposed that the facility is developed as a Category 4 AFL Venue and incorporates the following:

Key Tenants	Complementary Commercial Facilities	Community
• South Fremantle Football Club. • Stephen Michael Foundation. • SEDA. • Fremantle Community Bank. • WAFC South West Metro Development Team. • Notre Dame University. • Perth Glory. • Fremantle Football Club – as a Match Day Key User.	• Community Health Club. • Child care facility. • Function room. • Food and beverage – Restaurant/Sports Bar (with Parry Street Frontage). • Allied Health tenancies. • General tenancies.	• Community meeting rooms. • Adventure playground. • Landscaped paths.

These inclusions have been illustrated within Figure 1, which has an estimated construction cost of **\$89.9M (excl. GST)**.

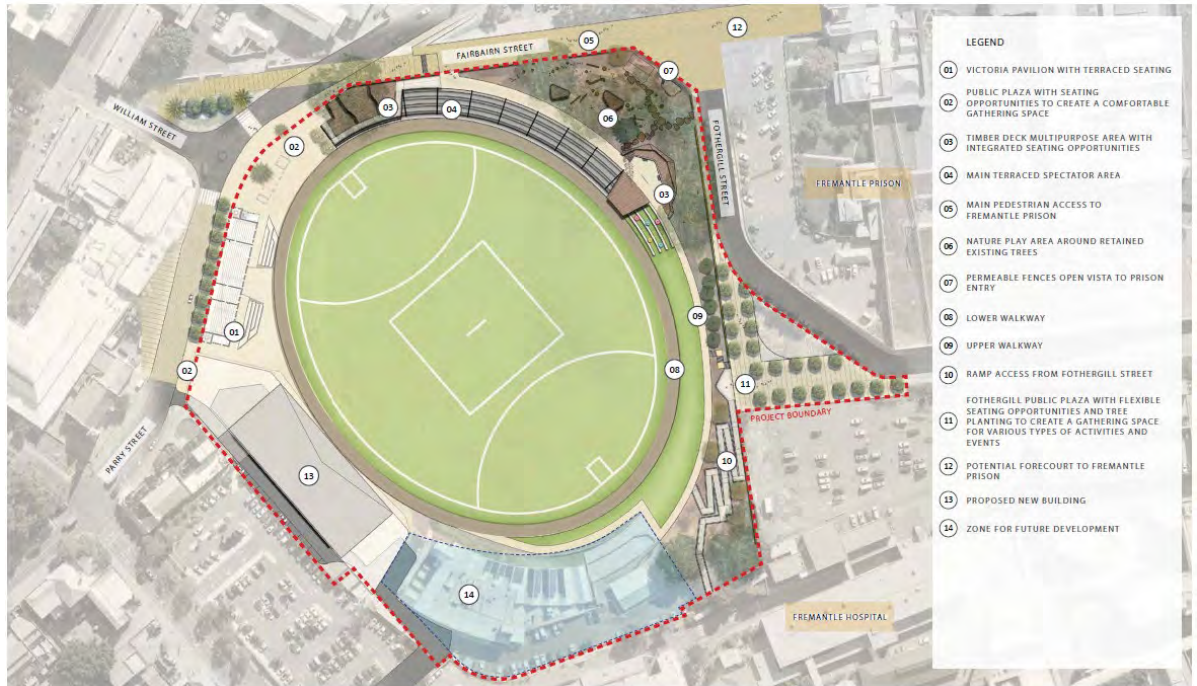


Figure 1: Proposed masterplan for the Fremantle Oval Precinct.

1.7 Business Plan

In terms of how the precinct will operate and expected financial viability, the main points are summarised here:

1.7.1 Facility Ownership

The Fremantle Oval Precinct inclusive of the facility will be owned by the City of Fremantle.

1.7.2 Governance

The City facilitates the establishment of a management committee. The Management Committee then has governance responsibility over the facility, with the City then having oversight of the Management Committee.

1.7.2.1 Management Committee Structure

It is proposed that the Committee consists of the following personnel:

- 1 member from SFFC
- 2 City employees/elected members
- 1 representative from Notre Dame University or other key tenant (if applicable)
- 1 representative from commercial tenant (if applicable)
- 1 local resident
- 1 Chairperson (independent)
- 1 facility manager (non-voting member)

Roles and responsibilities of the Committee and its Members would include:

- **Strategic Planning:** Advising and supporting the paid professional management, clubs and recreational participants on the future direction of the redeveloped Fremantle Oval Precinct.
- **Management of Financial Resources:** Determining the allocation of resources within their authority. Securing additional resources through additional content or events, commercial sponsorship opportunities or other sources.
- **Enhancing the public image:** Of the site and its activities.

- **Management of Staff:** Professional staff associated with the precinct.

1.7.2.2 Committee Legal Capacity

The Committee would be established under section 5.9(2)(c) of the *Local Government Act 1995*.

1.7.3 Management Options

A number of options were considered for the responsibility for managing the day-to-day responsibilities of the facility.

The management options include:

1. Management by Local Government (City of Fremantle).
2. Management by a consortium representing the key tenants or users
3. Management by key user (SFFC, Fremantle Football Club).
4. Management by an external management party/organisation.

1.7.3.1 Preferred Management Model

Based on discussions with key stakeholders, previous analysis and market sounding, it is recommended that the appointment of an external agency is the preferred option due to the following reasons:

- An ability to gain specialist management expertise and appoint an entity with a strong resource and knowledge base.
- Ability for the entity to also manage and operate the commercial components of the facility such as a health club and food and beverage service.
- Ability to link the entity's management fee to the performance of the facility, meaning that the external agency has a driver to ensure its success.
- Strong interest in managing the precinct displayed during the market sounding process by appropriate external agencies.

The proposed governance and management structure is illustrated below.

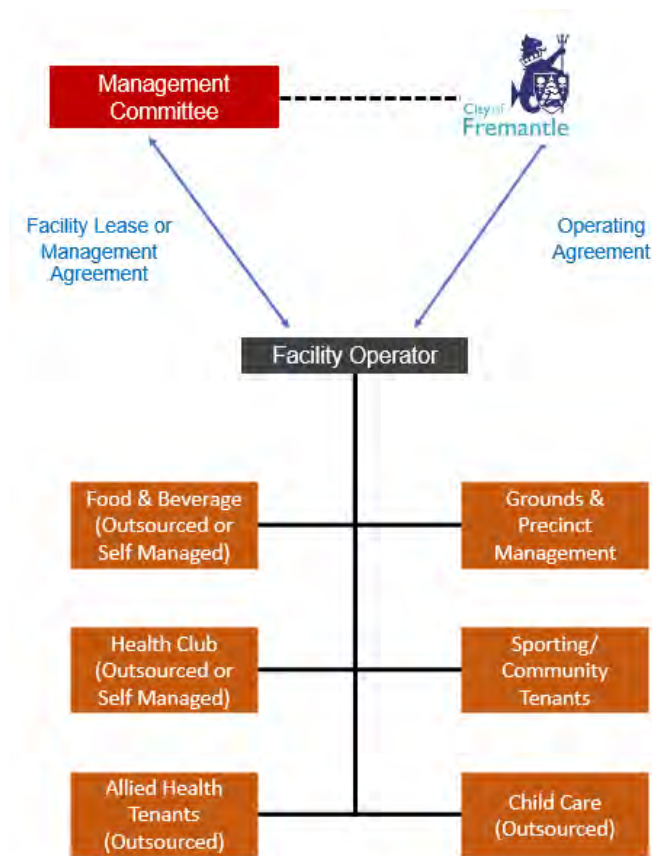


Figure 2: Proposed operation and management structure.

1.7.4 Facility Lease Agreements – External Management Entity

With the appointment of an external management entity, the establishment of a lease agreement will be developed, outlining the terms of the lease and annual lease payments. Based on the market engagement undertaken, the following is recommended:

- A 20-year lease agreement (10 X 10-year leases) with extension option on agreed key performance indicators at the end of the initial 10-year term.
- The longer term will be key in attracting an external management agency who is willing to invest \$5m+ in capital.
- A lease based on a fixed rent however, with a shared revenue model (e.g. 3% of revenue if turnover exceeds 'x' amount). This ensures that the appointed entity is incentivised to commit to maximising profitability, and ongoing success and sustainability of the precinct.
- Appropriate key performance indicators to be included in the lease agreement to ensure high levels of facility maintenance and upkeep and protection of interests of the tenant clubs.
- External Management Operators will be encouraged, where appropriate to utilise local businesses, labour and materials.
- If the External Management Operator is to consider sub-contracting any of the facilities or services, they shall also be encouraged to do so to local businesses.

1.7.5 Operating Agreement

As well as a lease agreement, the External Management Operator will be required to sign an operating agreement which outlines the key responsibilities of the agency as facility manager. The operating agreement would be signed between the City and the external agency.

1.7.6 Tenant License and Sub-Lease Agreements

Tenant license and sub-lease agreements will be established for the key sporting and community tenants (SFFC, FFC other key tenants – if any). Any sub-contracting by the External Management Operator will be direct to the External Management Operator.

All sub-lease and license agreements will be the responsibility of the appointed External Management Operator to organise, co-ordinate and execute. The City shall prepare the sub-lease and license agreements with the Clubs in conjunction with the External Management Operator. For SFFC, FFC and other key tenants, a mix of sub-lease and license agreements will be established, as a sub-lease will give the respective group continuous access to a component of the facility, while a license agreement will provide access at specific times.

1.7.7 Commercial Areas

The complementary commercial businesses to be integrated within the development include:

1. Health club.
2. Allied health tenants.
3. Function space.
4. Child care/creche facility.
5. Restaurant/bar with Parry Street Frontage.

It is recommended that all areas above be under the control of the External Management Operator but with area 5 outsourced to a specialist provider and consideration given to the External Management Operator outsourcing area 1, 2 and 4.

1.8 Financials

1.8.1 Revenue and Expenses

It is assumed the key tenants and users (SFFC and FFC) do not pay any rent to the City or the External Management Operator nor will they be responsible for the expenditure of running the precinct (outside their respective direct match day costs).

Note: all revenue which is directly derived by the tenant and key users such as membership income and fundraising initiatives remain with tenant or key user.

Conversely all key revenue drivers will sit with the External Management Operator as these will be required to support the precinct viability.

1.8.2 SFFC Dividend System

The SFFC benefits considerably from the new Operating model with expenses of \$141,800 per annum which are their current responsibility now residing with the External Management Operator.

Conversely certain revenue streams that they currently benefit from such as food and beverage will no longer be within their remit. To compensate for loss of revenue and to provide additional revenue to ensure that SFFC is financially viable well in to the future it is proposed that SFFC will receive a dividend from the External Management Operator from the operations of the precinct.

It is envisaged that this dividend will be in the vicinity of \$260,000 annually with part of it fixed and part of it tied to performance of the precinct.

1.8.3 FFC Content Fee Overview

It is recognised that FFC AFLW and AFL men's pre-season content does generate significant economic and social benefit to the Fremantle region and community. To compensate FFC for this value and to guarantee a long-term commitment from FFC to hold this content at Fremantle Oval it is proposed that FFC would receive a Content Fee payment for each game it schedules at Fremantle Oval.

The exact details of this fee will need to be negotiated but it should be based on the attendance of each event with an agreed minimum and maximum. This fee should also be net of all other income to FFC with the External Management Operator entitled to all FFC match day revenue outside the gate, which goes to the AFL and merchandise, which goes to FFC.

FFC will pay all normal match day operating costs excluding any fee to hire the venue.

1.9 Programme and Risks

If Council endorses this report and if Federal and/or State funding could be secured by December 2022 (project design could commence with a funding commitment from only the Federal Government or the State Government), it is envisioned that construction could commence by mid/late 2024 with **practical completion and occupation could be achieved by June 2026.**

Leading up to confirmation of funding, the key risks to the project which have been identified include:

- The City unable to provide a funding commitment to encourage/generate funding support from either Federal or State Government.
- Stakeholders not able to provide sufficiently clear information for brief resulting in additional effort in later design stages to make building fit for purpose.
- One of the accommodated clubs/groups dissolves and no longer exists.
- Lack of broader community engagement with the correct groups to agree needs of the diverse population leading to failure to deliver expected community benefits.
- Loss of community support for the redevelopment project.

1.10 Funding Strategy

In order to deliver the redevelopment which has an **estimated capital cost of \$89.9m (excl. GST)**, the following funding strategy has been developed, identifying the key parties and targeted.

Funding Partner	Minimum Amount (Ex GST)	Maximum Amount (Ex GST)
Federal Government	\$30,000,000	\$30,000,000
State Government	\$30,000,000	\$30,000,000
City of Fremantle – From Land Sale	\$8,600,000	\$8,600,000
WAFC / AFL (Including AFL Facilities Funding Program)	\$500,000	\$1,000,000
SFFC	\$200,000	\$300,000
FFC	\$500,000	\$1,000,000
External Management Operator	\$5,000,000	\$12,000,000
Other	\$1,700,000	\$7,100,000
Total Funding Sort	\$76,500,000	\$90,000,000

Note – the funding mix is indicative only and subject to stakeholder approval.

1.10.1 City of Fremantle Land Sale

As part of the City of Fremantle agreeing to give up its tenure to the land behind Fremantle Oval at 94 South Terrace Fremantle (known as the Stan Reilly Site) to the State Government for the development of a new regional police headquarters, the City of Fremantle have been granted a new plot of land within Fremantle Oval as freehold. This land represents the current approximate location of the old FFC headquarters and car parking and is now referred to as 1514 Bulldog Lane Fremantle.

This land is 5,100m² in size and has been independently valued by Savills at \$8.6 million (excluding GST).

It is proposed that the City of Fremantle would sell this land and use the proceeds to help fund its contribution to the project.

1.10.2 SFFC Land

SFFC currently have freehold title Lot 1849 Parry Street within the Fremantle Oval site.

There are five options for dealing with this land:

OPTION	LAND
1.SFFC contribute land as part of their financial contribution to the redevelopment.	Land forgone by SFFC as contribution to development.
2.SFFC provided with land of equivalent value at alternative site.	Land of equivalent value at alternative site.
3.City of Fremantle and/or other Project Funding Partner(s) buy the land from SFFC.	Lot 1849 freehold land returns to being part of the Oval Reserve.
4.SFFC retain current land.	No change.
5.SFFC land and/or facilities is Strata titled into new pavilion or new facilities in new pavilion.	Land either retained or replaced with facilities that are Strata titled into development.

The subject of the treatment of the SFFC land should be the subject of further discussion and eventual agreement between the SFFC, the City and other funding partners.

1.11 Summary and Next Steps

The redevelopment of Fremantle Oval provides a unique opportunity to reconnect the Oval to the City. Building on the history of the Oval and its location in the shadow of the World Heritage listed Fremantle Prison, the rejuvenation of the Oval will complement its historic neighbours and build on Fremantle reputation and destination for tourism.

The recommended next steps (not necessarily in order) include:

- Council and Key Project Partners endorse the concept plan and business plan.
- Preparation of funding document and funding procurement.
- Seek funding commitment from Federal Government in lead up to 2022 election (likely May 2022).
- Secure funding commitment from Federal Government.
- Seek funding commitment from State Government as to financial commitment to the project.
- Submit letter and funding document to the Premier.
- Formal market sounding and then RFT process with potential External Management Operators to identify capital contribution from External Management Operator and confirm key operating principles.
- Confirm funding from other parties.
- Public consultation on the plan.
- Finalise agreements between Council and Key Project Partners.
- Update and finalise the business plan.

The City of Fremantle ('City' or 'CoF') in conjunction with project partners, the South Fremantle Football Club (SFFC), Fremantle Football Club (FFC) and the West Australian Football Commission (WAFC) has engaged Paatsch Group to lead the delivery of a business plan for the redevelopment of Fremantle Oval. The Business Plan will investigate how a consolidated facility which incorporates the key oval tenants could operate as well as inform how other community, sporting groups and complementary commercial facilities could integrate within the build.

2.1 Project Aim

The redevelopment of the Fremantle Oval Precinct is being actioned as a priority major project for the City of Fremantle. The project partners collectively have six main objectives for an integrated facility:

1. FACILITIES + INFRASTRUCTURE

To deliver a Category 4 AFL Venue capable of hosting the full range of football content from community matches to AFLW, WAFL/WAFLW (including Grand Finals) and AFL pre-season. The facility will be able to host broadcast games at night.

2. THE EXPERIENCE

To develop a destination that integrates and connects to the historic city around it and delivers a great 'gameday experience' for fans and the broader Fremantle community.

3. COMMUNITY

To foster connections with community football clubs, sporting programs and other community groups to ensure a broad range of uses and sense of connection to the oval.

4. RESILIENCE

To plan the core facilities and infrastructure with a degree of flexibility that enable a second club to share the oval in the future – whether for training, games, or both.

5. ECONOMIC SUSTAINABILITY

A financially sustainable venue that generates income independent of 'turnstile or match day revenue'; hosts other events and complementary commercial opportunities; ensuring financial sustainability for SFFC and the precinct.

6. HERITAGE

To contribute to the conservation and understanding of the heritage of the Oval, Victoria Pavilion and the various precinct elements including the world heritage listed Fremantle Prison.

The achievement of these objectives will enhance the liveability of the City of Fremantle and the quality of life of its people. It will improve the desirability of the city as a destination and location of choice and will have flow-on positive effects that will factor into decision making for those persons choosing Fremantle as the place in which they choose to live, raise a family, invest, operate a business, visit, work, study, retire, compete, play and recreate.

2.2 Site Background

The Fremantle Oval site and the immediate surrounds covers an area of approximately 43,000sqm. The project incorporates two sites - Lot 1514 which is Crown Land and is managed by the City of Fremantle and Lot 1849 which is also Crown land owned freehold by the SFFC.

The site is situated within walking distance of Fremantle's CBD and is bordered by Fremantle Prison, Fremantle Hospital and Fremantle Markets. Bordering key roads include Parry Street and South Terrace. On the southern boundary of the site are three lots (1850, 1851 and 1852) which are currently utilised by the City as car parking. This site has been taken back by the State to develop the South West Region Police Headquarters with the City to be granted unencumbered freehold title over approximately 5000m² of land on which the old FFC building sits as compensation.

The Oval is located in the World Heritage precinct for Fremantle Prison and must consider the implications of this location on design and usage.

Further details on the site are provided at Section 9.1.



Figure 3 – Fremantle Oval and Surrounds (Source: Landgate WA)

Fremantle Oval was originally known as Barrack's Green Field as it was part of the original convict grant of land and used as a parade ground for the Fremantle prison guards.

The Oval was established as a recreation ground in 1894. The football field was laid out in 1895 and the Victoria Pavilion was constructed in 1897. The oval and pavilion have been used continuously for sporting, community, and civic events from then to the present day.

Over the years the oval has been adapted to the needs of the Fremantle community and the various users of the grounds. In 1960 South Fremantle Football Club built their clubhouse on freehold land on the southern side of the oval. The existing layout of the ground and ancillary buildings and hoardings date from the 1968, when the oval was realigned.

The most recent significant change to the oval and pavilion was the realignment of Parry Street in 1985 which necessitated alterations to the western boundary of the oval grounds and reduction in the area of the site. This also had the effect of placing the back of the Victoria Pavilion on the newly created street frontage which fundamentally altered the public face of the structure.

From 1995 to 2017, FFC were based at the Oval and the Oval was a high-performance sport training facility as well as the home for SFFC. With the move of FFC to new facilities at Cockburn ARC in 2017, the advent of the AFLW competition has allowed for FFC to retain a presence at the Oval with their AFLW team playing home matches at the venue.

The City occupied the former FFC building as their administration headquarters until November 2021 and have subsequently relocated to their new building in Kings Square. Perth Glory FC have signed a three-year lease to occupy part of the building.

The opportunity presents to reinvigorate Fremantle Oval as both a community venue and as a football oval servicing the needs of the breadth of the football pathway from Auskick, through to AFL with a specific focus on female participation.

2.3 Previous Work & Community Engagement Completed

The redevelopment of Fremantle Oval in recent history was first contemplated in 2010 when the FFC first explored the development of a new state-of-the-art high-performance training and administration

facility on the site. FFC subsequently announced in 2015 a move to develop the facility in conjunction with the City of Cockburn and relocated to the Cockburn ARC facility in February 2017 with the existing facility at Fremantle Oval being sold to the City.

With the knowledge of the move of FFC out of Fremantle, the redevelopment of the Oval has been a priority project for the City. Previous investigations and reports published include:

- Freo 2029 – Transformational Moves (2015 and updated 2018)
- Colocation of EFFC and SFFC at Fremantle Oval: Business Cases – Davis Langdon – 2016
- Fremantle Oval Precinct Indicative Development Plan - Hames Sharley - 2018
- Fremantle Oval Redevelopment Master Plan 2021

Noting the location of Fremantle Oval adjacent to the Fremantle Prison, the Fremantle Prison Master Plan 2019-2029 and associated plans are also relevant documents for consideration in the redevelopment of the Oval.

Limited community consultation has been conducted to date to inform the above work and Freo 2029 notes “Each project will need to go through a thorough process of funding, design, consultation and approval before it becomes reality”¹.

The co-location Business Case completed by Davis Langdon undertook consultation with key stakeholders. Key considerations to note from this consultation include:

- SFFC, EFFC and WAFC
 - o The clubs should be no worse off financially than they currently are.
 - o Commercial opportunities to enhance current club finances and protect their viable future should be incorporated.
 - o FFC want to maintain a presence on site, possibly only for retail.
 - o The site should be developed as a premier sporting facility – a WAFL Centre of Excellence with appropriate broadcast requirements provided.
- State Government Agencies
 - o From a funding perspective the development of a WAFL Centre of Excellence needs to be considered.
 - o The commercial return which can be achieved from the full precinct development must be considered.
 - o Heritage approval will be required. No development should impact on the world heritage listing and neither should any development impact adversely on elements of local historic significance.
 - o A management plan for the whole precinct development should be presented to the WAPC to consider all site options to provide greater certainty for the support of aspects of the long-term development.
- The City of Fremantle
 - o The community accessibility needs to be enhanced and event potential developed.

¹ Freo 2029 – Transformational Moves, p.6

2.4 Existing Infrastructure

The major users of Fremantle Oval currently include the City and SFFC. SFFC have their administration, retail and training facilities located onsite, along with match day and function facilities. SFFC sub-leases several spaces to organisations such as SEDA College, the Stephen Michael Foundation and the Bendigo Bank.

Perth Glory have signed a three-year lease to establish their headquarters at the Oval from December 2021.

In addition to the City of Fremantle and SFFC, the site is also used by the public for car parking and a private gymnasium is located in the Victorian Pavilion.

Individual consultation has been held with each stakeholder regarding future needs (see Section 3).

2.4.1 South Fremantle Football Club Building



The existing SFFC facility is located on the southwest corner of the site. The SFFC was born in 1900 and has been based at the Oval since its inception. The existing building was constructed in the 1960's. The club sits on top of a small area of freehold land, Lot 1849.

The facility includes typical WAFL club amenities such as bar and function area, changerooms, player gym and member's grandstand.

SFFC also sub-leases space to tenants including the Stephen Michael Foundation, Fremantle Community Bank and SEDA College who use the facility during the day.

An Facility Audit completed by Inside Edge: Sport and Leisure Planning in March 2017 assessed the SFFC facility as being in a "fair" condition and noted the following constraints:

- Under provision of change room facilities based on hierarchy level.
- Open shower facilities and low number of pan toilets mean that the change rooms are not gender equitable.
- Umpire changerooms are below minimum recommended size for hierarchy level.

As noted above, the land on which the building is located, excluding the undercover seating area at the front of the building is located on Freehold land owned by SFFC.

2.4.2 City of Fremantle Administration - former FFC Building



Located at the southern end of the Oval and constructed in 1999, the building was the home for the FFC from then until the Club relocated to Cockburn ARC in February 2017. The building was originally designed as both the administration and high-performance training centre.

The building was sold to the City when FFC completed their move. The City relocated their administration and library facilities into the building in 2018 whilst a new Council building was constructed in King Square. The City moved into their new building in November 2021.

Perth Glory has signed a three-year lease with the City to use part of the building for their administration and training headquarters. The building is structurally in good condition and has approximately 50 secure car parking bays located behind it. The building provides a good option for existing Oval tenants to relocate in to while new facilities are being constructed.

The City has recently been advised by the State that the land on which the building sits will be transferred to the ownership of the City as a result of loss of the Stan Reilly site for the development of the WAPOL facility. It is anticipated that there will be conditions on the land in relation to any proceeds from the land being required to be re-invested into the site and the project.

2.4.3 Victoria Pavilion



Built in 1897, the Pavilion is named after Queen Victoria who was celebrating her Diamond Jubilee as monarch in that year. The Pavilion was entered into the Heritage Council of Western Australia's register of Heritage places in 1993 and is listed on the City of Fremantle's Municipal Heritage Inventory. Due to flooding in 2015 the pavilion has had some safety upgrades. Upgrades to the SFFC administration area in 2016 resulted in improvements being made to the structure.

The area underneath the grandstand fronting Parry Street currently houses the SFFC administration and

Spring Into Fitness Gymnasium. Bendigo Bank/Fremantle Community Bank will take up office space adjacent to the SFFC Administration in late 2021.

The City of Fremantle is in the process of updating the Conservation Plan for Fremantle Oval which will details works required for the Pavilion. The Pavilion is currently "disconnected" from the playing field through the presence of car parking and one of the outcomes of this project is to reconnect the Pavilion to the playing field, reinvigorating the Pavilions original usage.

2.4.4 SFFC Administration Facility

SFFC administration facilities in the Victoria Pavilion were renovated in 2015/2016. The addition of street frontage has been a positive for the club with many SFFC members having easy access to their club with a strong foot traffic presence coming from the markets. The redevelopment funded by the City, made some structural and safety improvements to the Victoria Pavilion to enable the much-needed updated facilities.

2.4.5 Spring Into Fitness Gym

The gym which was established in 2010 has been an ongoing, health icon in the Fremantle precinct. The former changerooms for South Fremantle and East Fremantle football clubs was turned into an area for the gym which has hosted many members and clients for many years. The foot traffic and proximity to the markets has always served well for the membership of the business. Stakeholder consultation has happened for future developments.

2.4.6 George Grljusich Media Facility



The George Grljusich Media Facility was built in 2001. Its function on match day is as coaches' boxes for the home and away teams and as media facilities.

In 2004, the facility was named out of respect for the former sports journalist, commentator and player who was heavily involved with the Oval and both Fremantle WAFL clubs. This facility has become a major part of the Oval's

history. The facility is disconnected from the remainder of the buildings at the Oval and is becoming dilapidated.

2.4.7 Oval – Playing Surface

Fremantle Oval has been a sporting ground since the 1890s. Up until the 1960s, it had a turf wicket block for cricket and a cycling track around the perimeter.

In the 1980s, the eastern side of the ground was used for motocross during the football off-season. There has been no significant redevelopment of the playing surface or reconstruction of the soil profile in recent history.

SFFC are the key users of the oval. The Club use the oval from November through to end of September annually in line with the WAFL season for training during the week and matches on the weekend. The advent of the WAFLW competition has seen an increase in both the training and match load during the season.

SEDA College and Stephen Michael Foundation both make use of the oval for the delivery of their programs. The City also hires out the Oval to promoters for events such as the former Big Day Out and Lane Way Festival.

2.4.8 Other Structures

Other elements of infrastructure at the Oval include:

- **Concrete paved terraces** – located on the eastern side, the terraces have become a potential safety issue with pavers being uneven and present a tripping high risk of falling to public walking on these terraces. The edge of the step to the next level on each terrace has been painted white to highlight the importance for the public to pay attention when going up levels of the terraces.
- **Steel advertising structures** - were reviewed and replaced in 2015 and require ongoing maintenance. These structures provide a valuable source of income for the SFFC, however age, rust and weather damage require annual audits so the signs are secure and safe for the public.
- **William St Gates** - marks and maintains the main entry approach to the Oval from the City.
- **Parking** - internal hard stand at grade parking has been in existence for since the 1970's. The paved surface which covers the expanse from the Victoria Stand to the oval and then up in the front of the SFFC grandstand provides approximately 120 car parks at capacity.
- **Northern End Shed** - a sheltered structure that has been in place since the early 1980's. It has been a place used for game days for spectators. It is also used for advertising purposes and now has a football net covering the open side of the structure to the oval for safety purposes.
- **Scoreboard** - the structure has stood since the early 1970's. It is also used for advertising purposes. The actual structure needs to be audited every year for safety and risk purposes.
- **Toilet Amenities** – located in the northeast and southeast corners of the Oval. Both amenities used minimally during event days.
- **Prominent Trees** – there are twenty five trees on the Fremantle Oval Site, predominantly Moreton Bay Fig trees. Recent surveys as part of the master planning process found the trees to be in predominantly good to fair health and structurally sound condition at this time.

2.5 Existing Tenants

Current tenants on the site in addition to the SFFC are as follows:

2.5.1 Stephen Michael Foundation

A significant number of the areas within the South Fremantle Football Clubs' recruiting zones are identified as low-socio economic and feature a high number of at-risk and disengaged youth. In March 2017, the Stephen Michael Foundation was formed by the club to deliver programs that support the development of these youth as valued members of their communities.

Stephen Michael is widely considered to be one of the greatest ever players from Western Australia and certainly one of the greatest in the history of the South Fremantle Football Club. Throughout his life, Stephen has demonstrated great values and integrity and is considered the perfect role model to have a foundation honouring his name.

Following its' launch in March 2017, the foundation established key partnerships with the Department of Local Government, Sport & Cultural Industries, Sandfire Resources and West Gold Mining to initiate program activities. The foundation also consulted with local community members in Meekatharra and with Fremantle College to develop a range of school-based sporting and leadership programs.

Since that time the foundation has expanded to provide a broad range of program activities reaching over 3,000 youth across metro and regional Western Australia each year.

The Stephen Michael Foundation currently sub-lease an area from SFFC for office space.

2.5.2 SEDA College

The SEDA College model embraces a more applied, active, hands on approach to learning, which can often better meet the needs of many young people when compared to more traditional forms of teaching.

SEDA College use a 'one teacher, one classroom' model to allows teachers to take on a true mentoring approach, where they walk alongside and support the individual journey of students as they complete their secondary education.

To maximise student learning and deliver industry-based experiences, classrooms are located in local community settings such as sport, recreation, community and trade facilities. SEDA College sub-lease space in the SFFC Club Rooms and have used the Oval for eight years.

2.5.3 Bendigo Bank/Fremantle Community Bank

Bendigo Bank/Fremantle Community Bank currently are the naming rights sponsor of the Oval. Offering a non-traditional banking model and re-investing profits back into the community, the bank is relocating to a small area in the Victoria Pavilion on a sub-lease arrangement with SFFC in late 2021.

2.5.4 Perth Glory

Perth Glory have signed a three-year lease with the City to relocate their administration headquarters to the Oval utilising the old FFC building. It is anticipated that they will relocate in late 2021 or early 2022 once modifications to the building have been completed.

2.5.5 Spring Into Fitness

As noted previously, Spring into Fitness have a small, boutique gym facility located in the Victoria Pavilion.

2.6 Summary

Fremantle Oval has a long history as a sport, recreation and community facility dating back to the 1890s with a strong link to football. The Project Partners are collectively aligned in the vision for the Oval which is reflected in the project aims developed.

Fremantle Oval has several existing structures that are requiring upgrading including the Victoria Pavilion.

Existing tenants including SFFC, Stephen Michael Foundation and SEDA College already provide community services that will be enhanced by the redevelopment.

3 STAKEHOLDER CONSULTATION

Significant stakeholder consultation has been undertaken regarding development of the business plan. Stakeholders have been separated into the following groups:

- **Project Partners:** The City of Fremantle, South Fremantle Football Club, Fremantle Football Club and the West Australian Football Commission who are the key project partners.
- **Precinct Neighbours:** Facilities that adjoin Fremantle Oval or are in the precinct area.
- **Oval Tenants:** Groups who are already situated at Fremantle Oval. The purpose of their consultation was to determine their level of interest in being included in the redevelopment and key accommodation requirements for a new facility.
- **Integration opportunities:** Complementary commercial, community and education groups who have been identified as potentially requiring new or additional accommodation and could be integrated/utilise a new community facility.
- **Governing Bodies:** Entities who oversee the governance and management of some of the main oval tenants or will have an impact regarding development of the facility as well as access to funding.

A summary of the strategic outcomes of each stakeholder consultation session has been documented below. Please refer to Appendix A to review the full outcomes of each consultation.

3.1 Project Partners

As identified above, the project partners are:

- City of Fremantle.
- South Fremantle Football Club.
- Fremantle Football Club.
- West Australian Football Commission.

The purpose of their consultation was to define the overall project outcomes each party was seeking and to gain an understanding of any specific accommodation or other requirements.

3.1.1 City of Fremantle

The key outcomes defined through the consultation with the City included:

- The sustainability of SFFC is important outcome of the project. The City want SFFC to be able to earn revenue out of the Oval without providing the Club with a guaranteed sum.
- The City wants the Oval to “look out” to the city and integrate the Oval back into the City as a community space.
- Notre Dame University. The City is keen to explore again a relationship with sporting facilities but also with link to the Hospital - Sports Science program and link to SFFC.
- SEDA viewed as an important tenant.
- The City is about to do Master Plan for Fremantle Park including the Fremantle Leisure Centre which may have connections then with opportunities at Fremantle Oval such as a Health Club.
- The City wants to explore removing the barrier of the cost of entry to people coming in on a match day with F&B mix being important to generate revenue.
- The City is exploring turning back door of markets into front door and making Parry Street more pedestrian friendly.
- Key element is to open up the Oval to draw people in and provide a sense of arrival from the southern end.
- The City is open to management model but wants to maintain ownership and ability to put content in to the Oval.
- The City want FFC to bring community back into the Oval.

3.1.2 South Fremantle Football Club

The key outcomes defined through the consultation with SFFC included:

- The sustainability of the Club into the future is an important outcome for the Club - members are really important and need to be sold on the redevelopment.
- The Club is seeking improved amenity for the Club - players, members and supporters and the general principle is to be no worse off but to be far better off.
- Sense of belonging as a Club is important. The Club wants to be able to focus on being a football Club.
- The Club owns freehold on the site approximately 1200m² purchased in the 1950s or thereabouts. The resolving of the freehold title issue is important. Options are included in this report for the treatment of the freehold land.
- Parking is key issue for players and function guests.

3.1.3 Fremantle Football Club

The key outcomes defined through the consultation with FFC included:

- FFC objectives for the Project are reflected in the overall project objectives.
- Opportunity to look at improving community engagement which is through the third floor of new building included in the master plan - bring the community and education piece together through the FFC brand.
- Looking for something out of the Project than just as a Match Day venue - community and cultural flavour.
- Currently contracted for another 5 years for 3 community events per year - AFL W Content - 7 AFLW over two years which will grow over future years.
- SEDA partnership and opportunity to increase scale - looking at something out of the old building that could then move across into new building.
- University partnership would likely be Curtin but potentially could be something that is reworked with Notre Dame.
- Community Games unable to be played at Cockburn ARC at the moment.
- FFC potentially have partners that would be interested in gym or child care offering if that was included.

3.1.4 West Australian Football Commission

The key outcomes defined through the consultation with WAFC included:

- WAFC objectives included new accommodation/facility for SFFC - sustainability from a Club perspective.
- AFL are keen for the Category 4 venues including broadcast lighting. WA is behind other States in regard to similar style venues.
- Guaranteed content at FFC - WCE not guaranteed at Leederville.

3.2 Oval Tenants

Consultation was undertaken with current Fremantle Oval tenants. The purpose of this engagement was to determine their level of support for the project and any specific accommodation requirements. The entities met with included:

- Stephen Michael Foundation.
- SEDA College.
- Fremantle Community Bank.
- Perth Glory Football Club.
- Spring Into Fitness.

To note, Stephen Michael Foundation (SMF), SEDA College and Fremantle Community Bank are currently on a sub-lease to SFFC whilst Perth Glory and 'Spring Into Fitness' lease space directly from the City.

3.2.1 Stephen Michael Foundation

The key outcomes defined through the consultation with the SMF included:

- SMF was an initiative of the Football Club to give back to their development zones. Separate company and separate Board – target at risk youth and support through education and employment. Spread across metro and regional areas and have seen good growth over the last 3 and a half years
- 25 staff the majority of whom are part time with 10-12 staff a day in the office. Working with the City to move into the old Dockers building. Currently lease 100m2 of the SFFC across a couple of lots.
- 2000 to 3000 kids across regions programs. Funding was originally 100% through State Government. Have secured some sponsorship through mining to assist and LotteryWest funding as well. Starting to charge back to schools and LGAs for programs. Run an all-abilities program that is Federally funded with another two-year commitment.
- Use the Oval once a week for a 2-hour program in partnership with Reclink and St Pats – access to Oval after hours is difficult with programming.
- SMF have grown to a point where current space is not sufficient. SMF would use a lecture theatre if one became available. Oval is the spiritual home and keen to stay but are looking at alternatives to cater for growth. Collaboration with SEDA works well.
- Growing but at a plateau point at the moment – working on the strategic plan – there is a need in the community – continue to grow to a sustainable level – dictated to by grants and ability to secure them – transition potentially from part time staff to more fulltime roles.

3.2.2 SEDA College

The key outcomes defined through the consultation with the SEDA College included:

- SEDA currently use the Fremantle Oval for a year 11 and year 12 class and have been at the Oval for 8 years. Would like to expand the program and establish a long-term relationship. Fremantle Oval is a popular location and Lease length is generally 3 years but are starting to look at 10-year leases.
- Line of sight into classrooms is important. Sub-lease is currently with SFFC. Facilities used by SEDA are all multi-purpose and that model works well for them. The ability to move easily between indoor and outdoor space is important. Students are more comfortable in a flexible space rather than a lecture theatre.
- The redevelopment would potentially assist with sustainability of the program. The facility is also located within the community which gives the opportunity for more engagement. Strategic direction of the organisation includes offering out of school hours leadership programs.
- Facilities they use a Cockburn ARC are benchmark facilities. Ideally a storage space would be included for sports gear and first aid equipment. Potentially SEDA HQ could relocate and would require 300m2 approximately for that.

3.2.3 Fremantle Community Bank

The key outcomes defined through the consultation with the Fremantle Community Bank included:

- Fremantle Community Bank are about to relocate to Fremantle Oval and the Victoria Pavilion. Current building is too big and expensive. Current facility is a traditional bank which is not the model. Area in the Victoria Pavilion is approximately 30 m2.
- The bank is a Community bank. Bendigo Bank run the bank and community members are shareholders who receive dividends. 80% of profits go back to the community. Builds strong long-term relationships and have been with SFFC for 5 or so years – Focus is on youth, sport and arts. Business that can help sustain the community.

- After a venue that is much more relaxed – almost café like. May look to sponsor Community facility – co working facility.
- Keen to be included in the redevelopment and would bring customers into the facility – would need to be at the front of the building for street front visibility.
- Would like to make Fremantle Oval much more of a community hub. Opportunity to include far more community groups – CBC All Abilities (use for fundraising spaces) – connecting people is a focus – about to run some programs in schools called Compassionate Communities.

3.2.4 Perth Glory FC

The key outcomes defined through the consultation with the Perth Glory FC included:

- Perth Glory are in the process of finalising a lease agreement with the City for 3 years plus options. The Glory will be located in the old FFC building for both their administration and football departments.
- W League and Youth League teams will use the Oval for training. The men's team will train at Fremantle Park. No matches will be played at the venue but potential for A-League W games to be hosted there once the redevelopment is complete.
- Potentially interested in remaining at the Oval for the long term – being involved in the redevelopment. No discussions have been held with Glory in relation to their possible inclusion in a Stage 2 of the Football West HQ development.
- Involvement would include as a training centre and high-performance centre.
- Perth Glory would be able to share common areas with SFFC such as recovery facilities, gym etc.
- Perth Glory have a current year by year sponsorship agreement with ECU. This also includes opportunities for students.

3.2.5 Spring Into Fitness

The key outcomes defined through the consultation with Spring Into Fitness included:

- Current owners have owned the business for approximately 4 years. Operate 5.5 days a week out of relatively old facility in Victoria Pavilion. Key issue is what the redevelopment is going to mean for their business.
- People like being part of the sporting Oval environment and parking is an important element for the gym.

3.3 Precinct Neighbours

Stakeholder consultation was undertaken with each of Fremantle Oval's adjoining precinct neighbours. The purpose of this engagement was to determine their level of support for the project and any precinct issues to be considered in the development. The entities met with included:

- Western Australian Police (WAPOL).
- Fremantle Hospital/South West Metropolitan Health.
- Fremantle Markets.
- Fremantle Prison.

Summaries of the consultation for each entity are provide below. Collectively, the key themes that emerged relevant to the project included:

- Parking is an issue for all with a desire expressed for a collective solution for both staff and visitors to the respective facilities.
- Each have either a workforce or substantial number of visitors (or both) that provide opportunities for the Fremantle Oval redevelopment to consider in the development.
- Opportunities to increase linkages and permeability between the facilities with the exception of the WAPOL facility for security reasons.

3.3.1 Fremantle Hospital

The key outcomes defined through the consultation with the Fremantle Hospital included:

- Refurbishment of hospital currently underway including theatres, F Block and conversion of office spaces into clinical spaces. Another 70 beds to be added to the hospital by 2023. FSH is at capacity and FH has remained for elective surgery with just ICU and Emergency relocating to FSH.
- The hospital has a large outpatient load as well as the elective surgery.
- Major project to be completed by 2024 is a \$45 million new mental health facility to complement the existing facility.
- Key challenges with the hospital due to the increase in activity includes the requirement for more parking. Note: existing multi story car park may have concrete issues. A redevelopment of Fremantle Oval could include a joint solution to the parking issue.
- Opportunities to increase usage include:
 - o Staff social functions
 - o Potentially outpatient and post-surgery therapy (allied health facilities)
 - o Oval usage for mental health patients if appropriate
- Approximately 2000 staff on site so opportunities for staff wellness, a gym would potentially work well particularly if discounts were offered and ease of access i.e. through fence line.

3.3.2 WAPOL

The key outcomes defined through the consultation with WAPOL included:

- WAPOL are in the latter stages of planning for a new regional level police station to be built on the old Stan Reilly site that adjoins the Oval. The new facility will ideally be finished by 24/25 and is now fully funded.
- Anticipated staff numbers are around 240-250. Facility is a district level facility so is required to be provided with a level of facilities including a fit for purpose staff gym. May be an opportunity from a class fitness perspective.
- Limited non-operational parking available so WAPOL would be keen to be involved in a discussion in relation to parking in the precinct.
- Security is a key issue for the facility particularly with the dual-purpose access road. Concern is the amount of people that may use the road on event days – safety of access and egress around an operational police station. Traffic flow and management will be important particularly the police vehicle requiring movement to and from the site.
- Any facility such as a café potentially would be well supported. Station will be 24/7 in operation.

3.3.3 Fremantle Prison

The key outcomes defined through the consultation with the Fremantle Prison included:

- The Prison does not currently use the oval for any activities with the existing fence line/wall providing a barrier between the two.
- The Prison Master Plan and Landscape Plan (documents provided) detail what the Prison has planned for the next 10 years development wise.
- The challenges with the Prison at the moment are parking and bus drop off. Prison is keen to collaborate with the City and Hospital on a joint solution.
- Key elements for the Prison are the views to the walls which have been blocked over the years by trees.
- Opportunities with the redevelopment include increase view permeability between proposed new grass lawn area at front of prison and Oval. 25,000 students a year visit the Prison with 200,000 people in total annually.

3.3.4 Fremantle Markets

The key outcomes defined through the consultation with the Fremantle Markets included:

- Fremantle Markets current use the Oval through use of parking by the tenants. Markets theme the area when AFLW on to promote activity. Through traffic 50,000 patrons so good opportunities to promote.
- Trying to explore opportunities to “open up” the markets and have plans for a new hot market.
- Current challenges with the existing markets are space and age of the building. Road creates connection issues between the two facilities. The markets do see an increase in trade with AFLW but have anti-social behaviour challenges with concerts. Family style events would work well e.g. car shows, cinema in the park.
- Increased linkage between the two facilities would work well.
- Loss of car parking would mainly be an issue for store holders.

3.4 Integration Opportunities

The integration of complementary facilities including community and commercial facilities is an important element of ensuring that Fremantle Oval is sustainable into the future. The purpose of this engagement was to determine their level of interest in facilities that could be integrated into the redevelopment. The entities met with included:

- Notre Dame University.
- Gym/Health Club/Leisure Management - Belgravia Leisure, Strezlecki Group, BlueFit.
- Food & Beverage Providers – Benny’s, Boss Entertainment, Hesperia, Place Developments.
- Child Care – Insight Early Learning.

3.4.1 Notre Dame University

The key outcomes defined through the consultation with the Notre Dame included:

- Notre Dame in the process through School of Health Sciences of signing MOU with SMF.
- Some potential for a partnership for which NDU need to get aligned internally. The provision of spaces is one element but the partnerships are the important piece.
- Potential facilities would include:
 - o Access to use of the Oval.
 - o Access to a court would be good.
 - o Access to a multipurpose lecture space.
 - o Allied Health – potentially rehabilitation facilities – University would look to access due to rehabilitation work. Notre Dame currently run a clinic with a rehabilitation program. Exercise physiology gym at the moment.
- Schools – Physio, Health, Education
- Trying to entice international students – want access to gyms. 70% of students are female. Currently have a hydrotherapy pool in a building as well as three gyms.
- Allied Health opportunity for growth – international students (accommodation) need to rethink footprint – have Customs House but haven’t used it for 3 years.
- Really interested in how the City wants to engage with the University.

3.4.2 Gym/Health Club Providers

The key outcomes defined through the consultation with the potential gym/health club providers included:

- Belgravia Leisure have previously looked at how the old FFC building might be used as a facility. Belgravia keen to look at the opportunity but maybe not both Fremantle Oval and East Fremantle Oval.
- In relation to space, 800m² gym plus 300m² group - leaning toward 1200m² - need to add in office space and change rooms.
- Car parking is important - particularly when there is not high density of residential. Parking could be an issue to cater for volume to make it sustainable.
- Belgravia have managed university gyms and have partnerships for research elsewhere.
- Strzlecki Group currently involved in building and operating a number of gyms under the Fitness HQ brand. Would be interested in looking at the feasibility for Fremantle Oval site. The owner has quite specific thoughts on what makes a successful gym. SG import their own equipment at, indicatively, a significant cost saving. Believes that the facility needs to be 1,000 sqm plus and needs to provide separate areas for women only especially if SFFC players are using the same space.

3.4.3 Food & Beverage Providers

The key outcomes defined through the consultation with the Food & Beverage providers included:

- Benny's currently provides catering at existing facility. Believes that there is demand for a larger space. Only similar space in Fremantle at The Esplanade Hotel (480 pax).
- New design would need to provide ability to segregate space into smaller areas each with separate entry/access points. Restroom facilities would need to be improved
- Does not believe that a permanent restaurant would be viable as it would be hampered by event days – view that customers would not want to attend when football/other events were on.
- Noted that the site has appeal as an outdoor/concert venue because it can be secured which is important for such events. One way in is essential for these types of events.

3.4.4 Child Care

The key outcomes defined through the consultation with the Insight Early Learning included:

- The CEO of Insight Early Learning believes that the site is ideal for the establishment of a childcare centre and Insight have been looking for a location in Fremantle city centre. The feasibility model for the childcare centre were in line with his expectations and experience.
- Insight is interested in pursuing this opportunity at the appropriate time.

3.5 Governing Bodies

The last stakeholder consultation undertaken included meeting with the governing bodies of the key users of the site. The purpose of this engagement was to determine their level of support for the project, any items they would like to see included in the development and if there are potential funding opportunities. The entities met with included:

- The Department of Local Government Sport and Cultural Industries ('DLGSC').
- The WA Football Commission ('WAFC') – note information provided under section 3.1.4.

3.5.1 DLGSC

The DLGSC serves as the State representative for all sporting and cultural related projects. It is critical to receive the State's support for the project in order to lobby for funding. The key outcomes defined through consultation with the DLGSC included:

- Potentially a gap in the current hierarchy of facilities for an AFL Category 4 venue.
- Concerns with FFC looking to establish a second home with concerns about the 4th level of the master plan building providing additional cost but no real benefit.
- The focus of the development should be on SFFC, AFLW games and a suitable venue for that level of games.

- Indicated that Perth Glory are more likely to be involved in a Stage 2 development at the State Football Centre.

3.6 Summary

Based on the stakeholder consultation, the following key items are noted:

- The redevelopment provides an opportunity to reconnect the Oval to the City.
- Precinct neighbours are strongly supportive of the redevelopment providing opportunities for connection with the adjoining facilities particularly the World Heritage listed Prison and the markets.
- From a sporting venue perspective, the redevelopment should meet the requirements of an AFL Category 4 venues capable of hosting AFLW content down to entry level community programs. There is potentially a gap in the provision of such a facility in the current WA sporting infrastructure provision.
- Stephen Michael Foundation, SEDA College and Fremantle Community Bank are existing tenants at the Oval who should all be retained in a development pending appropriate facilities and commercial terms.
- Perth Glory are soon to become a tenant of the Oval and are interested in remaining at the Oval. This provides an opportunity on several levels including event content, increase use of shared facilities with SFFC and also partnership opportunities with Notre Dame University should they be included in the redevelopment.
- Precinct neighbours are supportive of the redevelopment and the opportunity for the redevelopment to provide greater integration across the facilities. Parking will be a key issue for the redevelopment.
- Notre Dame University are keen to develop a partnership which may then include facilities at the Oval. This creates an opportunity for the Oval to provide further benefit from both an education (links with SEDA and SMF) and community perspective.
- Complementary community and commercial facilities will be required to ensure that the outcomes of the project partners are able to be achieved. Options for inclusion include:
 - o Gym/Health Club
 - o Childcare
 - o Food and Beverage
 - Function room/s integrated in SFFC facilities
 - Café
 - Bar/restaurant
 - o Allied health tenancies with links to Fremantle Hospital
 - o General complementary commercial tenancies.

SITUATIONAL ANALYSIS

As well as identifying existing sporting and community groups which could be integrated within the precinct, a situational analysis was undertaken to determine the demand for other complementary sporting, recreation and commercial activities which could also form part of the development. The opportunities further investigated included:

- Health club
- Childcare
- Food and beverage tenancies
- Function rooms.

4.1 Health Club

This investigation was undertaken in collaboration with market research consultancy group, ActiveXchange. The full report prepared by ActiveXchange can be found under Appendix B.

ActiveXchange identified a market catchment based on a 15-minute drive time as this was the estimated maximum amount of time a visitor would travel to utilise the proposed facility. Within this catchment, there is a total population of 253,525 however, after applying the travel time decay, there is an estimated market catchment population of 66,746 residents. This market catchment is expected to consist of the following groups:

- Informed and educated, wealthy families in desirable suburbs on the City's perimeters.
- Settled empty nesters households, situated in the wealth belt of major cities.
- Blue collar workers and retirees coping with financial constraints in outer suburbs.
- High spending young families in highly desirable suburban locations.
- Older couple households with simple needs living in suburbs that are more affordable.

By identifying the specific market catchment will assist with informing the demand for each of the amenities investigated.

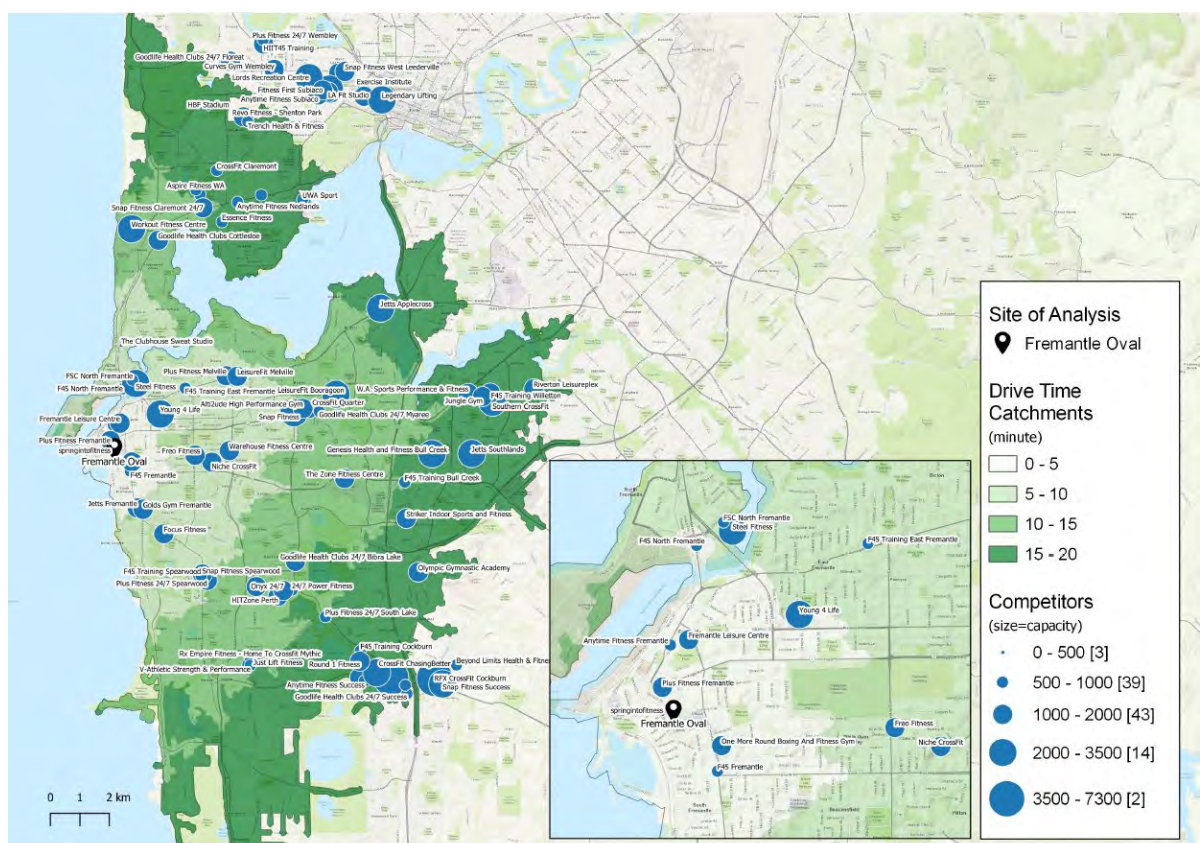


Figure 4: Identified market catchment for the facility based on a 20-minute drive time.

Based on the analysis undertaken by ActiveXchange, the project demand for a health club includes:

- The facility should include a 120-station health club, with a projected user (member) demand of 2,248 people, with an estimated 13,937 visits per month.
- The health club should also include three 150m² dry program / multi-purpose room for group exercise, with a projected user (member) demand of 539 people, with an estimated 3,215 visits per month.
- Membership for the health club is expected to increase to 2,787 and visits per month to 19,954 by 2031. The health club built should be futureproofed in order to accommodate the future demand.

4.2 Childcare

A demand analysis for childcare was undertaken to determine if it would be a viable inclusion within the precinct. The key findings included:

- The average daily fee for the existing 6 centres in the Fremantle region (within a 7.5km radius) was \$118 in 2021 but given the premium location and purpose-built nature of the proposed facility, Childcare Operators have advised that \$130 for 2021 is more appropriate. \$130 in 2021 has then been indexed to \$140 for 2026 (facility opening).
- There are 3 centres which are close in vicinity to Fremantle Oval (2km) with these considered the direct alternatives.
- The facility should run at around 90% occupancy in year 1 and 100% by year 2.
- At 90% occupancy it would generally have a targets of 60% of revenue for Total Wages (including leave accruals; payroll tax; workers comp, superannuation etc).
- Other operating costs are likely to be:
 - o Utilities: \$50,000
 - o Insurances: \$40,000
 - o Consumables: \$50,000
 - o Marketing: \$25,000
 - o Cleaning: \$80,000
 - o Maintenance and Repairs: \$50,000
- The financial model assume that the Childcare operates 200 days per year. This assumption maybe considered conservative as general office opening days are 264 per year.
- There are increased numbers of workers (Regional Police Station - 250 employees; Department of Communities and other FOMO Building tenants – 3,500+ workers) who are coming into Fremantle CBD who will be potential users of the childcare centre.
- There are a considerable number of new apartments currently being built or planned to be built in Fremantle CBD area that has the potential to add numbers to users of the childcare centre.
- Several Operators have expressed interest in involvement in the facility development and Operation. Further detailed discussions will be required with Operators in the next stage to qualify this interest.
- Business models put forward by Childcare Operators included:
 - o Operator as Tenant only – Landlord pays for all capital works and fit out.
 - o Operator as Tenant and pays for fit out – Landlord pays for capital works and tenant pays for fit out in return for decreased lease payment.
 - o Operator pays for fit out and makes a contribution to capital works – The Operator would expect significantly decreased lease cost and long term tenure (20 years+).

4.3 Food and Beverage Tenancies

Research indicates there is a strong case to include some form of food and beverage tenancy within the development such as a café, bar and/or restaurant or a combination of each, especially if it can be provided with Parry Street frontage. An analysis of the Fremantle municipality for food and beverage tenancies indicated the following:

- The Oval is located on the edge of the Fremantle CBD and entertainment area. Recent developments within proximity include the former Synagogue, Emily Taylor's and Freo Social. The former Maritime TAFE site and Police station are also being redeveloped as food and beverage options.
- The Victoria Pavilion potentially offers a unique product which can also be linked to the Oval to service match days.
- This tenancy should operate independently from the other tenants (e.g. it is not treated as an SFFC restaurant/bar area) with its own opening hours.

4.4 Function Room

Similar to Food and Beverage tenancies, there is evidence to support the provision of a functions space within the facility to accommodate birthday celebrations, workshops/seminars and other celebrations. The findings of the analysis are supported by the following:

- The City currently has limited function rooms of their own to hire. These are essentially meeting rooms in the new civic building, with limited ability to add catering facilities.
- Most major function rooms in the immediate vicinity form part of large restaurants and bars (e.g. the Fremantle Golf Club, the Left Bank, the Swan Yacht Club & EF Yacht Club).
- SFFC have a strong need for a function space for both event day functions (Chairman's Function) and non-event day functions and have an existing facility that is operated on their behalf by Benny's.
- It is therefore recommended that a function room is included as part of the project. However, this space should be flexible and can cater for the current demand (e.g. partition walls) and should be able to integrate with the bar and restaurant area.

5 COMMUNITY ENGAGEMENT

The Council has promoted the idea of major redevelopment plans for Fremantle Oval for over seven years. This has been shared with the community through its FREO2029 Transformational Moves strategy, as well as within the Community Strategic Plan.

Further, and more specific community consultation will be undertaken once Council has endorsed the Business Plan. This consultation process is still to be determined however, is likely to be undertaken through a variety of methodologies including surveys and workshops.

The Council has endorsed the Master Plan for the development of Fremantle Oval.

Based on the detailed investigation undertaken regarding the existing user's needs, stakeholder consultation, demand analysis and engagement with Council, there is a comprehensive understanding of the current 'gap' in the precinct for community and sporting services and what is the demand for other commercial opportunities.

The identified key inclusions for the precinct have been summarised below and will be further investigated under Section 11, master planning. These items include:

- AFL Category 4 venue for AFLW matches. There is a gap in the existing supply of potential facilities to be able to service this requirement. Optus Stadium is too big and expensive to hire for a round match. Whilst the redeveloped WACA may service this need, the AFLW season runs over summer which conflicts with the WACA primary usage for cricket.
- Renewed accommodation requirements for each of the oval tenants including the SFFC and the organisation currently operating under a sub-lease to the Club. The SFFC facility is reaching the end of its useful life and is close to requiring replacement. The historic Victoria Pavilion requires investment to renew and revitalise it.
- The Stephen Michael Foundation has grown significantly since its inception and the office accommodation currently provided does not meet its current or future needs.
- Notre Dame University is looking to renew and refresh some of its existing facilities. The inclusion of NDU will provide further use of the Oval facilities during the day and provide a strong cross city connection between the current campus location and the Oval. Note: NDU are an opportunity for inclusion in the precinct but as they have not yet committed to the project other than expressing an interest, it has not been assumed in the business plan that they will become a tenant. A notional area has been included in the design for NDA or other user.
- The demand analysis indicated alternate commercial opportunities which could also be integrated. Based on this analysis, the opportunities recommended to be investigated within the Business Plan include:
 - o Health club: membership of up to 3,239 people (in 2031) with studio area.
 - o Food and beverage tenancy: potential café, restaurant and/or bar.
 - o Function room: flexible area that overlooks the oval with the ability to be hired for birthdays, anniversaries, workshops, club AGMs and other community use.
- Finally, the feedback previously provided by Council in the development of the master plan identified other opportunities to be integrated. These included:
 - o Providing greater access to the Oval and accessways through the Oval precinct.
 - o Walking track around the oval.
 - o Outdoor adventure playground.
 - o Improved community facilities including the oval tenant facilities as well as other amenities available to hire for the community (e.g. meeting rooms).

7 ALIGNMENT TO GOVERNING POLICY

A thorough investigation has been undertaken regarding existing policies of governing entities and their alignment to the objectives and expected outcomes of this project. The purpose of this section is to demonstrate how commitment to this project will assist the governing entities to achieve their objectives. The governing bodies investigated include:

- The Federal Government
- The State Government
- The City of Fremantle
- The WA Football Commission

7.1 The Federal Government

The Federal Government is committed to supporting infrastructure developments which promote and encourage sporting and physical activation for all Australians. The Federal Government strongly recognises the physical, social and mental health benefits that regular physical activity provides which then has flow on economic benefits. Some of the departments and strategic reports which promote this include:

- Sport 2030: A comprehensive plan to reshape the face of Australian sport and build a healthier, more physically active nation.
- Department of Health.
- Healthy Communities Initiative.
- Closing the Gap Policy 2019.
- National Preventative Health Strategy – Australia: The Healthiest Country by 2020.
- About time! Women in sport and recreation in Australia: Encouraging more women in sport.
- Diversity and Social Cohesion Program: Encouraging building of stronger community relations.
- National Collaborative Research Infrastructure Strategy: Driving greater innovation in the Australian research sector and the economy more broadly.

Some of the key policies and strategic objectives have been detailed below:

7.1.1 Sport 2030: A Comprehensive Plan to Re-Shape the Face of Australian Sport

This document outlines Australia's bold vision which is to ensure Australia is the world's most active and healthy nation, known for our integrity and sporting success. This document is built on four strategic priorities:

- Building a more active Australia;
- Achieving sporting excellence;
- Safeguarding the integrity of sport; and
- Strengthening Australia's sport industry.

The Fremantle Oval development has linkages to three of the four objectives and more specifically to the targets set underneath the strategic priorities which include:

- More people of all ages engaged in sport and physical activity throughout every stage of their life;
- A world-class high-performance system that is empowered to achieve sporting success through tailored approaches for sports and athletes; and
- A strong, viable, contemporary and inclusive sports industry with high quality successful organisations driving economic and social benefits.

To deliver against these objectives, the plan indicates some of the key commitments made by the Federal Government including:

- Drive movement for life through sport and physical activity participation for all Australians.
- Coordinated investment in sport and recreation facilities to achieve sustainable outcomes for communities, with a focus on universal design to ensure sport is accessible to all Australians.

- Support national sporting organisations achieve sporting success.
- Coordinated delivery of major sporting events.
- Collaborate and partner across portfolios (State and Territory Governments, Local Governments, non-government organisations and the corporate sector) which share a vision to create more active communities.

Each of these objectives aligns with what the precinct is aiming to achieve, to create a high-performance, community sporting and recreation precinct which encourages physical exercise and promotes a healthy lifestyle.

7.1.2 Department of Health

The Department of Health for Australia has issued the following statement regarding sport and recreation:

“The Australia Government is committed to supporting sport in Australia from grassroots to elite; increasing participation in physical and recreational activities to promote physical and mental health; staging world class major sporting events; and utilising sport as a vehicle to address disadvantage and social inclusion challenges”.

Although no document outlines the Federal Governments overall plan for sporting infrastructure within Australia, the Department of Health has made a commitment to continue to contribute to the sport and recreational objectives by:

- Supporting the development and upgrading of sport and recreation infrastructure from major stadia through to community facilities.
- Supporting the Australian Government to progress initiatives to embed sport firmly back into school life for all Australian children.

Through programs such as *Girls Make Your Move*, the Department of Health has established programs to reduce barriers and increase opportunities for women to participate in sport and recreation activities.

7.2 State Government

Similar to the Federal Government, the State Government is committed to supporting community infrastructure if it encourages regular physical activity and promotes engagement by the public. The State Government, particularly with the impact of the COVID-19 Pandemic, has also recognised that “infrastructure investment is a key means through which governments can stimulate economic activity, support private sector investment and help the economy to recover, whilst building a platform for long-term development and growth²”.

It is then recognised by the State the improved benefits this then has to a person’s physical and mental health as well as the economic activity created during construction and operation. Some of the State’s strategic reports and governing departments who share similar objectives to what the development is aiming to achieve include:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Department of Local Government, Sport and Cultural Industries – State Sporting Facilities Plan. • Diversify WA: Strong Economy, Create Jobs, Diverse Industries – July 2019 • Infrastructure WA – A Stronger Tomorrow – State Infrastructure Strategy Discussion Paper – June 2020 • WA Recovery Plan • Perth and Peel @ 3.5million. • Department of Local Government, Sport and Cultural Industries (‘DLGSC’) – Strategic Plan. | <ul style="list-style-type: none"> • International Education Strategy for Western Australia 2018 – 2025. • Department of Sport and Recreation – Strategic Funding Review. • Department of Local Government, Sport and Cultural Industries Strategic Plan: 2018 - 2021 • Department of Health – Strategic Intent 2015-2020. • Western Australian Sport and Recreation Industry Strategic Directions 2016-2020. • Our Priorities: Sharing Prosperity |
|---|--|

² Infrastructure WA State Infrastructure Strategy Discussion Paper June 2020, p.4.

Some of the key policies and strategic objectives have been detailed below:

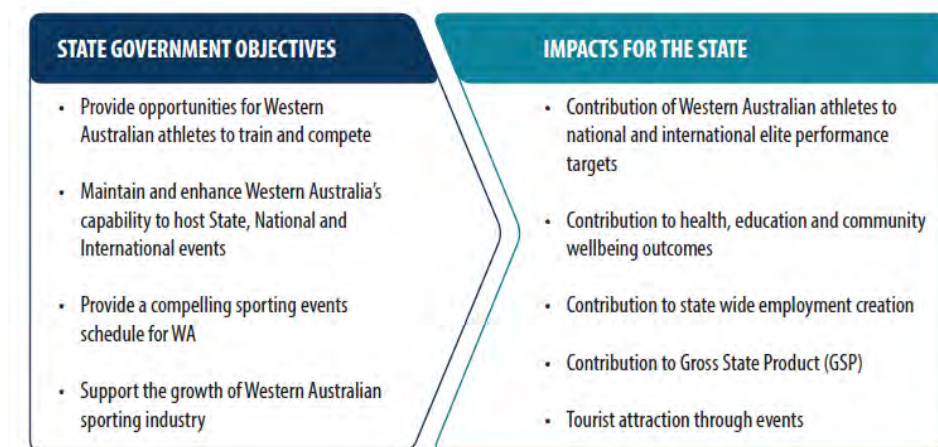
7.2.1 DLGSC – State Sporting Infrastructure Plan 2019

The State Sporting Infrastructure Plan (SSIP, previously the State Sporting Facilities Plan) has been developed to serve as a forward planning for the provision of infrastructure to service State, National and International level sporting competition. As recognised by the plan, sporting infrastructure investment is an important component of the sporting system that enables value to be generated through activity, participation, volunteering and attendance.

The plan identifies the role of State Sporting infrastructure and operation to be:

- Provide priority access for high-performance training and competition;
- Provide the ability to host major state, national and international competitions and events; and
- Provide flexibility of use, ensuring facilities are utilised for community sporting training and competition, and cultural and community event hubs where-ever practicable³.

The plan also identifies the objectives and impacts the State Government is aiming to achieve through the plan.



The Fremantle Oval redevelopment aligns very closely to each of these objectives and the intended benefits for the State.

The proposed redevelopment of Fremantle Oval has potentially identified a gap in the Stadium Hierarchy Model. With the advent of the AFLW the provision of a suitable venue is not currently identified in this plan. Optus Stadium is too big to be financially viable to host match content regularly and the WACA Ground is in use for cricket when the AFLW competition is underway.

7.2.2 Where bright future begin, International Education in Perth, Western Australia 2018–2025

Western Australia is striving to improve its ranking among the world's top destinations for international students. Our shared time zone with most of Asia and the Indian Ocean Rim, plus the shortest flight times to an Australian State Capital city make Perth an ideal study destination.

The opportunity exists for the integration of University facilities in conjunction with Notre Dame University to build on the State Governments International Education in Perth strategy. There is a strong desire by the State Government to increase the number of international students, which is anticipated to continue once international travel returns post COVID-19.

7.2.3 Infrastructure Western Australia – A Stronger Tomorrow – State Infrastructure Strategy Discussion Paper June 2020

Infrastructure WA was established by the State Government in July 2019 to provide advice and assistance on the needs and priorities for infrastructure in the State over the short, medium and long

³ State Sporting Infrastructure Plan 2019, p.3.

term. The Discussion Paper released in June 2020 is being used to inform the development of a long term State Infrastructure Strategy with a 20 year horizon.

As part of the State Recovery Plan from the COVID-19 pandemic, the State has identified five key recovery areas of which the economy and infrastructure are a key element and will include consideration of short-term infrastructure projects to provide vital economic stimulus⁴.

The Fremantle Oval redevelopment also has close alignment to several of the top ten objectives that will form the foundation of the State Infrastructure Strategy. These include:

- Support a strong, resilient and diversified economy.
- Maximise regional strengths to unlock strategic opportunities for Western Australia.
- Enhance infrastructure delivery and develop skills for the future.
- Address climate change and increase resilience.
- Support population growth and change.
- Maximise liveability and cultural strategic opportunities for our community.
- Get the most from our infrastructure and improve maintenance.

The Discussion Paper also recognises the significant opportunities to boost the economy provided by sport infrastructure and activities, a key objective for the development of Fremantle Oval⁵.

7.2.4 Department of Health – Strategic Intent 2015-2020

The Department of Health's strategic priorities are focused on a continuum of care to support and guide health care through integrated service delivery from prevention and health promotion, early intervention, primary care through to diagnosis, treatment, rehabilitation and palliation.

As well as promoting sport and recreation within the precinct, the development will also look to accommodate commercial health tenancies. The benefits that would be derived from these services that align to the Department of Health's strategic objectives include:

- Provision of primary and secondary health care services.
- Provision of facilities and services to improve health and wellbeing.
- Promoting healthy habits and behaviours.
- Working with primary health providers and carers to provide integrated and more accessible services to reduce the occurrence of acute illness and improve patient outcomes.
- Reducing the number of people living with chronic disease by supporting healthier lifestyles.

7.3 City of Fremantle

The City is fully committed to the redevelopment of the Fremantle Oval precinct to not only improve the existing facilities on the site but to better connect the precinct with the city, the community and encourage broader passive recreation and to assist in revitalising the heart of Fremantle. Key strategic reports and plan which indicate the City's support for the project include:

- Fremantle Oval Master Plan, 2021
- Freo 2029 – Transformational Moves
- Fremantle Oval – Key Principles Diagram

7.3.1 Fremantle Oval Redevelopment Masterplan, 2021:

The Fremantle Oval Redevelopment Masterplan (the Masterplan) has been prepared in collaboration and consultation with a number key stakeholders including the current Project Partners.

The Masterplan provides the framework and guidance for which this Business Plan is being developed including identifying the objectives for the Project.

⁴ Infrastructure WA State Infrastructure Strategy Discussion Paper June 2020, p.8.

⁵ Infrastructure WA State Infrastructure Strategy Discussion Paper June 2020, p.78.

7.3.2 Freo 2029 – Transformational Moves

Freo 2029 was launched in 2015 and updated in 2018 by the City. The following key strategic directions have guided formation of the five transformational moves:

- Economically and socially revitalise the core area of the centre, particularly to increase its working and residential populations.
- Protect and enhance the liveability and identity of the centre, and to better integrate with a reinvigorated waterfront.
- Improve connectivity throughout and beyond the centre for all city appropriate modes of movement.

The five transformational moves identified are:

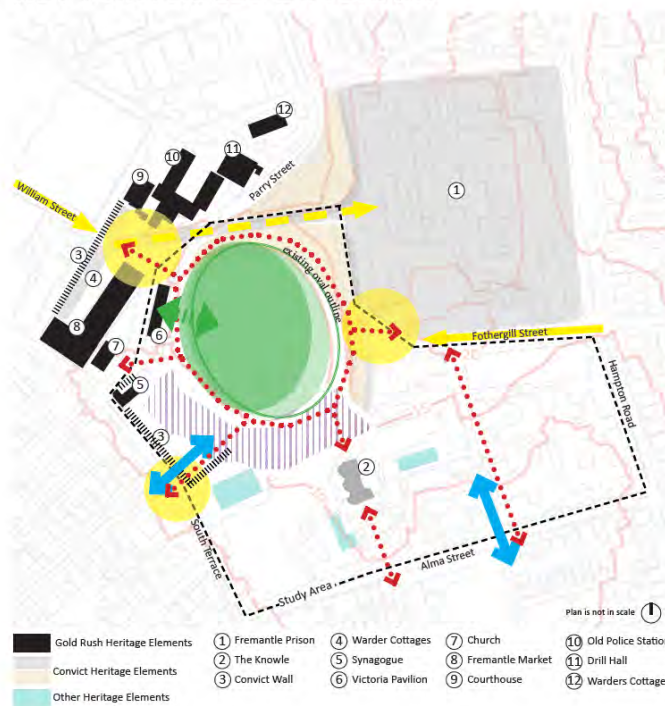
- **City Centre** - attracting new business and visitors within a rejuvenated city heart.
- **Waterfront** - uniting the city with a reinvigorated waterfront - port, beach and fishing boat harbour.
- **Network City** - enhancing an accessible, live able and walkable city center and making Fremantle the hub of the region.
- **Northern Gateway** - strengthening the city's river gateway for pedestrians, cyclists and vehicles and as a place to live.
- **Fremantle Oval Precinct** - unlocking the assets of the Fremantle Oval. Key projects include:
 - Fremantle Oval - Reinforcement of the oval as the sporting centre of the city following the relocation of the Fremantle Football Club out of Fremantle.
 - New connections - New street and pathway connections to and through the precinct to improve access to existing attractions and to potential development sites within the precinct.

7.3.3 Fremantle Oval – Key Principles Diagram

The Key Principles Diagram has been adopted by Council to provide strategic guidance for future developments and upgrades in the Fremantle Oval Precinct. The diagram establishes the Precinct's priorities, and the key elements include:

- Upgrade the Oval for football;
- Improve integration of Oval with its surroundings;
- Improve pedestrian/cycling permeability;
- Create clear major access points into precinct;
- Protect and improve the heritage setting of Fremantle Prison;
- Locate any future potential development at south end;
- Primary land uses. Football will remain a primary focus with other uses within the precinct including residential, sports administration, community/cultural and car parking.

KEY PRINCIPLES DIAGRAM



7.4 WA Football Commission

Although the SFFC forms a part of the proposed precinct development, the SFFC has a strong history with the site and the WA Football Commission (who over sees the SFFC) is the next major governing entity after Federal, State and Local Governments.

The WAFC's *Strategic Plan 2017-2022* forms its strategic objectives around three main pillars, this includes:

- Engagement:** more people are engaged in footy than with any other sport in WA.
- Talent:** WA is recognised as best practice in talent identification and player development.
- Sustainability:** WA clubs and competitions are well-governed, operate with integrity and are sustainable.

The proposed precinct upgrade will provide SFFC with new infrastructure as well as improve its sustainability and financial performance through the co-location with other sporting, community and commercial entities. The benefits derived to SFFC through this development would then assist with achieving some of WAFC's strategic objectives including:

- Ensure football is supported through appropriate and quality facilities.
- Introduce all WA children to football.
- Deliver measurable community benefits through football.
- Support the ongoing success of our AFL clubs.
- Ensure all parts of football have a sustainable business model.
- Increase the number and quality of AFL draftees.

8 STATUTORY CONSIDERATIONS

Consideration has been undertaken regarding numerous statutory policies and regulations which may impact development on the Fremantle Oval site. The legislative policies which have been given consideration include:

- Local Planning Scheme and Policies
- Planning and Development Act 2005 (WA)
- Heritage Act 2018 (WA)
- Aboriginal Heritage Act 1972
- Local Government Act 1995
- Lands Act Administration Act 1997

In terms of defining any conflict with the above legislation regarding heritage and the environment, the Conservation Plan for Fremantle Oval is in the process of drafted with outcomes to be considered in the next stage of the project.

8.1 Planning & Development Act 2005 (WA)

The below Frameworks, Strategies and Policies were considered regarding the development of this business plan, however a full assessment of the below will be required prior to the submission of a development application to the Western Australian Planning Commission (WAPC).

State Planning Framework

State Planning Policy 1 - State Planning Framework Policy (SPP 1) brings together existing State and regional plans, policies, strategies and guidelines that apply to land use and development in Western Australia and unites these into a central framework and provides a context for decision making on land use and development. The relevant elements of SPP 1 applicable to the City of Fremantle are summarised as follows:

State Planning Policies

- State Planning Policy 2 – Environmental and Natural Resources (WAPC, 2003)
- State Planning Policy 2.6 – State Coastal Planning Policy (WAPC, 2013)
- State Planning Policy 2.9 - Water Resources (WAPC, 2006)
- State Planning Policy 2.10 – Swan and Canning River Systems (WAPC, 2006)
- State Planning Policy 3.0 – Urban Growth and Settlement (WAPC, 2006)
- State Planning Policy 3.5 - Historic Heritage Conservation (WAPC, 2007)
- State Planning Policy 3.6 – Development Contributions for Infrastructure (WAPC, 2009) and draft State Planning Policy 3.6 – Infrastructure Contributions (WAPC, 2019)
- State Planning Policy 4.2 - Activity Centres for Perth and Peel (WAPC, 2010)
- State Planning Policy 7.0 - Design of the Built Environment (WAPC, 2019)
- State Planning Policy 7.2 – Precinct Design (Draft) (WAPC, 2019)

Regional and Sub-regional Strategies

- Directions 2031 and Beyond (WAPC, 2010)
- Perth and Peel @3.5 million land use planning and infrastructure framework (WAPC, 2018)
- Central Sub-Regional Planning Framework (WAPC, 2018)

Development Control and Operational Policies

- Liveable Neighbourhoods (WAPC, 2009) and Draft Liveable Neighbourhoods (WAPC, 2015)
- DC 1.5 - Bicycle Planning (DPLH, 1998)
- DC 1.6 - Planning to Support Transit Use and Transit Oriented Development (DPLH, 2006)

- DC 5.1 - Regional Roads (Vehicular Access) (DPLH, 1998) and Draft (DPLH, 2018)
- DC 5.3 - Use of Land Reserved for Parks and Recreation and Regional Open Space (DPLH, 2017)

8.2 Land Administration Act 1997

As noted in Section 9 of this Business Plan, the project incorporates two lots being:

- Lot 1514 which is Crown Land and is managed by the City of Fremantle; and
- Lot 1849 which is land owned freehold by the SFFC.

Consideration will need to be given under s.87 of the *Land Administration Act 1997* to the amalgamation of the two lots pending the outcome of any decision by SFFC in relation to Lot 1849.

The City of Fremantle will also need to consider the creation of the new lot on the site as part of the City of Fremantle agreeing to forego its tenure to the land behind Fremantle Oval at 94 South Terrace Fremantle (known as the Stan Reilly Site) to the State Government for the development of a new regional police headquarters, and whether this is undertaken simultaneously.

8.3 City of Fremantle Local Planning Scheme #4

Fremantle Oval is not included under the Local Planning Scheme. Under the LPS4 the site is recognised as a Park.

8.4 Development Approval Assessment

Fremantle Oval is Crown Land and vested to the City of Fremantle with the power to lease the land, subject to the approval of the Minister for Lands.

Fremantle Oval is covered by the Metropolitan Regional Scheme. The MRS defines the future use of land within the Perth region, dividing it into broad zones and reservations. Fremantle Oval is classified as Civic and Cultural Reserve and all development applications are required to be determined by the WAPC.

8.5 Local Government Act 1995

3.59 Commercial enterprises by local governments

Section 3.59 of the Act and Part 3 of the Local Government (Functions and General) Regulations 1996 set out the requirements for Local Government in or entering into a major land transaction. A Business Plan must be prepared by the CoF to include an overall assessment of the major trading undertaking or major land transaction and is to include details of:

- Its expected effect on the provision of facilities and services by the Local Government;*
- Its expected effect on other persons providing facilities and services in the district;*
- Its expected financial effect on the Local Government;*
- Its expected effect on matters referred to in the Local Government's forward plan;*
- The ability of the Local Government to manage the performance of the transaction; and*
- Any other matter prescribed for the purpose of the subsection.*

Once the plan has been prepared, the Local Government is to

- give State wide public notice stating that —
 - the local government proposes to commence the major trading undertaking or enter into the major land transaction described in the notice or into a land transaction that is preparatory to that major land transaction; and
 - a copy of the business plan may be inspected or obtained at any place specified in the notice; and
 - submissions about the proposed undertaking or transaction may be made to the local government before a day to be specified in the notice, being a day that is not less than 6 weeks after the notice is given;
- and

- (i) make a copy of the business plan available for public inspection in accordance with the notice; and
- (ii) publish a copy of the business plan on the local government's official website.

After the last day for submissions, the local government is to consider any submissions made and may decide* to proceed with the undertaking or transaction as proposed or so that it is not significantly different from what was proposed.

3.58. Disposing of property

- (1) In this section —

dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;
property includes the whole or any part of the interest of a local government in property, but does not include money.

- (2) Except as stated in this section, a local government can only dispose of property to —

- (a) the highest bidder at public auction; or
- (b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.

- (3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —

- (a) it gives local public notice of the proposed disposition —
 - i. describing the property concerned; and
 - ii. giving details of the proposed disposition; and
 - iii. inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;
- and;
- (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

- (4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —

- (a) the names of all other parties concerned; and
- (b) the consideration to be received by the local government for the disposition; and
- (c) the market value of the disposition —
 - i. as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or
 - ii. as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.

8.6 Local Government (Functions and General) Regulations 1996

30. Dispositions of property excluded from Act s. 3.58

- (1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.
- (2) A disposition of land is an exempt disposition if —
 - (a) the land is disposed of to an owner of adjoining land (in this paragraph called the transferee) and —
 - i. its market value is less than \$5 000; and

- ii. the local government does not consider that ownership of the land would be of significant benefit to anyone other than the transferee;
- or;
- (b) the land is disposed of to a body, whether incorporated or not —
 - i. the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and
 - ii. the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions.

8.7 Legislative Summary

Based on the local government legislation cited under Section 8.4 and 8.5, the following is concluded:

- It is believed that this business plan meets the criteria established under sub-sections A through to F under Section 8.4.
- The City will be required to make this business plan available to the public upon endorsement of Council and the City will be required to make an announcement regarding the future works and allow for up to six weeks for the community to provide comment.

9.1 Land description

Fremantle Oval covers an area of approximately 43,000sqm. The project incorporates two sites:

- Lot 1514 which is Crown Land and is managed by the City of Fremantle; and
- Lot 1849 which is land owned freehold by the SFFC.

The land held in ownership by the State of Western Australia and vested to the City of Fremantle as a Civic and Cultural Reserve. Further details of the lot include:

- RPD: Lot 6229 P003286
- Vol/Fol: LR3017/78
- Local Authority: Fremantle



Figure 5 – Fremantle Oval Site Boundaries (Source: Landgate WA)

9.2 Facility Ownership

It is important to ensure that the ownership structure is clearly defined and understood by all stakeholders and tenants.

Figure 6 has been drafted to illustrate the proposed structure.

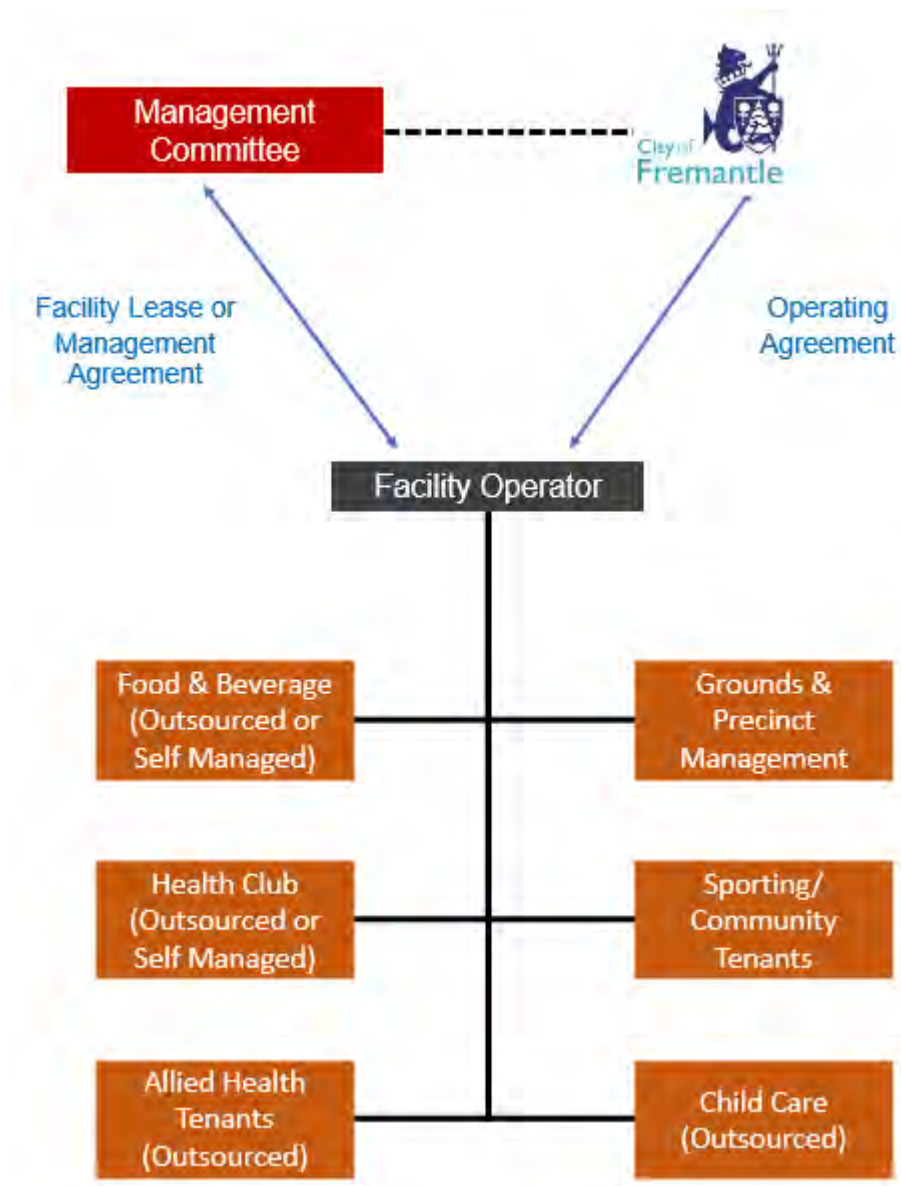


Figure 6: Proposed Fremantle Oval Facility Ownership Structure.

The details of Figure 6 have been further defined as follows:

- The City will remain the owner of the facility and it will be considered their asset.
- The City will then establish a Committee as defined under Section 5.9 (2)(c) of the Local Government Act 1995. Further details are provided at Section 17.2. It is anticipated that the Committee, will consist of representatives from the main tenants, the City, a local resident, professional chairperson, and facility manager (non-voting). The Committee will be responsible for all strategic planning and financial management.
- The facility will then facilitate sub-lease and sub-license agreements with each of the main tenants (and any other commercial tenants). This is defined as follows:
 - o **Sub-lease:** Tenants with a sub-lease agreement will have exclusive rights to certain parts of the facility for a set amount of time. For example, with the SFFC, they would have a sub-lease for their office space and dedicated SFFC changerooms.

- o **Sub-license:** Tenants with a sub-license agreement will have specified rights to certain parts of the facility at specific times. For example, with the SFFC, they would have sub-license agreement for the oval for training and match usage.

This model ensures that the Committee (and broadly the City) has total control over the facility and that the facility is maintained as a community asset and that no one tenant has exclusive rights over an amenity which is not part of their key service offering. The lease and license model has been adopted at Cockburn ARC, where the City of Cockburn manages the facility directly (as opposed to appointing a Committee) but has lease arrangements with Fremantle Football Club (FFC) for dedicated FFC areas (administration offices; football areas etc) and other commercial tenants for exclusive areas (sports medicine facilities), and license arrangements with FFC and commercial tenants for shared areas (hard courts, pool areas etc).

10 BENCHMARKING

In order to inform the concept plan, benchmarking was undertaken against comparable community and sporting facilities, identifying their inclusions, benefits and constraints. Consideration was also given to recent trends in facility development which include the following key points:

- Shift away from single use sports facility to multi-use facilities.
- Gender inclusive facilities.
- Multipurpose facilities and components i.e. media facilities (studios/commentary boxes) used as meeting rooms or office spaces.
- Integration of Community spaces – meeting rooms, function rooms used for yoga classes.
- Commercial sustainability – integration of complementary commercial facilities e.g. gyms, lettable office spaces, cafes.
- Flexibility of usage – facilities utilised for sporting training and competition that are able to be used for cultural and community events where practicable.
- Increasing facility standards – meeting demands from sports and customers.
- Sustainable design and practices.

The facilities analysed include:

Facility	Description	Inclusions	Benefits	Constraints
Claremont Football Club 	• Redevelopment of the Claremont Football Club in 2014. • Purpose built WAFL facility however, integrated with commercial tenancies (e.g. health club, allied health tenancies). • Residential development also built on site.	• WAFLC club facilities. • Function room. • Café • Health club • Allied health tenancies • Surrounding residential development.	• Integration with commercial tenancies improves facility viability. • Synergies between tenancies and club,	• Originally adopted a land lord model for food and beverage services (space leased to a catering company). However, have since chance to operator model (in house chef) due to lack of control of quality of service and cost. • No real sharing of dedicated club space (not a true community facility).

Facility	Description	Inclusions	Benefits	Constraints
WACA Ground 	- Redevelopment of the WACA Ground commencing in 2021. - Purpose built cricket facility however, integrated with commercial tenancies (e.g. health club, allied health tenancies). - Retained ability for future residential development on site.	- Tier 1 Cricket Facilities – maintain ability to host Test Match Cricket. - Capacity of 10,000 with ability to expand to 15,000. - Community facilities including pool. - Café/Health Club/Allied Health Tenancies. - Administration and High-Performance Facilities.	- Opening up the Ground to the community – reconnecting with the City. - Sustainability for the WACA.	- Lack of onsite parking. - Condition and maintenance of existing facilities.
Chirnside Park Hub, Werribee VIC 	- Redevelopment of Chirnside Park Pavilion completed in March 2018. \$11 million contract value. - AFL State Level Facility – Werribee Tigers play in VFL. Shared facility with cricket. - Redevelopment of Oval completed subsequently.	- New pavilion comprises player changes rooms, warm-up areas, gymnasium, associated amenities and media facilities to enable television broadcasting of games. - There are function rooms with full bar facilities and a commercial kitchen. - Tiered seating for over 350 spectators. - Café/Function Centre	New purpose-built facility.	- Werribee FC use off-site venue as Tiger Club Room. - No inclusion for commercial amenity therefore, will be the requirement of the Local Government to maintain.
Gore Hill Park. Artarmon NSW 	- Redevelopment undertaken in 2015. - Transformed from a VFL pavilion to a community and sporting precinct.	- Improved football amenities. - Function and event space. - Café. - Health club. - Walking track.	- Inclusion of commercial amenity ensures the viability of the precinct. - Better engagement with the community.	- Difficulty establishing a management model with only one key tenant. - Football club may lack the experience to manage commercial tenants.

Facility	Description	Inclusions	Benefits	Constraints
		Community and commercial office space.		
Alberton Oval, SA 	- Redevelopment of Alberton Oval – seeking funding. AFLW team to be added for end of 2022. - High performance facilities plus community and recreational facilities. - Port Adelaide home since 1880s. - Port Adelaide trade of land value for peppercorn lease for that portion of land.	- Port Adelaide administration and training centre. - Two basketball courts and a soccer field – identified priorities for the LGA. - Upgrade of change rooms under Fos Williams Family Stand.	- Retains Port Adelaide at traditional home. - Inclusion of facilities needed by Community.	- Lack of inclusion of complementary facilities to assist with sustainability. - Community soccer field use as parking.
Junction Oval, St Kilda 	- Development of Cricket Victoria Headquarters in 2017 at Junction Oval. - Purpose built Tier 2 Cricket facility integrated with Administration facilities, commercial tenancies (e.g. cafe). - Heritage grandstands on site. - Shared facility with local cricket club.	- Cricket Victoria Facilities – Administration and High Performance. - Broadcast Facilities – WBBL, Sheffield Shield, Women's Internationals. - Café (catering firm)/Indoor Centre. - Broadcast lights (through second round of funding).	- Use of Media facilities by administration. - Co-location of Cricket Victoria administration and teams.	- Community integration is limited to cricket. - Limited commercial integration. - Parking.

11.1 Accommodation Schedule

Based on the previous work conducted in the development of the Fremantle Oval Master Plan and investigations undertaken as part of this Business Plan, Paatsch Group has worked in collaboration with the Project Partners and COX Architecture to develop the accommodation schedule. The following table outlines the key area requirements of the proposed new Pavilion development. The full accommodation schedule has been provided at Appendix C.

No.	Function	Area (m ²)	Planning Notes
	Lower Ground Floors	4760	
	Underground Car Parking	4760	Two level – approx. 180 bays in total.
	Ground Floor	1960	
	Reception/Shop/Storage	230	Shared use across all facility tenants
	Team Facilities	1031	
	Shared Team Facilities	125	
	Umpire Facilities	48	Areas included in Multi-sex change Wet Areas
	Patron Amenities	38	
	Food and Beverage	55	
	Level 1	1365	
	Function Room	648	Includes lobby area
	Primary Kitchen	80	
	Patron Amenities	89	
	Sports Bar/F7B	182	
	Gym – Lower Level	730	
	Child Care – Lower Level	420	
	Seating Plats	595	760 seats plus 14-wheel chair spaces
	Support Facilities	155	Coaches Boxes etc
	Level 2	1540	
	SFFC Administration Area	170	
	Stephen Michael Foundation	215	
	SEDA College		Shared use of facilities
	WAFC Development Staff	45	
	Community	160	Potential NDU space
	Tenancy	75	Potential Perth Glory space
	Media Boxes	175	To meet AFL Category 4 requirements
	Match Day Facilities	155	Shared use for non-match day
	Staff Amenities	168	Shared use
	Gym – Upper Level	730	
	Child Care – Upper Level	420	
	Playing Surface		
	Playing Surface		Oval realigned to reconnect with Victoria Pavilion 165m x 130m field of play
	Sports Lighting		1000 lux
	Precinct		
	Victoria Pavilion Refurbishment	700	Includes lower level F&B
	Northern Standing		
	Eastern Plats		
	East/South Grass Banks		
	Adventure Play Ground		

Based on the accommodation schedule, the following is summarised:

- The new Pavilion facility adopts an area of 9855m² including:
 - o Two levels of below ground car parking (approximately 4760m²) providing approximately 180 bays of parking. Note: there are approximately 177 bays currently on the reserve which will largely be removed with the redevelopment. The

existing bays compromise the relationship between the Victoria Pavilion and the oval, an issue being addressed as part of the redevelopment with the proposed realignment of the oval. The proposed underground parking is to replace the existing provision and ensure operations are able to be supported.

- o Ground floor of 2190m² incorporating team facilities, patron facilities and reception area.
- o First floor of 1365m² incorporating function room facilities and patron facilities. Additional space included on this level includes:
 - 790m² to the north and 420m² to the south for usage as complementary commercial facilities; and
 - 595m² for seating plats incorporating 760 seats and 14 wheelchair spaces.
- o Second floor of 1540m² incorporating community facilities, administration facilities and match day media and team facilities designed to include a non-match day function. Complementary commercial facilities on this level adopt the same special allocation as level 1, 790m² to the north and 420m² to the south.
- Within the facility, there is provision for the inclusion of the project partners and their accommodation requirements, commercial gym, function rooms, café, bar, tenancy space and community meeting/programme rooms.
- Externally, allowances have been made for the inclusion of spectator seating to the oval, landscaped paths, and playground.
- The Victoria Pavilion will be extensively restored with the ground floor level proposed to be converted into a food and beverage offering that would operate on non-match days as well.

11.2 Concepts

11.2.1 The Masterplan

Based on the accommodation schedule prepared, the following masterplan has been documented, outlining the progressed design of the redeveloped precinct. The full concept designs can be found under Appendix D – Concept Package and Appendix E – Fremantle Oval Landscape Concept.



Figure 7: The proposed masterplan for the Fremantle Oval Precinct.

Note, in reference to the masterplan (Figure 7), the below comments are made starting at the new Pavilion and then follow a clockwise direction around the design.

- The new pavilion is located on the midway line of the reorientated oval. The building incorporates the necessary facilities to meet AFL Venue Guidelines for a Category 4 facility as well as associated community, administration, education, and complementary commercial facilities. Refer to Sections 11.2.2 to 11.2.5 for full details.
- The new pavilion incorporates two levels of underground car parking to replace the bays that are currently on-site and being lost through the redevelopment. The existing parking includes approximately 177 bays on the reserve with many of these bays providing a barrier between the Oval and Victoria Pavilion. The reconnection of the Oval to the pavilion requires the removal of these bays and their replacement is required for the Oval to operate.
- A public plaza is located between the new pavilion and the Victoria Pavilion. The plaza opens up the Oval to Fremantle with view provided into the Oval from Parry Street. With the extension of the pavilion into this space, it provides a sheltered area for activation of the precinct and for viewing areas on match day.
- Victoria Pavilion will undergo a significant renovation to preserve and reinvigorate this important historical facility. The area under the grandstand will be converted to a unique food and beverage offering. The seated area will be refurbished. The area in front of the pavilion will be “opened up” to provide direct access from the F&B area to the oval. Terraces will be introduced either side of this access way to provide addition eating and viewing areas.
- To the north of Victoria Pavilion, the existing gate structures will be removed with a second public plaza area introduced. Views will be provided from William Street into the Oval. The new entry plazas provide a safe, accessible pedestrian entrance to the Oval at the primary pedestrian access points leading to the oval. The plazas are designed as public open spaces and congregation areas for football games and ticketed events, with the provision of roller gates and fencing to secure the area.
- On the northern and eastern side of the Oval, spectator areas are improved, and passive recreation activities integrated. Two types of spectator areas are included in the open space:
 - o Covered terrace seating - The shade structure over the terrace seating provides weather protection.
 - o Grass bank spectator area - the grounds have been designed to spaciouly accommodate approximately 3,000 spectators.
- In the north-east corner of the Oval, the nature play area is located under the mature fig trees, taking advantage of the natural landform and the shade provided by the trees. The underlying philosophy of the nature play area's design is to create an inclusive play environment for all members of the community and to provide a family-friendly area on game-day.
- Integrated into the eastern side of the oval is a multi-purpose area, adaptable for organised events and casual use, including:
 - o BBQ;
 - o seating wall;
 - o angular timber lounge deck for adaptable seating options; and
 - o hardstand and electrical supply point for food trucks.
- At the Southern end of the Oval is a proposed development area. The City of Fremantle has been granted this area of land by the State as compensation for the loss of the former Stan Reilly Centre site for the development of a new WA Police regional headquarters. Plans for this area will be developed in the future.
- It is proposed that the oval is reduced to 165m x 130m (which is equal to the dimensions of Optus Stadium) and is re-aligned to the west to reconnect the Oval with the Victoria Pavilion. Sports lighting is upgraded to an LED system capable of allowing AFLW matches to be broadcast at night.

- The revised configuration will allow for 7,500 patrons in a comfortable setting with up to 10,000 patrons with reduced seating and increased standing areas. Through overlay, the venue will be able to accommodate 12,500 patrons.

11.2.2 The Facility – Basement Car Parking

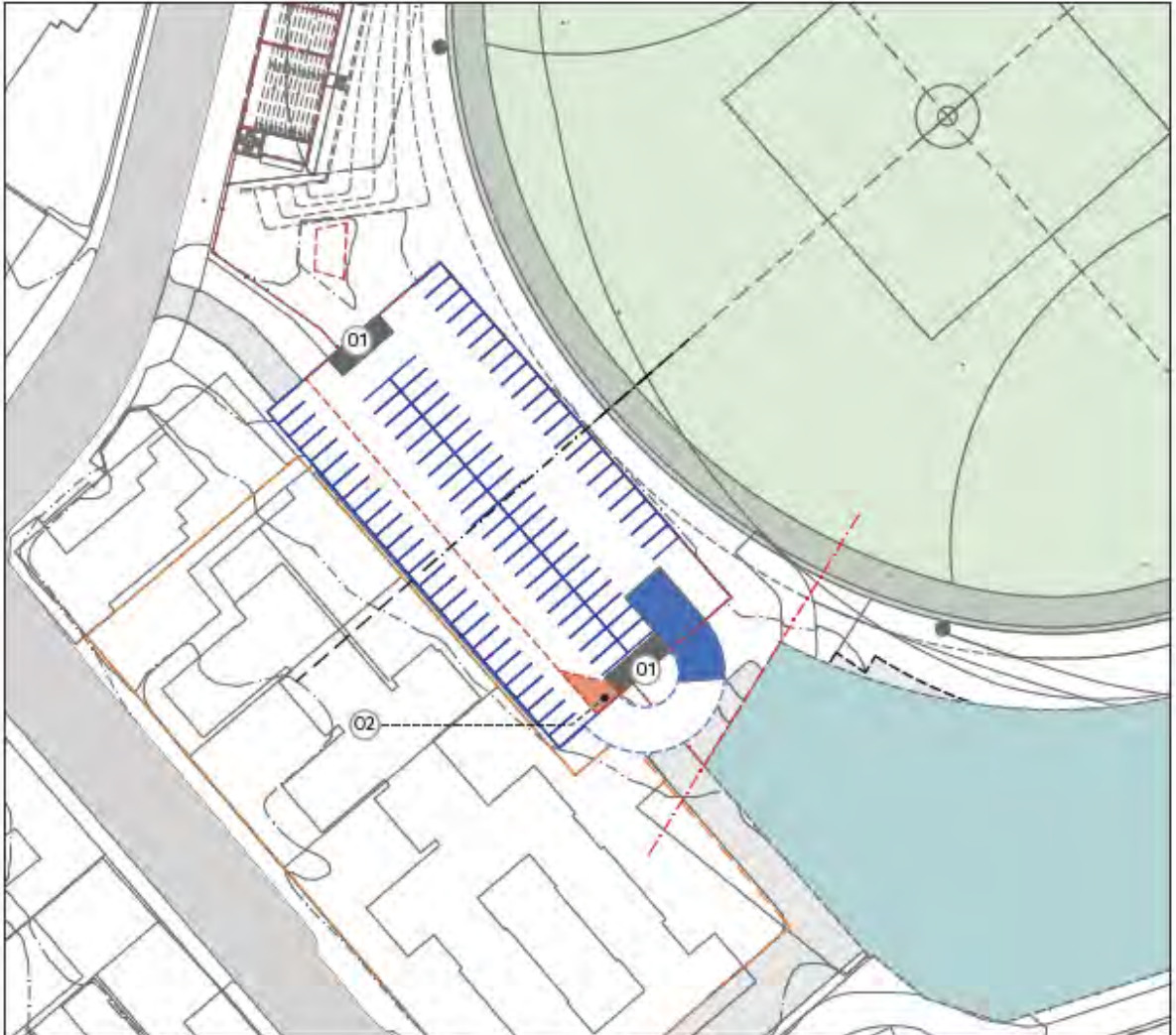


Figure 8: Basement parking.

Figure 8 illustrates the potential layout for basement car parking. The intent of the car parking is to provide two level of basement car parking (approximately 180 bays) to replace the existing car parking on site that will be lost due to the redevelopment. Note: the capital costs to provide one level of underground car parking are estimated at \$7M per level. Further detail on the potential approach to the provision of car parking is provided at Section 17.6.

11.2.3 The Facility - Ground Floor



Figure 9: New facility, ground floor.

Figure 9 illustrates the internal, ground floor components of the proposed new pavilion facility which includes:

- The ground floor is developed at the same level as the playing field.
- At the northern end of the new building, a new plaza is the arrival point into the precinct. A shared entry point for the tenants and complementary commercial facility including a team store shared by SFFC and FFC. Gym patrons will enter the facility via this entry. Patron amenities is provided on this level to serve both a match day and non-match day role.
- The main components of the ground floor level are the team facilities servicing both the training and match day requirements. The team facilities have been designed to meet AFL Preferred Facility Guidelines for a Category 4 venue. This provides for the AFLW content to be played at the venue.
- Two main change rooms are provided to service the majority of use by SFFC (WAFL and WAFLW) and FFC (AFLW). The change rooms have the functionality to be able to be used as two larger change rooms or four smaller change rooms to allow the venue to host community match days as well as larger events such as the WAFL Grand Final.
- It is anticipated that the warm up areas will be used throughout the week by SEDA College as class rooms for their programs located at the oval.
- Should Perth Glory permanently relocate to Fremantle Oval, the change room areas have the flexibility to provide the Club with change room areas for their training purposes as well as being used by SFFC and others on a match day.
- The lecture theatre is provided to allow Notre Dame, SMF and SEDA to use this space as well as being located to allow usage by the community. Sporting teams located at the oval would also use this facility for team and staff meetings.
- It is anticipated that the SFFC Gym space can be designed to allow the usage by NDU as part of their Sports Science programs.

11.2.4 The Facility – First Floor

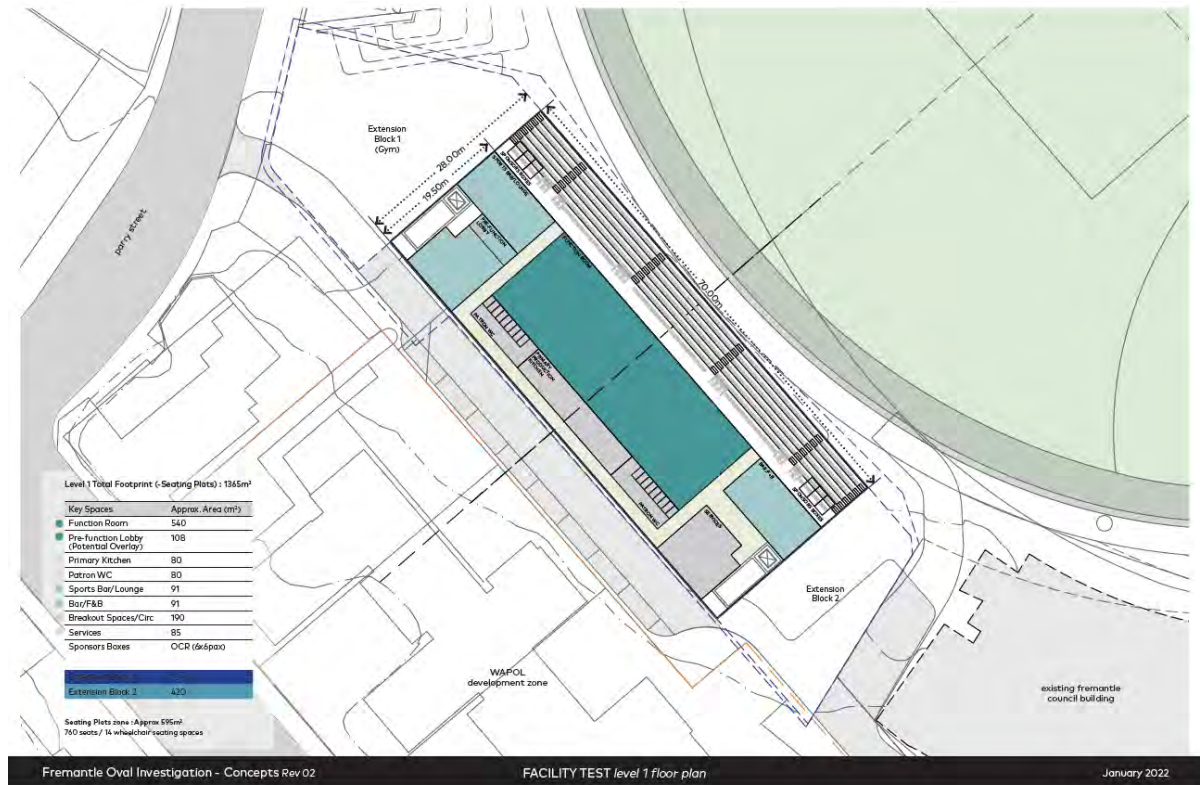


Figure 10: New facility, first floor.

Figure 10 illustrates the first floor components of the facility. The main commentary includes:

- The Function Room serves both a match day and non-match day role. On non-match days, the function room is an important element in the complementary commercial facilities. It will be available to the External Management Operator to hire out for a variety of functions to support the Business Model. The function room will have a maximum seated of 350 guests. It will be provided with an operable wall to provide flexibility with the hire of the venue.
- Directly outside the function rooms is grandstand seating for the oval, with a capacity of 760 persons plus 14 wheelchair seating spaces.
- The Sports Bar will provide SFFC members and their guests with a small area to gather and socialise on match and non-match days.
- Additional food and beverage area is provided to service grandstand patrons on a match day.

11.2.5 The Facility – Second Floor

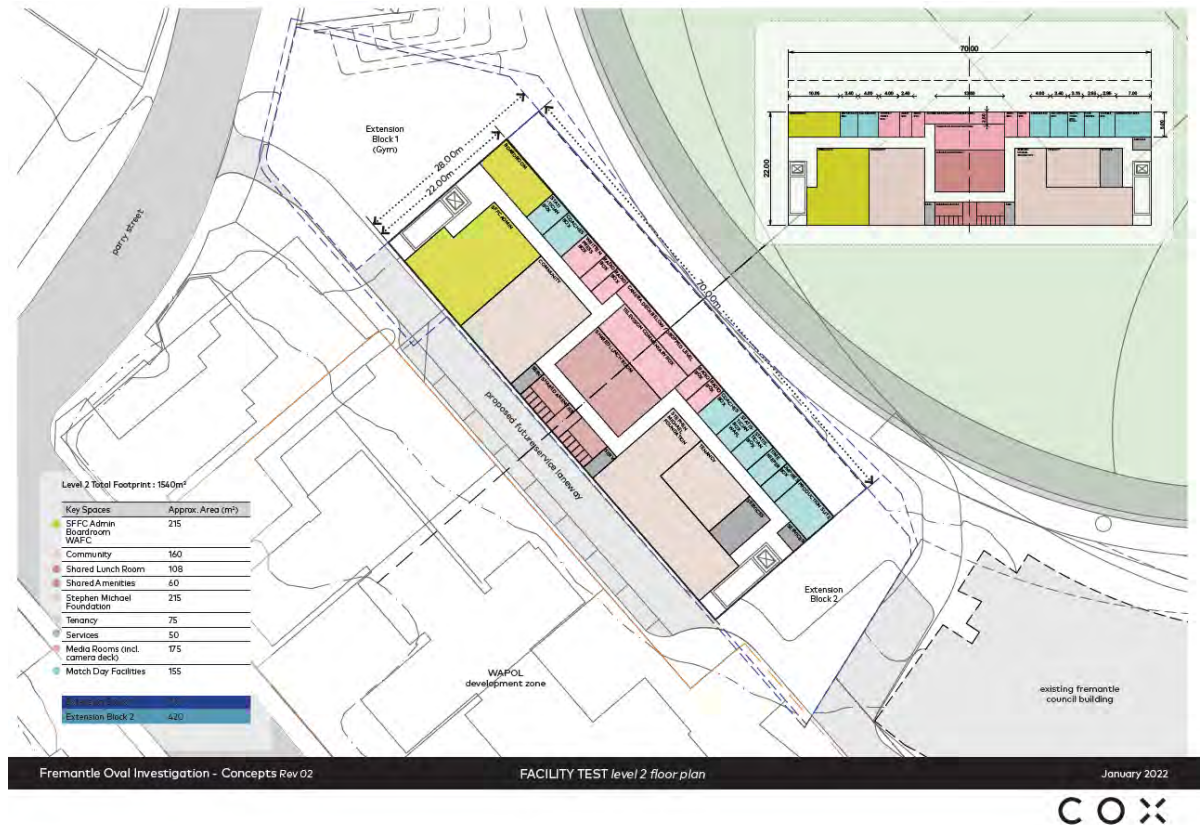


Figure 11: New facility, second floor.

Figure 11 illustrates the internal, second floor components of the facility. The main commentary includes:

- The main tenancy areas are provided on this floor for SFFC, WAFC and the SMF. Additional capacity is currently included to provide for Perth Glory and NDU and potentially other future tenants.
- Staff facilities such as lunchroom and toilet facilities are located and design to allow for each of the tenants to share these spaces. Being co-located on the same level as the media and team support facilities means that these facilities also provide a match day function.
- Conversely, the media and team facilities provided on this level to meet the requirements of the AFL Category 4 Venue have been located to provide a non-match day role as meeting spaces and potential office spaces.
- The Boardroom will be available for use by all tenants. The proposed location adjacent to the stair and lift access to this level also means that this space will be available for usage by the community as a meeting space.

11.2.6 Summary

Overall, the proposed masterplan and concept designs has been further developed based on all investigation undertaken and with the key drivers aligned to the adopted Key Principles being to:

- Upgrade the facilities to meet AFL Category 4 Venue Guidelines.
- That the precinct becomes open and inviting to the community.
- That the precinct recognises and respects the heritage and history of the site.
- Reconnect the playing field with Victoria Pavilion and to reconnect the Oval to Fremantle.
- Provision of passive and recreational open space available.

11.3 Staging Options

As the majority of works are fully integrated it is generally not feasible to break the works into distinct stages of any significant size. The relocation and redevelopment of the oval and the need for the City to sell the to be created freehold land at 1514 Bulldog Lane to help fund its contribution to the redevelopment means the current FFC building and the current SFFC building must be demolished and the facilities within these building replaced to enable the ground to remain operational. Most of the works are in the ground realignment and redevelopment (including lighting upgrade) and the development of the new pavilion to replace and upgrade the facilities currently provided in the old FFC building and the SFFC building.

The facilities proposed for the new pavilion are required to allow the ground to cater for the events to be proposed to be held at the ground including SFFC home games, AFLW and AFL pre-season games. It is not operationally feasible to construct certain levels of the pavilion and then add levels at a later date. The operational and construction impact of this type of staging on the operation of the precinct ground would be too disruptive (along with an increase in cost).

It may be possible to deliver the following works as part of a stage 2:

- Victoria Pavilion Upgrade – this is recommended to be part of stage one as the use of the grandstands for seating is a key component of the decision to realign the oval (and to meet capacity targets) and the redevelopment of the area below the Victoria Pavilion into a bar area is a key revenue stream for the redeveloped precinct.
- Landscaping and Associate Works – Some landscaping and associated works could be deferred to a stage 2. These works would not be significant with the works to be more costly if delivered as a later stage.

11.4 Maintaining Operations

With the former FFC building located onsite, it is intended that the existing Oval tenants would be relocated to this building whilst construction of the new building and renovation of the Victoria Pavilion occurs. The FFC building development site would then become available for development.

11.5 Ticketed Event Mode

It is proposed areas of existing fencing as well as existing infrastructure at the William Street entry removed from the site and to allow the precinct to become more open and inviting to the community and improve pedestrian and cyclist permeability.

However, if it was required for the precinct to be “locked down” for a ticketed event such as a WAFLW match the masterplan has been designed to ensure there is an ability to do so.

11.6 Concept Renders

The following renders have been provided to give greater detail as to how the precinct will look and, the relationship between the new building and the Victoria Pavilion. Please refer to Appendix D to review all renders in detail however, a summary has been provided below:



Figure 12: View north from Parry Street showing the view into the Oval.



Figure 13: Pedestrian view facing towards the facility of what would be considered the main entrance.



Figure 14: Render showing the proposed entry to the new building.



Figure 15: View from the playing field back to the new building and Victoria Pavilion.

Based on the masterplan and concepts prepared under Section 11, the following capital cost estimates have been prepared by DCWC. Note, all costs exclude GST and the full cost estimates can be found under Appendix F.

Item	Cost (excl. GST)
Building Works – New Pavilion inc	\$38,596,000
Match Day Facilities	
Administration Facilities	
Complementary Commercial	
Victoria Pavilion Upgrades	\$3,390,000
Precinct Works	\$10,914,000
External Services	\$5,855,000
Net Construction Cost	\$58,755,000
Contingencies, Fees and Headworks	
Design Contingency	\$4,407,000
Construction Contingency	\$3,158,000
Professional Fees	\$6,506,000
Headworks and Statutory Charges	Included
Building Act Compliance	Included
FFE/ICT	\$2,164,000
Gross Project Cost	\$74,990,000
Escalation to July 2024 Construction Start	\$14,998,000
Estimated Project Total Cost	\$89,988,000

The following exclusions are recognised to the above cost estimates:

- Goods and Services Tax (GST)
- Assumptions generally as detailed in estimate.
- Escalation beyond July 2024
- Work outside site boundaries
- Public Art allowance
- Work to existing facilities
- Major Services Infrastructure Upgrades
- Services diversions
- ESD
- Client Costs
- Relocation / Decanting / Recanting costs
- City of Fremantle fees and charges.

In developing the Cost Plan, a value engineering exercise was undertaken to reduce the scope and area of the new Pavilion building. This value engineering undertaken is included in the report at Appendix F. To note, the architectural layouts have not been amended to reflect these reductions and this will occur in the next phase of the Project.

13.1 Sustainability Plan

A full environmental assessment has not been undertaken as part of this scope of works and further detailed environmental impacts to the precinct will be investigated within the next phase. However, certain measures have been undertaken within the design in order to preserve the surrounding environment and adopt positive sustainability practices. This includes:

- Retention of existing significant trees located onsite.
- Design: although detailed design is to be undertaken within the next phase, it is known that the architect will undertake measures to ensure that the physical infrastructure adopts environmentally sustainable design principals where possible. This could include solar panels on the roof, rain collection system, recycling initiatives and thermal heating of water supply (e.g. showers in changerooms). The design process will also look to incorporate smart technologies (e.g. smart lighting system, energy efficient mechanics) as well as the inclusion of sustainable materials within the actual build.
- In further planning, consideration will be given to the implementation of the principals set out by the Infrastructure Sustainability Council of Australia.

13.2 Economic and Social Impacts

A full triple bottom line analysis will be required as part of the treasury business case development (next phase) however, an initial assessment has been undertaken regarding the immediate economic and social benefits that this facility will bring to the City, its tenants and the community.

These items have been calculated through reference to KPMG's *The Value of Community Sport and Infrastructure* report which was drafted in 2018. This report quantifies some of these benefits that the facility will generate, with the following being some of the key findings:

- The annual value supported by community sport infrastructure in Australia is at least \$16.2 Billion, with community and sporting infrastructure being utilised by eight million Australians.
- The economic value of community sport infrastructure is \$6.3 Billion.
- Persons utilising community and sporting infrastructure regularly delivers a saving on the Australian health care system estimated at \$0.5 Billion per annum.
- Community sporting infrastructure generates the equivalent of 33,900 FTE positions in Australia.
- Having this infrastructure in place and utilised by the community can lead to a lower risk of persons contracting chronic diseases such as cardiovascular disease, cancers, dementia and diabetes. This also includes reducing the risk of falling and improved mental health.
- Having a facility such as the one proposed also provides added social benefits to its users including:
 - o Delivering intellectual and academic benefits including improved brain function.
 - o Leads to increased levels of trust and reduces antisocial behaviour.
 - o An increase in community pride.
 - o Increased and improved social inclusion and communication skills.

13.2.1 Economic Impacts

Pracsys were engaged to undertake an initial high-level economic impact assessment. The full report is provided at Appendix G. This report is intended to provide a preliminary evidence-based estimate of the economic impact of the project's construction and operational phases, in terms of full-time equivalent (FTE) employment created and output generated.

Construction Impact

The construction of the Fremantle Oval is expected to deliver \$67.5 million of direct expenditure into the State economy. This construction expenditure is estimated to create 60 FTE jobs directly and induce a further 197 FTE jobs in the broader economy and indirectly stimulating an additional \$150.8 million of expenditure in the wider economy. These 257 FTE jobs will be generated as a once-off injection into the economy through the Centre's construction.

Operational Impact

Once operational, the redeveloped Fremantle Oval will directly support and additional 49 FTE jobs each year over the life of the completed development, resulting in a direct operational out of \$9.6 million annually. There will also be up to \$19.1 million of output indirectly stimulated, supporting 64 FTE potential employment opportunities in the broader economy annually.

Economic Benefits

The project is expected to generate an additional \$3.1 million in additional benefit to the local economy annually. This will directly create an additional 21 FTE jobs each year while also supporting indirectly up to 16 FTE employment opportunities in the wider area.

14 RISK ASSESSMENT

A full risk assessment has been undertaken in order to determine the critical risks for the project. The risk register can be found under Appendix H however, some of the critical risks leading up to funding being awarded have been documented below along with their appropriate mitigation strategy.

Risk	Risk Rating	Mitigation Strategy	Mitigated Rating
Project partners unable to agree to commercial terms for the new facility.	E	- Project partners have been working collaboratively on Project - strong existing relationships. - Valuations provided by experts.	E
Scope and design too elaborate resulting in build ability/cost issues.	E	- Functional Brief and Accommodation Schedule sign off by Project Partners. - Regular cost reviews and market testing. - Experienced cost consultant and industry experienced turf consultant brought on-board during design process. - Consider procurement route to allow for Contractor comments on design (should procurement option allow). - Safety in design process implemented. - Consultant and contractor pre-selection process implemented on the basis of OH&S systems and track record. - COF Strategy for contractor procurement and standards adherence aligned with requirements.	H
Stakeholders not able to provide sufficiently clear information for brief resulting in additional effort in later design stages to make building fit for purpose.	E	- Engage appropriate specialists. - Build a strong stable team and engage effectively with stakeholders at each phase.	M
Stakeholder/Project Team Member provides information that results in unwanted press attention and/or breaches confidentiality.	E	- Communication plan implemented and emphatic clarification of current objectives and project strategy. - Clearly dispel any prior misconceptions. - Establish and implement strict media policy.	M
Stakeholders or community groups who could be accommodated within the facility were missed during the early consultation process.	M	- When the business plan and masterplan is advertised for public comment, allow the opportunity for feedback to be given regarding other community groups which could be co-located. - Ensure the design allows for flexible space which could be used adhoc or on a permanent basis by other groups, otherwise could be commercially leased.	L
Risk Rating Key:			
Low:	L	Medium:	M
		High:	H
		Extreme:	E

15 PROCUREMENT OPTIONS

A Procurement Workshop will be convened at the appropriate time to review all available procurement strategies and select the appropriate route based on the response to two key questions:

“What is the level of risk in the project and who is best placed to manage that risk”

&

“Where and at what point can the Contractor best add value”

15.1 Consultant Team

For the consultants' procurement, to achieve a balance of control and selection of the best team members for the project, key consultants should be individually appointed. Related disciplines of consultants would be grouped together with appropriate subconsultant services included within each and typically we see the key disciplines as Project Manager, Quantity Surveyor, Architect, Civil/Structural Engineer, Hydraulic Engineer, Pool Engineer, Electrical Engineer and Mechanical Engineer. This approach will also be seen as more attractive to the marketplace and allows for greater competition.

15.2 Construction

For the Main Building Construction, based on recent experience in the market with price escalation high and challenges with supply chains and subconsultants, there is the potential to explore a Modified Traditional Tender (MTT) approach. Similar to an Early Contractor Involvement (ECI), this process involves the early engagement of the building contractor to be involved early in the design process to assist with cost control.

On previous sporting developments we consider that a traditional fully documented procurement approach would be the optimal route as this typically provides a high degree of design control with an ability to focus capital expenditure on reducing life cycle and running costs. This approach can meet key Project aspects including driving down costs, maintaining flexibility and managing the construction budget to avoid overruns. This does not preclude the ability for a Design and Construct Route to be successful although it relies heavily on an accurate and detailed set of Principal's Project Requirements and the appropriate Contractor selection.

Given the potential scale of the construction cost, consideration could also be given to a Guaranteed Maximum Price (GMP) or target cost approach, however this would have to be determined once more details on the building design are known. As such, this will be further assessed at the appropriate time.

16 PROGRAMME

A detailed programme is to be developed within the next phase as part of the project definition plan. However, a high-level programme has been drafted below to give an indicative timeframe as to when the project will be completed.

Task Name	Start Date	End Date	Duration	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
				2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
Endorsement of Business Plan by Council	Mar 22	Mar 22	0										
Community Consultation	15 Mar 22	15- Apr-22	28										
Federal Funding Procurement	1-Mar-22	14-May-22	72										
Federal Funding Awarded	May-22	May-22	0										
State Funding Procurement	May-22	April-23	0										
State Funding Awarded	April-23	April -23	0										
Other Funding Procurement (Operator etc)	May-22	April-23	0										
Other Funding Awarded	April-23	April -23	0										
Project Definition Plan	30-May-22	31-Dec-22	215										
Business Plan Update	30-May-22	1-Jul-22	32										
Treasury Business Case (if required)	1-Jul-22	30-Oct-22	120										
Geotechnical Investigation	1-Oct-22	31-Dec-22	91										
Concept Design	1-Oct-22	31-Dec-22	91										
Delivery of PDP	1-Oct-22	31-Dec-22	91										
Schematic Design	1-Jan-23	30-Apr-23	119										
Detailed Design and Documentation	1-May-23	31-Dec-23	244										
DA Submission and Award	1-Oct-23	31-Dec-23	91										
Contractor Procurement	1-Jan-24	31-Mar-24	89										
Construction	1 Jul 24	1-Dec-25	610										
Practical Completion	1-Dec-25	31-Dec-25	30										
Occupation	1-Jan-26	1-Jan-26	0										

Figure 16: Indicative programme for the Fremantle Oval Precinct Redevelopment.

Ideally State Funding is confirmed Oct-Dec 2022 following the completion of the Treasury Business case but worst case would need to be confirmed prior to commencement of Detailed Design and Documentation. If funding was not confirmed until April 2023 then it is recommended that Council proceed with PDP and Schematic Design development. This will demonstrate Council's commitment to the project and provide a high level of capital cost certainty for the State Government in

the funding submission. This would require the City of Fremantle to fund the project up until the end of Schematic Design out of Council funds that when successful in procuring State Government funding would form part of the Council capital contribution. Alternatively Federal Government funding may be able to be drawn down for this purpose.

Based on the above programme, assuming that funding was awarded by May 2022 (in line with Federal election), it is anticipated that occupation of the precinct by the key tenants and opening to the community could be achieved by January 2026.

17.1 Facility Ownership

The Fremantle Oval Precinct inclusive of the facility will be owned by the City of Fremantle.

17.2 Governance

When considering responsibilities for the operations of the facility, two scenarios were considered. These included:

1. Direct responsibility and governance by the City.
2. The City facilitate the establishment of a management committee. The Management Committee then has governance responsibility over the facility, with the City then having oversight of the Management Committee.

Governance Option	Benefits	Constraints
1. City of Fremantle	• Reports directly to the City to. • Viewed by the community as a 'non-commercial' option.	• The City may not have the right skill and experience. • Lack of supporting resources to be relied upon. • City assumes total risk. • If the asset underperforms, all losses will sit direct with the City. • Does not represent interests of other key stakeholders
2. Management Committee	• Fully integrated management maximises opportunities across the facility. • Ability to gain specialist expertise. • Singular focus for Management Committee. • Likely to have a stronger commercial focus than other options. • Will have some responsibility with underwriting the asset if it underperforms • Opportunity for an external Chair with expertise. • Opportunity for community representation	• May impact on diversity of use with a greater focus on commercial activity. • Values and objectives for the precinct may not align to that of the City communities values.

17.2.1 Governance Benchmarking

Benchmarking was undertaken against other key sporting and community facilities to compare the management and governance structure adopted. A full analysis of all venues compared can be found under Appendix I however, the greatest comparable facility has been detailed below.

17.2.2 Fremantle Park, Sport and Community Centre

The Fremantle Park, Sport and Community Centre is a recently completed development accommodating the Fremantle Tennis, Bowls and Workers Clubs within a single facility. The president of the Bowls club (and chairman of the integrated body) was met with to discuss the adopted governance structure, along with its benefits and constraints. The key findings include:

- Adopted a joint management model ('trust') consisting of nine representatives (three from each club).
- All revenue generated (including membership income) goes to the Integrated Facility Incorporated Body. All expenses are then also the responsibility of the incorporated body.
- Food and beverage sales are tracked through individual membership cards for each club. A dividend system will then be implemented in any future years when a surplus is achieved.
- The Incorporated Body has appointed a professional manager to manage the facility. The manager reports to the Incorporated Body and is responsible for day to day management.
- The Fremantle Bowls Club has experienced a sharp increase in social memberships since the development was completed. The Incorporated Body would eventually like to introduce a facility social membership.
- All food and beverage service are managed in house (i.e. the appointed head chef and all food and beverage staff are employees of the facility). This was identified as the preferred as it allows the facility to retain greater control of the standard of food served and the quality of service.
- The Incorporated Body is responsible for maintenance costs however, all major capital upgrades in the future will be responsibility of the City of Fremantle.



Figure 17: Fremantle Park, Sport and Community Centre.

The Fremantle Park, Sport and Community Centre is identified as a critical benchmark for the Fremantle facility in terms of its governance structure.

17.2.3 Recommended Governance Structure

It is recommended that the City facilitate the establishment of a management committee. The Management Committee then has operational responsibility and governance over the facility, with the City then having oversight of the Management Committee.

Legal advice has indicated that the appropriate structure was that a Committee as defined under Section 5.9 (2)(c) of the Local Government Act 1995, would be the most suitable vehicle given the current circumstances.

The following governance structure is proposed in order to ensure the long-term success and sustainability of the precinct.

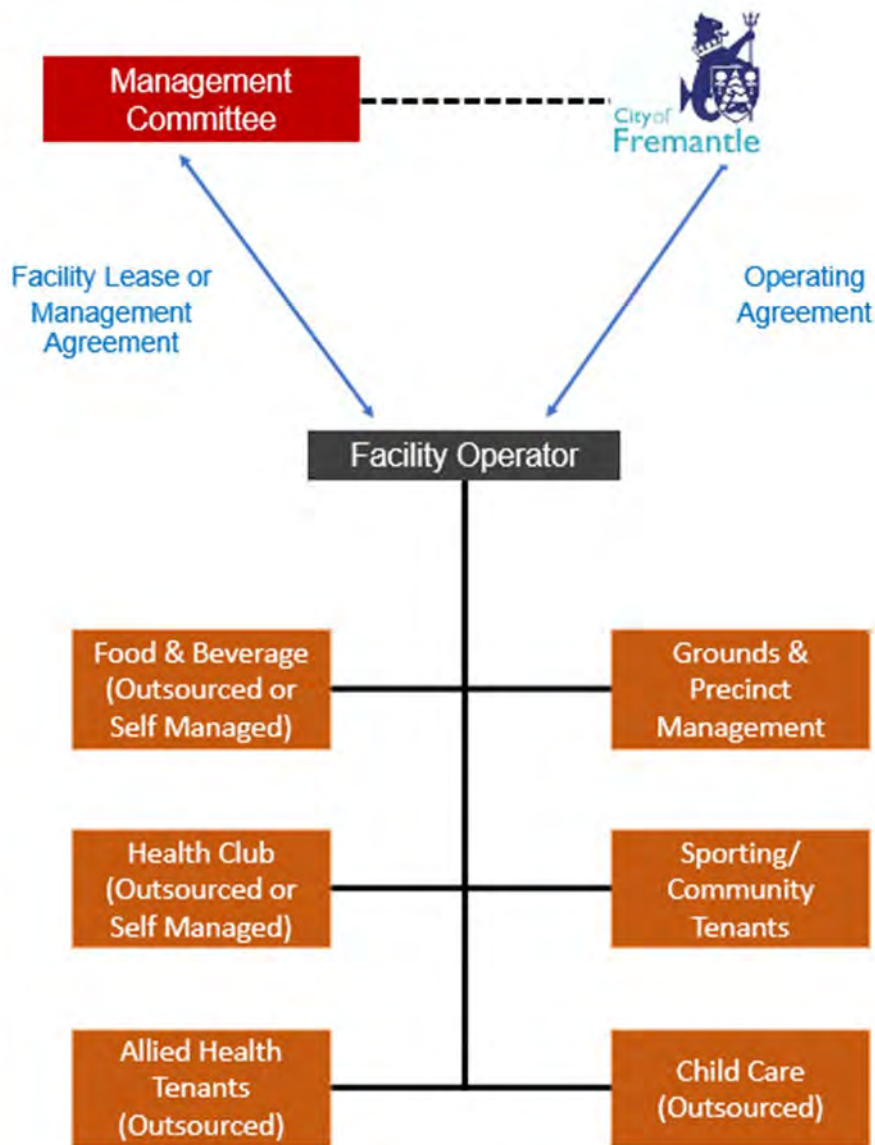


Figure 18: Recommended Governance Structure.

17.2.4 Management Committee Structure

It is proposed that the Committee consists of the following personnel:

- 1 member from SFFC
- 2 City employees/elected members
- 1 representative from Notre Dame University or another key tenant (if applicable)
- 1 representative from commercial tenant (if applicable)
- 1 local resident
- 1 Chairperson (independent)
- 1 facility manager (non-voting member)

It is recommended that the Committee adheres to the following guidelines:

- The Chairperson is to be an independent Committee representative (similar to the local resident) however, will have had previous experience either acting in the role of a Chairperson on similar Committee (s) or in governance/management of community facilities and can therefore provide valuable insight into overall governance and management. It is recognised

that a small stipend may be required to be paid to the Chairperson for their services (subject to facility finances).

- The professional manager (or representative of the appointed managing entity) will be a nonvoting member (ex-officio) and has responsibility to facilitate the operation of the Committee.

Roles and responsibilities of the Committee and its Members would include:

- **Strategic Planning:** Advising and supporting the paid professional management, clubs and recreational participants on the future direction of the redeveloped Fremantle Oval Precinct.
- **Management of Financial Resources:** Determining the allocation of resources within their authority. Securing additional resources through additional content or events, commercial sponsorship opportunities or other sources.
- **Enhancing the public image:** Of the site and its activities.
- **Management of Staff:** Professional staff associated with the precinct.

17.2.5 Committee Legal Capacity

The Committee would be established under section 5.9(2)(c) of the *Local Government Act 1995*.

Section 5.9 of the *Local Government Act 1995* provides

5.9. Committees, types of

(1) In this section —

other person means a person who is not a council member or an employee.

(2) A committee is to comprise —

- (a) council members only; or
- (b) council members and employees; or
- (c) council members, employees and other persons; or
- (d) council members and other persons; or
- (e) employees and other persons; or
- (f) other persons only.

5.10. Committee members, appointment of

(1) A committee is to have as its members —

(a) persons appointed* by the local government to be members of the committee (other than those referred to in paragraph (b)); and

(b) persons who are appointed to be members of the committee under subsection (4) or (5).

* Absolute majority required.

17.3 Management and Operations Options

Upon the review of industry trends, previous project experience and benchmarking of the proposed facility, four main options exist in relation to the overall governance and management of the redeveloped Fremantle Oval, these being:

1. Management by Local Government (City of Fremantle).
2. Management by a consortium representing the key tenants or users
3. Management by key user (SFFC, Fremantle Football Club).
4. Management by an external management party/organisation.

Below summarises the benefits, constraints and concerns regarding each of the four management structures.

Management Option	Benefits	Constraints	Issues
Option 1 – Management by Local Government (City of Fremantle).	• Opportunity to maximise focus on recreational and community benefit, diversity of usage and access. • Leverage other events and opportunities through the City of Fremantle	• Not considered to be a high priority for local government. • Capacity does not exist within the local government to perform this role. • Could detract from the viability of the tenants in the facility.	• May not be in a position to maximise commercial opportunities. • Would City of Fremantle be willing to agree to underwrite the operation of the facility.
Option 2 – Management by a locally appointed Council Sub Committee established solely for the purpose of operating a redeveloped Fremantle Oval.	• Understand the local issues and familiar with current site operations. • Long term planning would be a focus for the board. • Potential to co-opt members with a strong commercial understanding. •	• Could detract from the viability of the tenants in the facility.	• Sub Committee would need to be an elected group of individuals with a mix of skills (i.e. commercial, law, finance, tourism, etc). • Preferably the Trust Members, whilst having an interest in sport/community, should be detached from the day to day management issues.
Option 3 – Management by an external Management Party/Organisation.	• Cost effective solution by utilising resources of existing management group. • Ability to gain specialist management expertise. • Singular focus for management group. • Minimise public risk associated with management of site. • Likely to have a stronger commercial focus than other options.	• Could detract from the viability of the tenants in the facility. • May impact on diversity of use with a greater focus on commercial activity. • There are a limited number of specialist management org. and available expertise. • Likely to be a higher cost than Option 2. • Need a very clear delineation of risk and responsibility (i.e. maintenance, accessibility and event management). • Long term planning unlikely to be a focus.	• There may be limited commercial opportunity for a management org. • Sports Clubs are more likely to have a reduced role on the management of individual facilities.

Management Option	Benefits	Constraints	Issues
Option 4 – Management by a consortium representing the key tenant club(s) or users.	• Understand the tenant issues. • Likely to maximise commercial benefit to clubs involved in management. • Potential to co-opt members with a strong Commercial understanding. • Most likely to ensure that role of clubs is maintained. • Consortium could appoint professional manager/management to manage facility on their behalf if required.	• Could detract from viable usage by other users. • May not have commercial expertise within clubs to manage facility.	• Sports Clubs are more likely to have self interest in managing facility.
Option 5 – Management by key user (SFFC or Fremantle Football Club).	• Understand the tenant issues. • Likely to maximise commercial benefit to club. • Potential to co-opt members with a strong Commercial understanding. • Most likely to ensure that role of club is maintained. • Club could appoint professional manager/management to manage facility on their behalf.	• Could detract from viable usage by other users/tenants. • May not have commercial expertise within club to manage facility.	• Sports Clubs are more likely to have self interest in managing facility.

Table 1: Analysis of management options.

17.3.1 Preferred Management and Operations Model

Based on discussions with key stakeholders, previous analysis and market sounding, it is recommended that the appointment of an external agency is the preferred option due to the following reasons:

- An ability to gain specialist management expertise and appoint an entity with a strong resource and knowledge base.
- Ability for the entity to also manage and operate the commercial components of the facility such as a health club and food and beverage service.
- Ability to link the entity's management fee to the performance of the facility, meaning that the external agency has a driver to ensure its success.

- Strong interest in managing the precinct displayed during the market sounding process by appropriate external agencies.

The proposed governance and management structure is illustrated below.

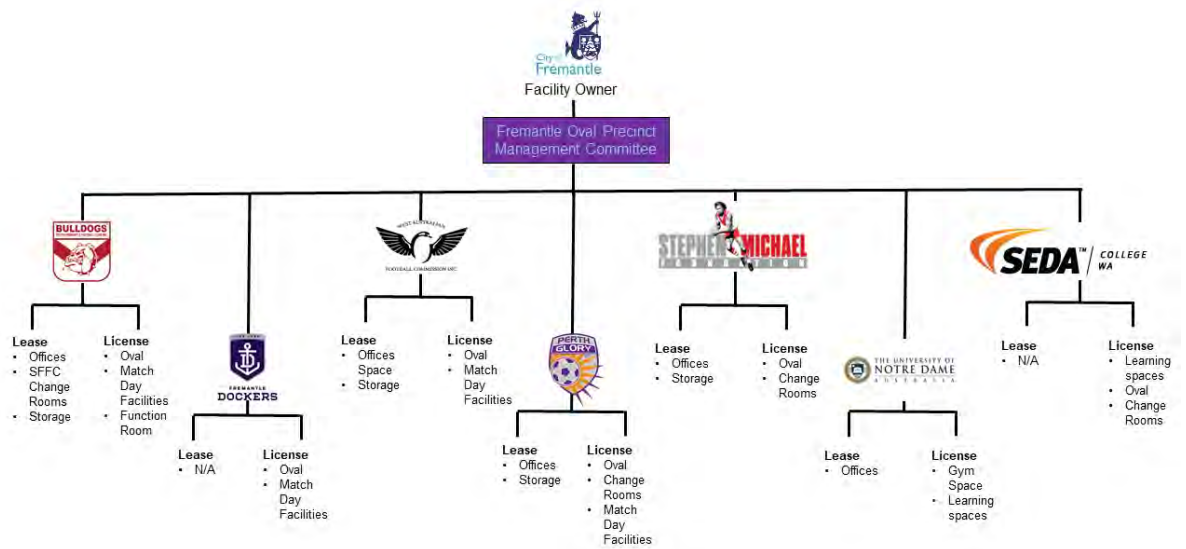


Figure 19: Proposed operation and management structure.

17.3.2 Roles and Responsibilities of the Facility Manager

Under the structure identified the Management Committee will provide advice and direction to the professional manager/management at the redeveloped Fremantle Oval, with the Manager responsible for the day to day management of the facility including:

- Maintenance of all facilities.
- Event procurement and bookings.
- Marketing
- OHS
- Insurance
- Security
- Administration offices.
- Media provisions and arrangements
- Revenue generation.
- Management of site buildings.
- Revenue collection.
- Fund raising.
- Food and beverage operation/facilities.
- Car parking.
- Venue partnerships and sponsorship.
- Complementary commercial businesses and contracts.
- Management report.
- Contract Management

There will be conditions set in the operating agreement which the City can enforce if the appointed external management agency fails to meet its obligations. Independent legal advice will need to be sought by the City to assist with drafting the leasing and operating agreements.

17.3.3 Operating Agreement

As well as a lease agreement, the External Management Operator will be required to sign an operating agreement which outlines the key responsibilities of the agency as facility manager. The operating agreement would be signed between the City and the external agency.

There will be conditions set in the operating agreement which the City can enforce if the appointed external management agency fails to meet its obligations. Independent legal advice will need to be sought by the City to assist with drafting the leasing and operating agreements.

17.4 Tenant License and Lease Arrangements

17.4.1 Tenant License and Sub-Lease Agreements

Tenant license and sub-lease agreements will be established for the key sporting and community tenants (SFFC, Stephen Michael Foundation, SEDA College, FFC and any other key tenants). Any sub-contracting by the External Management Operator will be direct to the External Management Operator.

All sub-lease and license agreements will be the responsibility of the appointed External Management Operator to organise, co-ordinate and execute. The City shall prepare the sub-lease and license agreements with the Clubs and tenants in conjunction with the External Management Operator. For SFFC, SMF, SEDA College, FFC and other key tenants, a mix of sub-lease and license agreements will be established, as a sub-lease will give the respective group continuous access to a component of the facility, while a license agreement will provide access at specific times. The separation of the sub-lease and license agreements per community and sporting tenants would be as follows:

Entity	Sub-Lease	License
SFFC	• Admin space • SFFC changerooms. • SFFC gym • Merchandise • Storage	• Oval • Function room • Non SFFC changerooms
Stephen Michael Foundation	• Admin space • Storage	• Oval • Changerooms • Function Rooms • Lecture theatre
SEDA College		• Function Rooms • Lecture theatre • Other spaces utilised
FFC	• FFC Admin space (if included) • Storage	• Oval • Function room • Corporate Areas • Changerooms

Spaces within the building which are fundamental to each entity's core service and where direct access is required year-round will be provided as a sub-lease for these spaces. However, areas which are utilised on an adhoc basis, are not utilised all year round and have the opportunity to be shared with others, will be placed under a license agreement. For example, SFFC will have priority of the oval during the WAFL season however, during the off season, the Committee has the discretion to utilise the oval for other uses if deemed appropriate.

Although some of these tenants will have license agreements, they will have priority for this space. For example, if FFC were to require the Oval regularly during summer for AFLW purposes, these dates and times would be stipulated in their license agreement.

It is proposed that all sub-lease and license agreements for SFFC and FFC would be based on a peppercorn amount (i.e. rent free) for a long term.

Given the specialist nature of the restaurant/bar with street frontage it is recommended that this area be outsourced to a specialist provider such as:

- Prendiville Group
- Sneakers and jeans
- Three Pound Group
- Marlin Group
- Benny's Restaurant
- Boss Entertainment
- Nokturnl Events

The sub-lease agreement with the restaurant/bar operator should ideally be with the External Management Operator and not direct to Council. This will ensure consistency and greater integration with event day operations.

Depending on who is appointed as External Management Operator, consideration may also be given to outsourcing the operation of the childcare centre to a specialist provider. This arrangement could also enable additional capital investment by the child care operator in the fit out of the childcare facility. As with the restaurant/bar operator the sub lease of the childcare centre should ideally be with the External Management Operator and not direct to Council. This will ensure consistency and greater integration with event day operations.

The final commercial management model can be determined as part of a future market sounding process with potential External Management Operators such as Belgravia Leisure, Clublinks and Bluefit, along with potential restaurant/bar and childcare operators and may be in part be determined by the capital requirement of the redevelopment (i.e. whether additional external capital beyond Government funding is required).

If the External Management Operator wishes to outsource these functions, then permission from the City must be sought or outlined in the tender proposal.

The External Management Operator will manage all or the maximum number of spaces to ensure:

- Reduced risk incurred by the Committee if they had to independently lease certain space(s) to other external parties.
- Greater likelihood of attracting an external agency as the more space they lease/manage, the more attractive the investment becomes.
- Greater commitment from the external agency to ensure the success of the precinct.
- Reduce complexity for the Committee when managing tenants and admin requirements.

This management lease would be issued by the Committee, who would be the overarching entity responsible for the external management agency and ensuring that it is performing its obligations.

Note: The merchandise area would be operated by SFFC in conjunction with FFC.

17.4.2 Facility Manager Operations

As noted above, the approved management model is an External Management Operator appointed to manage the day to day operations of the facility, including the management of the complementary commercial businesses. The External Management Operator will oversee day to day operations for the health club (as an example), hiring the required staff (e.g. health club manager, personal trainers, floor staff etc.) who would be considered facility staff.

There is strong interest from External Management Operators including Belgravia Leisure, Clublinks and Bluefit in having the opportunity to manage the precinct inclusive of health club and food and beverage services (as well as the entire precinct).

The benefits and constraints of this option include:

Benefits	Constraints
• Greater economies of scale achieved for the facility operator. • Management of the health club and food and beverage included within the facilities' managers fee, therefore profit is retained by the Precinct. • Greater likelihood of securing a management entity, • Reduces the risk of failing to lease the complementary commercial business space to individual entities.	• Lack of diversification amongst tenants (i.e. majority of commercial space managed by the one operator). • Local business is not given the opportunity to lease the space. • Higher facility operator fee.

17.4.3 Management Reporting

It is recommended that management reporting will include, but is not limited to:

- Risk Management – number of incidents documented, incident resolution, OH&S, risk management planning, insurances, etc.
- Financial Performance – income and expenditure for the month (actual versus budget) income and expenditure for the year to date (actual versus budget), number of visitations, number of events, income received by activity, etc.
- Business Development – New business development.
- Management Issues – upcoming events, marketing activity, etc.

17.5 Complementary Commercial Opportunities

The main economic objectives for the precinct redevelopment including the facility is:

- The precinct is economically viable, with the allowance for a sinking fund for capital replacement. Therefore, not relying on regular payments from the CoF in order to operate.
- That the facility expenses for the main tenants and/or key users (SFFC, FFC) is reduced to \$0. This includes any rent, utilities, cleaning, insurances and maintenance.
- That the facility generates sufficient profit for a dividend for the SFFC to ensure viability and the content fee for FFC to confirm long term AFLW, AFL men's pre-season and other FFC content.

The following table identifies at a very top-line commercial opportunities in relation to commercial facilities and sponsorship opportunities. It is envisaged the revenue gained from these opportunities will then be utilised to ensure the on-going viability of the precinct.

17.5.1 Complementary Commercial Facilities

Facility Opportunity	Benefits	Constraints
Health Club	• Adds to the viability of the facility • Provides and promotes a healthy environment	• Is the availability in the new facility • Lack of street frontage for promotional purposes
Child Care/Creche Facility	• Family friendly environment • Adds to the atmosphere of a community facility	• Is there the parking available • How safe is access to and from the facility

Facility Opportunity	Benefits	Constraints
Community tenants	• Good for connection with the community • Adds to the viability and relevance of the facility	• Finding those tenants that will fit in well with the rest of the organisations in the facility
Known tenants including: • SFFC • Stephen Michael Foundation • FFC • Perth Glory • Bendigo Bank	• Good for connection with the community • Adds to the viability and relevance of the facility • Well known organisations who all have quality brands	• Interaction of the different parties and the various issues that come along with that.
Health professional practice including • Podiatry • Physiotherapy • Occupational Health • Psychiatry	• Provides and promotes a healthy lifestyle and environment in the facility • Can become a hub for the community with health being a focus	• Parking availability • Space in the new facility available • Organisational issues with the running of the businesses
Lease for Professional use ie Bendigo Bank, real estate, accounting	• Good for connection with the community • Providing Fremantle with further business opportunities	• Parking & Facility availability

17.5.2 Sponsorship Opportunities

Sponsorship Option	Benefits	Constraints
Naming Rights of Facility	• Revenue • Quality brand for the facility • Becomes well known from the brand	• Need to find the right partner willing to work with the relationship • Understanding the companies who have an appetite for this
Supply Rights partner opportunities including: • Food • Beverages • Cleaning • Security • Electricity • Water • Building Supplies	• Saving of costs to the running of the facility • Ability to leverage into other possible deals • Creates a solid partnership group for the facility	• Need to find the right partner willing to work with the relationship • Understanding the companies who have an appetite for this • Make sure the deal is worth doing ie where possible stay away from contra relationships

Sponsorship Option	Benefits	Constraints
Branded Signage Rights on vacant spaces	• Revenue from the signage • Fills up the venue and makes it look professional	• Understanding what inventory is available in the new facility
Branded Internal Signage Rights	• Revenue from signage	• Is the facility large enough to have this type of promotional vehicle

17.5.3 Other Tenancies

There is provision within the design for additional tenancies. It would be recommended that any additional tenancies would share similar synergies with the rest of the precinct (e.g. community, and wellness) however, it is noted that depending on the space available, there may be demand from a variety of sectors to be based at the precinct due to its strong presence within the community (e.g. retail, small office etc.). It is recommended that any further complementary commercial businesses adopt a landlord-based model, where the space is directly leased.

Opportunities to be considered include:

- Radiology;
- GP practice;
- Health practice; and
- Sporting group offices.

17.5.4 Recommended Complementary Commercial Areas

The complementary commercial businesses to be integrated within the development include:

1. Health club.
2. Allied health tenants.
3. Function space.
4. Childcare/creche facility.
5. Restaurant/bar with Parry Street Frontage

17.5.5 Recommended Complementary Commercial Areas Arrangements

It is recommended that all areas above be under the control of the External Management Operator but with area 5 outsourced to a specialist provider and consideration given to the External Management Operator outsourcing area 1, 2 and 4.

The above is the preferred option as it:

- Ensures the area is operated by someone with experience and knowledge in its respective sector.
- Minimises potential high start-up costs incurred by the City.
- Keeps the City at arm's length from the facility (risk mitigation).
- Is a relatively straight forward methodology.

17.6 Car Parking

The inclusion of a car parking facility may provide an additional source of revenue for the Precinct, depending on the final number of car parks that are provided.

Assuming that two levels of car parking are able to provided (the current design provision for two levels but due to capital constraints the QS assessment only assumes one level unless additional

funding from an external source such as a car park operator can secured) then 90 bays could be made available for commercial purposes. An opportunity may exist to approach a car park operator with a view to them funding one level of the car park (projected capital cost of \$7m) in return for long term tenure (i.e. 40 years) and commercial rights to the car park. It may also be possible to offer the right to some of the 90 car parks set aside for SFFC, the Operator(s) or customers of the commercial facilities in the Precinct, when they are not in use by these parties.

Below is a summary of what commercial car parking could achieve financially.

The carpark currently located on the former Stan Reilly site operates at an average of approximately 65% occupancy on an annual basis with Thursday, Friday and weekends higher than early in the week. Based on this, the financial projections have assumed this occupancy rate and an equal split between online bookings and drive-up customers. The forecast assumes a rate (in 2022 dollars of) \$12.50 per day, per bay for drive up and \$11.50 per day per bay for online bookings.

Based on these assumptions the Carpark is forecast to generate a net profit of \$217,860 in the first year of operations. The existing Stan Reilly site carpark generates in the order of \$250,000 net profit for the City.

Table 2 below shows the impact on projected net profit of different occupancy rate assumptions over the 10-year forecast period.

Occupancy	Car Parking Annual Net Profit									
	Operating Year									
	1	2	3	4	5	6	7	8	9	10
50%	\$ 156,563	\$ 159,933	\$ 163,374	\$ 166,887	\$ 170,475	\$ 174,138	\$ 177,878	\$ 181,696	\$ 185,595	\$ 189,576
55%	\$ 176,995	\$ 180,774	\$ 184,631	\$ 188,570	\$ 192,591	\$ 196,697	\$ 200,888	\$ 205,167	\$ 209,535	\$ 213,995
65%	\$ 217,860	\$ 222,456	\$ 227,147	\$ 231,936	\$ 236,825	\$ 241,815	\$ 246,908	\$ 252,107	\$ 257,415	\$ 262,832
75%	\$ 258,724	\$ 264,138	\$ 269,663	\$ 275,302	\$ 281,058	\$ 286,933	\$ 292,928	\$ 299,048	\$ 305,294	\$ 311,669
85%	\$ 299,589	\$ 305,820	\$ 312,179	\$ 318,668	\$ 325,291	\$ 332,051	\$ 338,949	\$ 345,989	\$ 353,174	\$ 360,506
95%	\$ 340,454	\$ 347,502	\$ 354,694	\$ 362,034	\$ 369,525	\$ 377,169	\$ 384,969	\$ 392,930	\$ 401,053	\$ 409,343
100%	\$ 360,886	\$ 368,343	\$ 375,952	\$ 383,717	\$ 391,641	\$ 399,728	\$ 407,979	\$ 416,400	\$ 424,993	\$ 433,762

Table 2: Car Parking Annual Net Profit.

Table 3 below shows the impact on the full ten-year net profit forecast over a range of car park bay numbers and occupancy rates.

O c c u p a n c y	Car Parking Cumulative Net Profit over 10 Year Forecast Period										
	Number of Bays available to the public										
	60	70	80	90	100	120	130	140	150	160	
50%	\$ 1,150,742	\$ 1,342,532	\$ 1,534,323	\$ 1,726,113	\$ 1,917,903	\$ 2,301,484	\$ 2,493,274	\$ 2,685,065	\$ 2,876,855	\$ 3,068,645	
55%	\$ 1,299,895	\$ 1,516,544	\$ 1,733,193	\$ 1,949,842	\$ 2,166,491	\$ 2,599,789	\$ 2,816,438	\$ 3,033,088	\$ 3,249,737	\$ 3,466,386	
65%	\$ 1,598,200	\$ 1,864,567	\$ 2,130,933	\$ 2,397,300	\$ 2,663,667	\$ 3,196,400	\$ 3,462,767	\$ 3,729,133	\$ 3,995,500	\$ 4,261,867	
75%	\$ 1,896,505	\$ 2,212,589	\$ 2,528,674	\$ 2,844,758	\$ 3,160,842	\$ 3,793,010	\$ 4,109,095	\$ 4,425,179	\$ 4,741,263	\$ 5,057,347	
85%	\$ 2,194,810	\$ 2,560,612	\$ 2,926,414	\$ 3,292,216	\$ 3,658,017	\$ 4,389,621	\$ 4,755,423	\$ 5,121,224	\$ 5,487,026	\$ 5,852,828	
95%	\$ 2,493,116	\$ 2,908,635	\$ 3,324,154	\$ 3,739,674	\$ 4,155,193	\$ 4,986,232	\$ 5,401,751	\$ 5,817,270	\$ 6,232,789	\$ 6,648,309	
100%	\$ 2,642,268	\$ 3,082,646	\$ 3,523,025	\$ 3,963,403	\$ 4,403,781	\$ 5,284,537	\$ 5,724,915	\$ 6,165,293	\$ 6,605,671	\$ 7,046,049	

Table 3: Car Parking Cumulative Net Profit.

17.7 Summary

Based on the analysis undertaken, the following commercial tenancy management structures are recommended:

- All commercial areas including but not limited to health club, childcare/creche facility, food and beverage service, restaurant/bar with Parry Street frontage and allied health are operated and managed by the External Management Operator or via sub contract direct to the External Management Operator.

Given the potential External Management Operators engaged with (Belgravia Leisure, Clublinks, and Bluefit) and the interest expressed in the complementary commercial businesses, combined with the

economies of scale achieved and the reduced risk of not being able to lease the tenancy space individually, this is considered the most appropriate management arrangement.

18.1 Overview of Modelling Methodology

The financial model produces a forecast for the initial 10 years of the redeveloped Oval precinct as well as for SFFC. The model assumes that the planning and construction timetable is four years and therefore 2026 is the first full year of operations of the redeveloped Precinct.

The Precinct will have two sources of income:

- rental income from tenants located within the Precinct, and
- a share of the net profits generated by certain commercial operations.

The current assumption is that the Precinct will receive 5% of the operating profit for each operation. Specifically, the Gym, Childcare and Hospitality facilities will be operated by professional, independent External Management Operator or operators with experience in managing such facilities. These facilities could be managed by a single External Management Operator or multiple specialists.

All the income from the new and redeveloped facilities goes directly to the Precinct and an annual distribution of the net profits of the Precinct are paid to the SFFC to compensate them for redistributed income and to ensure their ongoing financial sustainability. All existing Rental Income, Hospitality/F&B income and Car Parking⁶ currently collected by the SFFC will be transferred to the Precinct.

Costs associated with the generation of this income will also be transferred to the Precinct. Certain other costs currently paid by the SFFC are also transferred to the Precinct. SFFC will maintain all membership and gate revenues and all match day related costs.

The forecasts are based on operating cashflows and exclude non-cash items such as depreciation, amortisation and financing costs. The model provides for a lifecycle cost accrual (cash) from the third year of operations at a rate of 1% of the construction cost of the redevelopment.

Lifecycle Costs are deducted from Year 3 onwards and this is a cash accumulation for the cost of works on facilities as they become in need refurbishment. The model does not attempt to forecast when these costs may be incurred nor does it account for any interest yield on funds held for refurbishment but unutilised.

All revenues and costs are indexed to the first year of operations based on the revenue and cost assumptions used in the model.

18.2 Summary

Using this methodology, the forecasts show in Table 4 that the Precinct will be cash flow positive in each of the 10 years.

The SFFC will receive a distribution of 30% of the Precinct net operating income after Lifecycle Costs meaning that the SFFC will be an average of \$157,501 better off over each of the 10 years in the forecast period when compared to the current forecasts for the same period, should the redevelopment not proceed. SFFC will be a total of \$1,575,011 better off over the cumulative 10-year forecast period.

The Precinct will pay FFC an Event Procurement Fee for each AFLW game and any AFL preseason games played at the Precinct. Based on the current assumptions used in the model this Event Procurement Fee will total \$110,000 of additional income to the FFC in the first year of operations rising to \$231,460 in year 10 based on Table 11 below and an assumption that the attendance for AFLW games is 3,000 in 2026 and AFL Preseason games have 10,000 attendees by 2026.

In addition to the Event Procurement Fee the FFC will receive a share of the F&B and ticket sales on event days. Table 11 below shows the total forecast income to the FFC for these events.

⁶ No car parking revenue is included in the forecast numbers

18.3 Key General Assumptions

A summary of the key assumptions adopted is provided below:

- All years are Financial Years ending on the 30th of June in the relevant year.
- Floor areas are based on the current Accommodation Schedule and concept plans developed by Cox.
- The total capital cost of the redevelopment is assumed to be \$90,000,000 with the Construction Cost assumed to be \$63,000,000.
- Other than where noted:
 - o Revenue is assumed to grow at a constant rate of 2% over the forecast period.
 - o Operating Costs are assumed to grow at a constant rate of 1.5% over the forecast period.
 - o Rental Revenues are assumed to grow at a constant rate of 1% over the forecast period.
 - o Rental Rates include outgoings.
- The forecast does not consider the taxation implications for each of the entities and therefore all numbers are pre-tax.
- All numbers in the first year of operations have been indexed using the growth rates assumed in the model from 2022 dollars where appropriate.

18.4 Precinct

The Precinct is forecast to generate total income of \$1,929,072 (\$1,319,486 rental income, \$473,564 from Events and Functions and \$136,022 from the share of External Management Operator's net profit in the first Operating Year (2026) as set out in Table 4 below. Net income increases to \$2,218,263 by the 10th year of operations.

Total operating costs in year 1 of operations are forecast to be \$868,195 plus an additional cost of \$190,000 in event procurement costs leaving a cashflow surplus of \$873,978 before the distribution to the SFFC. In years 3 through 10 of operations there is an additional deduction of \$687,500 for Lifecycle Costs to cover the cost of refurbishment in subsequent years.

The SFFC Precinct Distribution is the amount paid to the SFFC to compensate for the loss of current income streams which will be transferred to the Precinct when the redevelopment is completed. The SFFC Precinct Distribution is also ensure ongoing viability of the SFFC with the Precinct Distribution built on the basis that SFFC will be better off financially than they are now.

After the SFFC Distribution the Precinct is forecast to be cashflow positive in all of the years of the modelling forecast with the exception of the Operating Years 3-5 after the deduction for the Lifecycle Cost commences. In Operating years 1 and 2, prior to the deduction of the Lifecycle Costs, there is a strong positive cashflow and this reduces to approximately breakeven in years 3 to 5 steadily growing for the remainder of the forecast period. The large cashflow surpluses in Operating Years 1 and 2 can be used to offset any cashflow deficits in subsequent years should actual income or costs prove to be materially different to those being forecast.

Based on the assumptions outlined above, the following cashflow has been documented below:

Table 4: 10 Year operating cash flow for the base model.

Financial Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Year	1	2	3	4	5	6	7	8	9	10
REVENUE										
Rental Income	\$1,319,486	\$1,332,681	\$1,346,008	\$1,359,468	\$1,373,062	\$1,386,793	\$1,400,661	\$1,414,667	\$1,428,814	\$1,443,102
Events and Function Centre Income	\$473,564	\$483,035	\$492,696	\$502,550	\$512,601	\$522,853	\$533,310	\$543,976	\$554,856	\$565,953
Share of Commercial Profit Income	\$136,022	\$150,651	\$157,202	\$163,959	\$170,928	\$178,117	\$185,533	\$193,181	\$201,070	\$209,208
Car Parking Net Profit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$1,929,072	\$1,966,367	\$1,995,905	\$2,025,976	\$2,056,592	\$2,087,763	\$2,119,503	\$2,151,825	\$2,184,740	\$2,218,263
INDIRECT COSTS	-\$868,195	-\$851,581	-\$864,355	-\$877,320	-\$890,480	-\$903,837	-\$917,395	-\$931,156	-\$945,123	-\$959,300
FFC EVENT PROCUREMENT COSTS	-\$110,000	-\$112,200	-\$114,444	-\$116,733	-\$119,068	-\$121,449	-\$123,878	-\$126,355	-\$128,883	-\$131,460
NET OPERATING INCOME	\$950,876	\$1,002,586	\$1,017,106	\$1,031,923	\$1,047,044	\$1,062,477	\$1,078,231	\$1,094,314	\$1,110,735	\$1,127,503
Lifecycle Cost	\$0	\$0	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000
Cashflow after Lifecycle Costs	\$950,876	\$1,002,586	\$387,106	\$401,923	\$417,044	\$432,477	\$448,231	\$464,314	\$480,735	\$497,503
SFFC Precinct Distribution (cost)	-\$285,263	-\$300,776	-\$305,132	-\$309,577	-\$314,113	-\$318,743	-\$323,469	-\$328,294	-\$333,220	-\$338,251
Cashflow After Distribution	\$665,613	\$701,810	\$81,975	\$92,346	\$102,931	\$113,734	\$124,762	\$136,020	\$147,514	\$159,252

18.4.1 Rental Income

It is assumed the key tenants and users (SFFC and FFC) do not pay any rent to the City or the External Management Operator nor will they be responsible for the expenditure of running the precinct (outside their respective direct match day costs).

Note, all revenue which is directly derived by the tenant and key users such as membership income and fundraising initiatives remain with tenant or key user.

The Precinct will provide space for a number of complementary commercial business that could be managed by the External Management Operator or outsourced by the External Management Operator to specialist independent Operators. The External Management Operator or the independent Operators will provide a fixed rental back to the precinct for these spaces in addition to the share of net profits described in Section 18.4.3 below.

In addition to these complementary commercial business areas there are a number of other spaces will be leased out to other tenants at lower than commercial rates. For the purposes of the forecast we have assumed the areas as set out in Table 5 below provide a return to the Precinct as per the SQM and rates in the table. In the event that one or more of these assumed areas does get Operated or tenanted for the purpose below we are confident that an alternative tenant can be found at the same assumed return or rental rate to the Precinct.

TENANT	Approx NLA m ²	Rate p/m ² p.a. (in 2022 \$)	Total Year 1
Gym	1,640	\$400	\$607,713
Childcare	840	\$350	\$305,938
Hospitality/Bar	700	\$450	\$327,790
SEDA College	200	\$50	\$10,406
Stephen Michael Foundation	215	\$50	\$11,186
Bendigo Bank	30	\$100	\$3,122
Perth Glory	75	\$150	\$11,707
Notre Dame University (other)	160	\$250	\$41,624
Total			\$1,319,486

Table 5 – Rental Income

Rental Rates for complementary commercial facilities are based on current comparable rates in the Fremantle area indexed to Year 1 of Operations. These rental rates may change by 2026. Rates for community areas are based on either approximate current rates paid by these tenants or feedback from these tenants as to what they can afford.

18.4.2 Events and Function Centre Income

The Precinct External Management Operator will manage the event and function centre space within the precinct. The model assumes that the Precinct will receive a net income per attendee at both events and functions. Table 6 below sets out the assumptions which have been used in the forecasts. In practice it may be that a hirer pays a set hire fee or, in terms of functions, pays a food and beverage cost per head but for the purposes of the financial model a net income per attendee at both events and functions is assumed.

EVENTS					
Type	Capacity	Events per annum	Total Attendees	Net income per head 2022 \$	Total Year 1
Minor	2,000	10	20,000	\$2.69	\$58,846
High Impact	5,000	5	25,000	\$2.69	\$72,856
Major	10,000	2	20,000	\$2.69	\$58,846
					\$189,426
FUNCTIONS					
Room	Seated	Bookings per annum	Total Attendees	Net Income per head	Total Year 1
Type 1	50	40	2,000	\$25.00	\$54,122
Type 2	100	20	2,000	\$25.00	\$54,122
Type 3	200	20	4,000	\$25.00	\$108,243
Type 4	250	10	2,500	\$25.00	\$67,652
					\$284,138

Table 6 – Events and Function Income

18.4.3 Share of Complementary Commercial Profit

In addition to Rental Income the Precinct will also receive a share of net profits generated by the complementary commercial business operating within the Precinct (with the exception of the SFFC).

Operation	Share of net profit	Total Year 1
Gym	5.0%	\$33,399
Childcare	5.0%	\$33,130
Hospitality/Bar	5.0%	\$64,492
		\$136,022

Table 7 – Share of Revenue

18.5 South Fremantle Football Club

In collaboration with the SFFC, the Paatsch Group have applied the redevelopment modelling assumptions to the current SFFC forecasts to develop a forecast for SFFC in the event that the proposed redevelopment does not proceed.

This forecast was then compared with the adjusted forecast for the SFFC as a part of the redeveloped Precinct with certain income items being either reduced or transferred completely to the Precinct and replaced with the Precinct Distribution.

Financial Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Year	1	2	3	4	5	6	7	8	9	10
ADDITIONAL INCOME										
Additional Membership	\$13,701	\$13,975	\$14,254	\$14,539	\$14,830	\$15,127	\$15,429	\$15,738	\$16,053	\$16,374
Share of Rental Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Share of Commercial Profits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SFFC Precinct Distribution	\$285,263	\$300,776	\$305,132	\$309,577	\$314,113	\$318,743	\$323,469	\$328,294	\$333,220	\$338,251
TOTAL NEW INCOME	\$298,964	\$314,750	\$319,386	\$324,116	\$328,943	\$333,870	\$338,898	\$344,032	\$349,273	\$354,625
ADJUSTED SFFC NET INCOME	\$180,792	\$195,247	\$210,142	\$225,488	\$241,296	\$257,578	\$274,346	\$291,611	\$309,387	\$327,686
TOTAL SFFC NET INCOME	\$479,756	\$509,997	\$529,528	\$549,604	\$570,239	\$591,448	\$613,244	\$635,643	\$658,660	\$682,310
CURRENT SFFC NET INCOME	\$324,992	\$345,426	\$366,466	\$388,127	\$410,424	\$433,374	\$456,992	\$481,294	\$506,299	\$532,022
Uplift to SFFC	\$154,763	\$164,571	\$163,062	\$161,477	\$159,815	\$158,074	\$156,252	\$154,349	\$152,361	\$150,288

Table 8 – SFFC Forecast

18.5.1 SFFC Income Adjustment

Upon the completion of the redevelopment the SFFC will forego some of its existing income sources as set out in Table 9 below. \$50,000 in corporate sponsorship had been removed from the forecast to reflect the decision of the City of Fremantle to withdraw its sponsorship from 2023 onwards.

REDUCTION IN INCOME		
Description	Adjusted /Excluded	Total Income Reduction in Year 1
Sponsorship - Corporate	Adjust	-\$50,000
Rental Income	Exclude	-\$18,615
Parking	Exclude	-\$79,618
Raffle Proceeds	Exclude	-\$36,309
Venue Hire	Exclude	-\$1,507
Bar - Gross Profit	Exclude	-\$80,217
Total Reduction		-\$266,266

Table 9 – SFFC Reduction in Income

The adjusted SFFC forecast also assumes that there are no finals games held at the Fremantle Oval in any of the forecast years. SFFC has had a very successful run of finals over the past couple of years and SFFC estimates that each final is worth some \$10,000 in net income to the club.

18.5.2 SFFC Operating Expenses Adjustment

In addition, some expense items have been either adjusted or excluded to reflect the proposed Precinct structure

REDUCTION IN OPERATING COSTS		
Description	Adjust/Exclude	Cost Reduction
Electricity	Adjust	-\$33,000
Insurance	Adjust	-\$7,500
Water Rates and Usage	Adjust	-\$14,000
Salaries – Permanent Staff	Adjust	-\$50,000
Oncosts - Perm Staff	Adjust	-\$10,000
Cleaning	Exclude	-\$6,314
Repairs and Maintenance.- Facility	Exclude	-\$20,986
		-\$141,800

Table 10 – SFFC Reduction in Operating Costs

In total these exclusions and adjustments are forecast to reduce the net operating profit of the SFFC by \$144,201 in Year 1 of Operations.

In return for foregoing this income SFFC will receive an annual Distribution from the Precinct based on a percentage of the net operating cashflows (including Lifecycle Costs) generated by the Precinct. Based on the current model assumption of 30% of net operating income the SFFC will receive \$180,792 as a Distribution payment from the Precinct in the first year of operation.

In addition, the model assumes that the SFFC will receive some additional Membership subscriptions (income) as a result of the improved facilities following the redevelopment. The model currently assumes that this increase will be 10% above current forecasts. This is a total additional income of \$13,701 in Year 1 growing to \$16,374 by year 10.

18.6 FFC Content fee overview

It is recognised that FFC AFLW and AFL men's pre-season content does generate economic and social benefit to the Fremantle region and community. To compensate FFC for this value and to guarantee a long-term commitment from FFC to hold this content at Fremantle Oval one option that is proposed is that FFC would receive a Content Fee payment for each game it schedules at Fremantle Oval up to a maximum of six games. The exact details of this fee will need to be negotiated but it should be based on the attendance of each event with an agreed minimum and maximum. This fee should also be net of all other income to FFC with the External Management Operator entitled to all FFC match day revenue outside the gate (which currently goes to the AFL), and a Food and beverage which could go to the FFC.

FFC will pay all normal match day operating costs excluding any fee to hire the venue.

The Content Fee system could look like Table 11 below.

Under this option FFC would receive an Event Procurement fee from the Precinct for AFL and AFLW fixtures held at the Precinct. This example used in the model assumes a payment of \$15,000 per AFLW event (4 per year) and \$50,000 per AFL pre-season event (1 per year). This assumption in the modelling in this report is on the basis that AFLW games achieve an average attendance of 3,000 and AFL pre-season attendance of 10,000. The following tables is a summary of the proposed FFC Event Procurement fees based on attendance with an indicative revenue generation from Food and Beverage . If the attendances were less, the lesser fees would apply as set out in Table 11 below.

Based on these assumptions the FFC will receive a total Event Procurement Fee of \$190,000 in Year 1 of Operations.

ATTENDANCE	CONTENT VALUE FEE	SHARE OF F&B	AFLW			AFL PRE-SEASON	
			GATE	TOTAL PER GAME		GATE	TOTAL PER GAME
2,000	\$10,000	\$16,000	\$20,000	\$46,000		\$50,000	\$76,000
3,000	\$15,000	\$24,000	\$30,000	\$69,000		\$75,000	\$174,000
4,000	\$20,000	\$32,000	\$40,000	\$92,000		\$100,000	\$232,000
5,000	\$25,000	\$40,000	\$50,000	\$115,000		\$125,000	\$290,000
6,000	\$30,000	\$48,000	\$60,000	\$138,000		\$150,000	\$348,000
7,000	\$35,000	\$56,000	\$70,000	\$161,000		\$175,000	\$406,000
8,000	\$40,000	\$64,000	\$80,000	\$184,000		\$200,000	\$464,000
9,000	\$45,000	\$72,000	\$90,000	\$207,000		\$225,000	\$522,000
10,000	\$50,000	\$80,000	\$100,000	\$230,000		\$250,000	\$580,000

Table 11 – FFC Content Fee Proposal

FFC have indicated a preference for a total annual return of \$600K for a minimum six events (five AFLW and one AFL pre-season games). Any events above six would be at no additional fee.

The CoF and FFC should continue discussions and eventual agreement as to an appropriate method and annual return for FFC for committing its content to a redeveloped Fremantle Oval. Other options should also be explored as to how FFC annual return request for committing content could be met, including FFC operating the Health Club and/or how FFC could assist in enhancing precinct revenue streams (i.e additional content, naming rights enhancement).

To facilitate this process, it is proposed that the CoF and FFC sign a letter agreeing to pursue in good faith an agreement which would satisfy both parties as to an agreed return for FFC for its content commitment.

18.7 Commercial Operations

18.7.1 Gym

The Gym will be operated by the External Management Operator or a third-party independent operator who will pay a percentage of net profit to the Precinct in addition to the rental. The profit share is currently set at 5% of the annual net operating profit in the forecast model.

The model utilises estimates of membership operating income which have been provided by Active Exchange and have been broadly confirmed by several operators. Table 12 below sets out the key assumptions used in generating the net profit forecasts for the Gym.

	YEAR									
	1	2	3	4	5	6	7	8	9	10
Members	2,311	2,350	2,390	2,430	2,471	2,512	2,554	2,597	2,641	2,685
Group Fitness	519	528	537	546	555	564	574	583	593	603
Commuter Uplift	198	201	205	208	212	215	219	223	226	230
	3,029	3,080	3,131	3,184	3,237	3,292	3,347	3,403	3,461	3,519
Average Weekly Membership	\$18.01	\$18.37	\$18.74	\$19.11	\$19.50	\$19.89	\$20.28	\$20.69	\$21.10	\$21.53

Table 12 – Gym Memberships

Gym membership numbers do not include SFFC usage of any gym facilities.

The Gym is forecast to provide approximately \$607,713 of rental income to the Precinct together with a further \$33,339 in share of net profit to the Precinct in Year One of operations.

The model assumes that the Gym Operator is responsible for the fit out of the Gym area.

18.7.2 Childcare

As with the Gym, the Childcare facility will be operated by an experienced third party with expertise in operating similar facilities. The operator will pay a rental amount to the Precinct as well as a percentage of net opening income. The current forecast assumes a payment of 5% of the net operating income of the Gym will be paid to the Precinct.

The forecasts for the Childcare centre have been prepared in conjunction with a large, national childcare centre operator. The key assumptions are set out in Table 13 below and it is assumed that the Childcare Centre will operate 200 days per year. There is significant interest from a number of operators for a facility on the Precinct site.

	YEAR									
	1	2	3	4	5	6	7	8	9	10
Students	99	110	110	110	110	110	110	110	110	110
Daily Rate	\$140.72	\$143.53	\$146.40	\$149.33	\$152.32	\$155.36	\$158.47	\$161.64	\$164.87	\$168.17

Table 13 – Childcare Estimates

The Childcare centre will contribute approximately \$305,938 in rental income and a further \$33,130 in share of net operating profit to the Precinct in year 1 of operations.

The model assumes that the operator is responsible for the fit out of the Childcare facility.

18.7.3 Hospitality/Bar Facilities

All of the hospitality facilities will be operated by the External Management Operator or a third-party operator and will be operated on a 52 week per year basis.

The forecasts for the hospitality facility have been prepared with input from a number of operators based on the proposed configuration and operating structure. It is currently proposed that the main hospitality facility will be housed in the basement of the existing heritage listed Victoria Pavilion. Other permanent or temporary bar and kiosk facilities will also be situated around the ground. The forecast assumes normal day to day operations as well as total of 10 WAFL games together with 4 AFLW and one AFL Preseason game (noting that F&B revenue for AFLW and AFL Pre-season goes to the FFC) being played and 2 other major events in each year of the forecast period. The other key assumptions used for forecasting the net profits of the Hospitality facility are set out in Table 14 below.

	Operating Days							Game Days	
	Mon	Tue	Wed	Thur	Friday	Sat	Sun	Fixture	Revenue
Days	0	0	52	52	52	52	52	WAFL	\$32,000
Patrons as % of max capacity	0%	0%	25%	25%	100%	100%	100%	AFLW	\$0
Avg Spend Per Patron	0	0	20	20	35	50	50	AFL Pre Season	\$0
								Other	\$32,000

Table 14 – Hospitality Assumptions

The forecast assumes that game day incomes are in addition to normal trading and that margins for these days are the same as normal operations

On these assumptions the Hospitality facility will contribute \$327,790 in rental income and \$72,593 in profit share income to the precinct in Year 1 of Operations.

The model assumes that the Hospitality operator is responsible for the fit out of the Hospitality facility.

18.8 Event Hire and Functions

The Precinct will offer the oval facility to event hire operators on a net income per attendee basis. The forecast assumes the following Events will be held at the precinct in the first year of operations.

Event Type	Events per year	Attendees per Event	Net Income per head (to Precinct) in 2022 Dollars
Minor	10	2,000	\$2.69
High Impact	5	5,000	\$2.69
Major	2	10,000	\$2.69

Table 15 – Events and Functions

Based on these assumptions the Events will provide net income of \$173,189 in the first year of operations.

The model assumes that Event promoter is responsible for all costs associated with running each event including security, cleaning and staging.

In addition to Event hire the Precinct will provide function facilities in different sizes/capacities and Function promoters will be charged a net amount per attendee including both the rental of the space as well as the provision of food and beverage services. The full area of the Function facilities can be divided to provide the seated capacity required by the function organiser as per Table 16 below.

The forecast assumes the following function schedule in the first year of operations

Function Type	Number of Functions	Seated Capacity	Net Income per head (to Precinct) in 2022 dollars
1	40	50	\$25.00
2	20	100	\$25.00
3	20	200	\$25.00
4	10	250	\$25.00

Table 16 – Function Projections

Based on the above assumptions the Function Centre will provide net income to the Precinct of \$227,311 in the first year of operations.

18.9 Other Tenancies

In addition to the complementary commercial businesses the Precinct will provide additional office/admin space to a number of tenants. The model assumes that the tenants will utilise the space set out in Table 5 previously.

As noted, these rental rates are grown at a constant rate of 1.5% p.a. over the forecast period and no allowance has been made for any applicable rent-free periods. The model further assumes that the cost of the fit out will be the responsibility of the Tenant.

Note that these rental rates could change if a proposed tenant were to contribute capital to the redevelopment.

Based on these assumptions the Precinct will receive rental income of \$78,045 in the first year of operations from these additional tenancies.

18.10 Precinct Operating Costs

The Precinct will have operating costs assumed at the rates set out in Table 15 below.

Cost Description	Per annum cost in 2022 Dollars
Staff Costs	
<i>Manager</i>	\$120,000
<i>Grounds Manager</i>	\$75,000
<i>Events Manager</i>	\$60,000
<i>Accounts</i>	\$60,000
<i>Staff Oncosts</i>	\$63,000
Cleaning and waste management	\$75,000
Repairs and maintenance	\$75,000
Grounds maintenance ⁷	\$100,000
Utilities	\$75,000
General Expenses	\$50,000
Security	\$25,000
Insurance	\$30,000
Marketing	\$60,000

Table 17 – Precinct Operating Costs

⁷ Ground maintenance figure will be reviewed once the final scope of works for the oval are complete. Dependent on the scope of oval redevelopment this cost could be higher (i.e. approximately \$150,000).

Indexed to the first year of operations based on the model assumptions set out in Section 5 above the Precinct will have operating costs of \$921,264 Year 1 of Operations.

18.11 Capital Cost

The estimated the capital cost for the Construction of the new facility of \$63,000,000 and for the purposes of the Lifecycle Cost estimate in the current forecast we have assumed this figure of \$63,000,000 as an estimate of the capital cost of construction. This number excluded any professional costs associated with the redevelopment and does not include a contingency assumption. This estimate is based on a Total Project Cost estimate of \$90,000,000.

18.12 Sensitivity

A sensitivity analysis to forecast the impact on two key numbers of a variation on revenue and expenses of between -20% and +20%.

Firstly, the impact on the cashflow to the Precinct was analysed. Tables 16 and 17 below analyses the impact of changes in revenue and expenses (including the Lifecycle Cost) on the average and the cumulative cashflow to the Precinct over the 10 year forecast period (Operating Years).

		REVENUE								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
EXPENSES	-20%	\$186,077	\$258,653	\$331,229	\$403,805	\$476,381	\$548,957	\$621,533	\$694,109	\$766,685
	-15%	\$125,130	\$197,706	\$270,282	\$342,858	\$415,434	\$488,010	\$560,586	\$633,162	\$705,739
	-10%	\$64,184	\$136,760	\$209,336	\$281,912	\$354,488	\$427,064	\$499,640	\$572,216	\$644,792
	-5%	\$3,238	\$75,814	\$148,390	\$220,966	\$293,542	\$366,118	\$438,694	\$511,270	\$583,846
	0%	-\$57,708	\$14,868	\$87,444	\$160,020	\$232,596	\$305,172	\$377,748	\$450,324	\$522,900
	5%	-\$118,655	-\$46,079	\$26,497	\$99,073	\$171,649	\$244,225	\$316,801	\$389,378	\$461,954
	10%	-\$179,601	-\$107,025	-\$34,449	\$38,127	\$110,703	\$183,279	\$255,855	\$328,431	\$401,007
	15%	-\$240,547	-\$167,971	-\$95,395	-\$22,819	\$49,757	\$122,333	\$194,909	\$267,485	\$340,061
	20%	-\$301,493	-\$228,917	-\$156,341	-\$83,765	-\$11,189	\$61,387	\$133,963	\$206,539	\$279,115

Table 18 – Average Cashflow Distribution over 10-Year Forecast Period

		REVENUE								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
EXPENSES	-20%	\$1,860,765	\$2,586,526	\$3,312,286	\$4,038,046	\$4,763,806	\$5,489,567	\$6,215,327	\$6,941,087	\$7,666,848
	-15%	\$1,251,303	\$1,977,063	\$2,702,823	\$3,428,584	\$4,154,344	\$4,880,104	\$5,605,865	\$6,331,625	\$7,057,385
	-10%	\$641,840	\$1,367,601	\$2,093,361	\$2,819,121	\$3,544,882	\$4,270,642	\$4,996,402	\$5,722,162	\$6,447,923
	-5%	\$32,378	\$758,138	\$1,483,899	\$2,209,659	\$2,935,419	\$3,661,179	\$4,386,940	\$5,112,700	\$5,838,460
	0%	-\$577,084	\$148,676	\$874,436	\$1,600,196	\$2,325,957	\$3,051,717	\$3,777,477	\$4,503,237	\$5,228,998
	5%	-\$1,186,547	-\$460,787	\$264,974	\$990,734	\$1,716,494	\$2,442,254	\$3,168,015	\$3,893,775	\$4,619,535
	10%	-\$1,796,009	-\$1,070,249	-\$344,489	\$381,272	\$1,107,032	\$1,832,792	\$2,558,552	\$3,284,313	\$4,010,073
	15%	-\$2,405,472	-\$1,679,711	-\$953,951	-\$228,191	\$497,569	\$1,223,330	\$1,949,090	\$2,674,850	\$3,400,610
	20%	-\$3,014,934	-\$2,289,174	-\$1,563,414	-\$837,653	-\$111,893	\$613,867	\$1,339,627	\$2,065,388	\$2,791,148

Table 19 – Cumulative Cashflow After Distribution over 10-Year Forecast Period

In these tables the green cells indicate a positive cashflow and the red numbers indicate a negative cash outflow.

The second analysis examined the impact of variations in revenues and expenses on the cumulative and average SFFC Precinct Distribution over the 10 Year forecast period.

		REVENUE								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
EXPENSES	-20%	\$252,547	\$283,651	\$314,755	\$345,859	\$376,963	\$408,067	\$439,171	\$470,275	\$501,379
	-15%	\$237,227	\$268,331	\$299,435	\$330,539	\$361,643	\$392,747	\$423,851	\$454,955	\$486,059
	-10%	\$221,907	\$253,011	\$284,115	\$315,219	\$346,323	\$377,428	\$408,532	\$439,636	\$470,740
	-5%	\$206,588	\$237,692	\$268,796	\$299,900	\$331,004	\$362,108	\$393,212	\$424,316	\$455,420
	0%	\$191,268	\$222,372	\$253,476	\$284,580	\$315,684	\$346,788	\$377,892	\$408,996	\$440,100
	5%	\$175,948	\$207,052	\$238,156	\$269,260	\$300,364	\$331,468	\$362,572	\$393,676	\$424,780
	10%	\$160,628	\$191,732	\$222,836	\$253,940	\$285,044	\$316,148	\$347,252	\$378,356	\$409,460
	15%	\$145,308	\$176,412	\$207,516	\$238,620	\$269,724	\$300,828	\$331,932	\$363,036	\$394,140
	20%	\$129,989	\$161,093	\$192,197	\$223,301	\$254,405	\$285,509	\$316,613	\$347,717	\$378,821

Table 20 - Average SFFC Precinct Distribution over 10-Year Forecast Period

		REVENUE								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
EXPENSES	-20%	\$2,525,471	\$2,836,511	\$3,147,551	\$3,458,591	\$3,769,631	\$4,080,671	\$4,391,712	\$4,702,752	\$5,013,792
	-15%	\$2,372,273	\$2,683,313	\$2,994,353	\$3,305,393	\$3,616,433	\$3,927,473	\$4,238,513	\$4,549,553	\$4,860,594
	-10%	\$2,219,074	\$2,530,115	\$2,841,155	\$3,152,195	\$3,463,235	\$3,774,275	\$4,085,315	\$4,396,355	\$4,707,395
	-5%	\$2,065,876	\$2,376,916	\$2,687,957	\$2,998,997	\$3,310,037	\$3,621,077	\$3,932,117	\$4,243,157	\$4,554,197
	0%	\$1,912,678	\$2,223,718	\$2,534,758	\$2,845,798	\$3,156,839	\$3,467,879	\$3,778,919	\$4,089,959	\$4,400,999
	5%	\$1,759,480	\$2,070,520	\$2,381,560	\$2,692,600	\$3,003,640	\$3,314,680	\$3,625,721	\$3,936,761	\$4,247,801
	10%	\$1,606,282	\$1,917,322	\$2,228,362	\$2,539,402	\$2,850,442	\$3,161,482	\$3,472,522	\$3,783,563	\$4,094,603
	15%	\$1,453,084	\$1,764,124	\$2,075,164	\$2,386,204	\$2,697,244	\$3,008,284	\$3,319,324	\$3,630,364	\$3,941,404
	20%	\$1,299,885	\$1,610,925	\$1,921,966	\$2,233,006	\$2,544,046	\$2,855,086	\$3,166,126	\$3,477,166	\$3,788,206

Table 21 - Cumulative Cashflow After Distribution over 10-Year Forecast Period

In tables 18 and 19, the white number in the middle of the table show the base model forecast and the green numbers indicate a higher SFFC Precinct Distribution (than the base case) and the red numbers indicate a lower (than the base case) distribution received over the 10 year forecasting period.

18.13 Business Plan Summary

Based on the business plan prepared, the following is summarised:

- The Fremantle Oval Precinct inclusive of the facility will be owned by the City of Fremantle.
- It is recommended that the City facilitate the establishment of a management committee. The Management Committee then has governance responsibility over the facility, with the City then having oversight of the Management Committee.
- The Management Committee will consist of representatives from each of the Project Partners, a local representative and facility manager. Subsequent sub-committees with a term of reference can then be formed flowing from the Committee.
- The City should seek to appoint an External Management Operator to manage the Precinct. Their purpose would be to ensure the facility generates revenue as well as meet certain community and social obligations and expectations. The External Management Operator will also be responsible for event and function procurement and booking, marketing, contracts, insurance, parking, other facility staff and facility expenditure. **It is noted the facility manager would be a non-voting member of the Management Committee.**
- It is also recommended that the City appoints a professional chairperson for at least the first operating years of the facility who has had experience acting as the chairperson on similar trusts and ideally who has experience in similar facilities. It is noted a small stipend may be required.
- The complementary commercial business to be integrated within the development include:
 1. Health club.
 2. Allied health tenants.
 3. Function space.
 4. Childcare/creche facility.
 5. Restaurant/bar with Parry Street Frontage

It is recommended that all areas above be under the control of the External Management Operator but with area 5 outsourced to a specialist provider and consideration given to the External Management Operator outsourcing area 1, 2 and 4.

- It is assumed the key tenants and users (SFFC and FFC) do not pay any rent to the City or the External Management Operator nor will they be responsible for the expenditure of running the precinct (outside their respective direct match day costs). **Note: all revenue which is directly derived by the tenant and key users such as membership income and fundraising initiatives remain with tenant or key user.** Conversely all key revenue drivers will sit with the External Management Operator as these will be required to support the precinct viability.
- The SFFC will benefit considerably from the new Operating model with expenses of \$141,800 which are their current responsibility now residing with the External Management Operator. Conversely certain revenue streams that they currently benefit from (F&B) will no longer be within their remit. To compensate for loss of revenue and to provide additional revenue to ensure that SFFC is financially viable well into the future it is proposed that SFFC will receive a dividend from the External Management Operator from the operations of the precinct. It is envisaged that this dividend will be in the vicinity of \$260,000 annually with part of it fixed and part of it tied to performance of the precinct.
- It is recognised that FFC AFLW and AFL men's pre-season content does generate significant economic and social benefit to the Fremantle region and community. To compensate FFC for this value and to guarantee a long-term commitment from FFC to hold this content at Fremantle Oval it is proposed that FFC would receive a Content Fee payment for each game it schedules at Fremantle Oval. The exact details of this fee will need to be negotiated but it should be based on the attendance of each event with an agreed minimum and maximum. This fee should also be net of all other income to FFC with the External

Management Operator entitled to all FFC match day revenue outside the gate, which goes to the AFL. FFC will pay all normal match day operating costs excluding any fee to hire the venue.

Based on the business plan prepared, there is confidence under these recommendations and assumptions that the facility will be financially viable, will not require on-going funding from the City (subject to finance).

19.1 Funding Partners

It is anticipated that the City of Fremantle will be able to make a capital contribution to the Project through the sale of the former FFC site. The balance of the funding will be sought through potential funding partners as detailed below.

Potential Funding Party	Funding	Comments
 Australian Government	Capital	- Strong alignment to Federal Govt. health and community strategic objectives. - Federal Election in 2022 (likely May 2022)
 GOVERNMENT OF WESTERN AUSTRALIA	Capital	- Strong alignment to State Govt. health and community strategic objectives. - Creation of WA jobs (construction and during operation)
  GOVERNMENT OF WESTERN AUSTRALIA	Capital	- Although still through the State, direct grants could be sort from Lotterywest and the Community Sporting and Recreation Facilities Fund ('CSRFF'). - Note, grants are typically limited to less than \$3 million. - Lotterywest does not award grants to sporting projects therefore, will need to fund the community aspects of the precinct (e.g. Nature Play Area.)
 WEST AUSTRALIAN FOOTBALL COMMISSION INC.	Capital	- Alignment to WAFC's strategic objectives. - Improved SFFC facility will assist with expansion of the WAFL. - WAFC have access to a facilities fund (through the AFL).
 City of Fremantle	Capital	- Alignment to City's vision for Fremantle. - Potential investment through land sale of old FFC Site. - Cash capital investment through reserves or low interest treasury loan.
 BULLDOGS SOUTH FREMANTLE FOOTBALL CLUB INC.	Operational	Unlikely to be able to contribute capital however, contribution to FF&E through fundraising.

	Capital	Potential capital investment. Likely that main contribution will be through content.
External Management Operators	Capital	Potential capital investment by Operators in return for long term lease arrangement at the Oval.

19.2 Funding Strategy

The following is an indicative target funding approach for each entity, all excluding GST.

Funding Partner	Minimum Amount (Ex GST)	Maximum Amount (Ex GST)
Federal Government	\$30,000,000	\$30,000,000
State Government	\$30,000,000	\$30,000,000
City of Fremantle – From Land Sale	\$8,600,000	\$8,600,000
WAFC / AFL (Including AFL Facilities Funding Program)	\$500,000	\$1,000,000
SFFC	\$200,000	\$300,000
FFC	\$500,000	\$1,000,000
External Management Operator	\$5,000,000	\$12,000,000
Other	\$1,700,000	\$7,100,000
Total Funding Sort	\$76,500,000	\$90,000,000

Note – the funding mix is indicative only and subject to stakeholder approval.

Further details on each of the below funding parties have been identified below:

19.2.1 Federal Government Funding

The opportunities for funding from the Federal Government are through lobbying as a key project as part of the Federal Election due in 2022 and expected to be held in May. The project has strong alignment to Federal policy including women in sport initiatives, education and at risk youth through the Stephen Michael Foundation. The City should target an election commitment from both major parties of \$3,000,000 in lead up to the Election.

19.2.2 State Government Funding

The State Government is currently in a very good position from a budget perspective. Investment in infrastructure projects particularly as part of Covid 19 recovery has been high and has actually contributed to create an unwanted side effect of high levels of escalation in the construction market.

Therefore, this project may be able to secure funding support through the State Government as part of the budget process rather than through grant applications with the approach to match any Federal Government commitment.

This project is eligible for funding through the Community Sport and Recreation Facility Fund (CSRFF). CSRFF provides \$12.5 million annually. This project falls under the Forward Planning Grants with a maximum grant of \$2 million available. Whilst eligible, CSRFF is highly competitive with limited funding available and may be a better source of funding for other lower costs projects identified by the Shire in the Sport and Recreation Plan.

Grants through LotteryWest are also an option but only for the Nature Playground area.

19.2.3 City of Fremantle

As part of the City of Fremantle agreeing to forego its tenure to the land behind Fremantle Oval at 94 South Terrace Fremantle (known as the Stan Reilly Site) to the State Government for the development of a new regional police headquarters, the City of Fremantle have been granted a new

plot of land within Fremantle Oval as freehold. This land represents the current approx. location of the old FFC headquarters and car parking and is now referred to as 1514 Bulldog Lane Fremantle.

This land is 5,100m² in size and has been independently valued by Savills at \$8.6 million (excl. GST). This value is based on the potential for the site to be developed as medium density residential with a height limit of between 4 and 6 levels.

It is proposed that the City of Fremantle would sell this land and use the proceeds to help fund its contribution to the project.

Other alternatives available to the City of Fremantle include to make the contribution either from consolidated revenue or through borrowings through the State Government. Given the current low interest rate of loans (0.79% to 1.99% pa semi-annual compounding) through the State Government, the loan option should be considered regardless of the potential financial performance of the facility, noting that in the event the facility was profitable and provided a dividend to the City of Fremantle this dividend/profit could be used to service a loan.

19.2.4 WAFC / AFL

Due to the impact of COVID-19, the amount accessible through the WAFC (and broadly the AFL) may be limited and would be subject to consultation. It is also likely that the WAFC will only contribute a percentage of funding cost to the SFFC components of the facility and not the entire facility build cost. The WAFC is also working with the State Government on a COVID-19 recovery funding program for LED lighting and oval surface upgrades for WAFL facilities. The WAFC may be able to access this funding on behalf of SFFC for the project outside of direct funding sought by the City of Fremantle for the project from the State Government.

19.2.5 SFFC Land

SFFC currently have freehold title Lot 1849 Parry Street within the Fremantle Oval site.

There are five options for dealing with this land:

OPTION	LAND
1.SFFC contribute land as part of their financial contribution to the redevelopment.	Land forgone by SFFC as contribution to development.
2.SFFC provided with land of equivalent value at alternative site.	Land of equivalent value at alternative site.
3.City of Fremantle and/or other Project Funding Partner(s) buy the land from SFFC.	Lot 1849 freehold land returns to being part of the Oval Reserve.
4.SFFC retain current land.	No change.
5.SFFC land and/or facilities is Strata titled into new pavilion or new facilities in new pavilion.	Land either retained or replaced with facilities that are Strata titled into development.

The subject of the treatment of the SFFC land should be the subject of further discussion and eventual agreement between the SFFC, the City and other funding partners.

Through the SFFC membership, sponsors and supporter base, the Club should also seek to fundraise towards the fit-out of their administration and football facilities. It is recommended that this be done through the Australian Sports Foundation.

19.3 Consultation and Investigation

Based on the consultation with the current on-site tenants, community groups, Council and residents of Fremantle as well as a through demand and market analysis undertaken, the following inclusions within the precinct are proposed:

Key Tenants	Commercial Entities	Community
-------------	---------------------	-----------

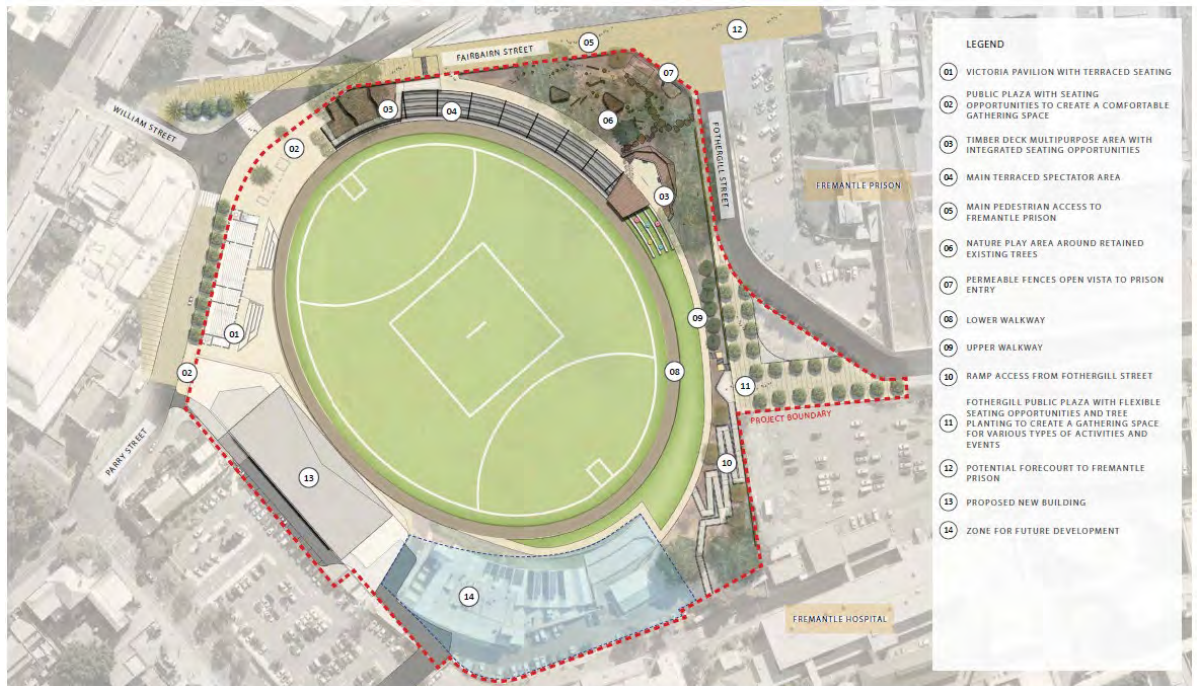
• South Fremantle Football Club • Fremantle Football Club • Stephen Michael Foundation • SEDA College	• Food and beverage offering. • Function room.	• Public Gym Facility • Child Care Facility • Adventure playground. • Community meeting rooms • Connectivity through the precinct
--	---	---

19.4 Design and Cost

Based on the demand analysis and consultation with all parties, it is proposed that the facility is developed as a Category 4 AFL Venue and incorporates the following:

Key Tenants	Complementary Commercial Facilities	Community
• South Fremantle Football Club. • Stephen Michael Foundation. • SEDA. • Fremantle Community Bank. • WAFC South West Metro Development Team. • Notre Dame University. • Perth Glory. • Fremantle Football Club – as a Match Day Key User.	• Community Health Club. • Child care facility. • Function room. • Food and beverage – Restaurant/Sports Bar (with Parry Street Frontage). • Allied Health tenancies. • General tenancies.	• Community meeting rooms. • Adventure playground. • Landscaped paths.

These inclusions have been illustrated within Figure 1, which has an estimated construction cost of **\$89.9M (excl. GST)**.



19.5 Business Plan

In terms of how the precinct will operate and expected financial viability, the following is summarised:

- The Fremantle Oval Precinct inclusive of the facility will be owned by the City of Fremantle.
- It is recommended that the City facilitate the establishment of a management committee. The Management Committee then has governance responsibility over the facility, with the City then having oversight of the Management Committee.
- The Management Committee will consist of representatives from each of the Project Partners, a local representative and facility manager. Subsequent sub-committees with a term of reference can then be formed flowing from the Committee.
- The City should seek to appoint an external agency to manage the Precinct. Their purpose would be to ensure the facility generates revenue as well as responsible for function booking, marketing, contracts, insurance, parking, other facility staff and facility expenditure. **It is noted the facility manager would be a non-voting member of the Management Committee.**
- It is also recommended that the City appoints a professional chairperson for at least the first operating years of the facility who has had experience acting as the chairperson on similar trusts. It is noted a small stipend may be required.
- The complementary commercial businesses to be integrated within the development include:
 1. Health club.
 2. Allied health tenants.
 3. Function space.
 4. Childcare/creche facility.
 5. Restaurant/bar with Parry Street Frontage

It is recommended that all areas above be under the control of the External Management Operator but with area 5 outsourced to a specialist provider and consideration given to the External Management Operator outsourcing area 1, 2 and 4.

- It is assumed the key tenants and users (SFFC and FFC) do not pay any rent to the City or the External Management Operator nor will they be responsible for the expenditure of running the precinct (outside their respective direct match day costs). **Note: all revenue which is directly derived by the tenant and key users such as membership income and fundraising initiatives remain with tenant or key user.** Conversely all key revenue

drivers will sit with the External Management Operator as these will be required to support the precinct viability.

- The SFFC benefits considerably from the new Operating model with expenses of \$141,800 which are their current responsibility now residing with the External Management Operator. Conversely certain revenue streams that they currently benefit from (F&B) will no longer be within their remit. To compensate for loss of revenue and to provide additional revenue to ensure that SFFC is financially viable well in to the future it is proposed that SFFC will receive a dividend from the External Management Operator from the operations of the precinct. It is envisaged that this dividend will be in the vicinity of \$260,000 annually with part of it fixed and part of it tied to performance of the precinct.
- It is recognised that FFC AFLW and AFL men's pre-season content does generate significant economic and social benefit to the Fremantle region and community. To compensate FFC for this value and to guarantee a long-term commitment from FFC to hold this content at Fremantle Oval it is proposed that FFC would receive a Content Fee payment for each game it schedules at Fremantle Oval. The exact details of this fee will need to be negotiated but it should be based on the attendance of each event with an agreed minimum and maximum. This fee should also be net of all other income to FFC with the External Management Operator entitled to all FFC match day revenue outside the gate, which goes to the AFL. FFC will pay all normal match day operating costs excluding any fee to hire the venue.

19.6 Programme

Assuming that that Council endorses this business plan and approves for the next phase of work to begin, the indicative delivery programme is identified as follows:

- Procurement of Federal Funding: March 2022 to May 2022
- Procurement of State Funding: May 2022 to April 2023
- Procurement of other Funding: May 2022 to April 2023
- Project Definition Plan: May 22 to December 2022
- Design Phase: January 2023 to December 2023
- Development Approval: October 2023 to December 2023
- Contractor Procurement: January 2024 to March 2024
- Construction: July 2024 to December 2025
- Practical Completion: December 2025 to December 2025
- **Occupation: January 2026**

19.7 Funding Strategy

In order to deliver the redevelopment which has an estimated capital cost of \$89.9M (excl. GST), the following funding strategy has been developed, identifying the key parties and targeted amounts for each.

Funding Partner	Minimum Amount (Ex GST)	Maximum Amount (Ex GST)
Federal Government	\$30,000,000	\$30,000,000
State Government	\$30,000,000	\$30,000,000
City of Fremantle – From Land Sale	\$8,600,000	\$8,600,000
City of Fremantle – Cash Reserves/Borrowings	\$1,400,000	\$6,400,000
WAFC / AFL (Including AFL Facilities Funding Program)	\$500,000	\$1,000,000
SFFC	\$200,000	\$300,000
FFC	\$500,000	\$1,000,000
External Management Operator	\$5,000,000	\$12,000,000
Other	\$300,000	\$700,000
Total Funding Sort	\$76,500,000	\$90,000,000

Note – the funding mix is indicative only and subject to stakeholder approval.

19.8 Summary and Next Steps

The redevelopment of Fremantle Oval provides a unique opportunity to reconnect the Oval to the City. Building on the history of the Oval and its location in the shadow of the World Heritage listed Fremantle Prison, the rejuvenation of the Oval will complement its historic neighbours and build on Fremantle reputation and destination for tourism.

The recommended next steps (not necessarily in order) include:

- Council and Key Project Partners endorse the concept plan and business plan.
- Preparation of funding document and funding procurement.
- Seek funding commitment from Federal Government in lead up to 2022 election (likely May 2022).
- Secure funding commitment from Federal Government.
- Seek funding commitment from State Government as to financial commitment to the project.
- Submit letter and funding document to the Premier.
- Formal market sounding and then RFT process with potential External Management Operators to identify capital contribution from External Management Operator and confirm key operating principles.
- Confirm funding from other parties.
- Public consultation on the plan.
- Finalise agreements between Council and Key Project Partners.
- Update and finalise the business plan.

Appendices

Appendix A – Stakeholder Consultation

Appendix B – Investment Planning Report (Demand & Market Analysis)

Appendix C – Accommodation Schedule

Appendix D – Concept Package

Appendix E – Fremantle Oval Landscape Concept

Appendix F – Fremantle Oval Redevelopment OPC Report

Appendix G – Economic Impact Assessment

Appendix H – Risk Assessment

Appendix I – Financial Benchmarks

Appendix J – Base Model Cashflow (excl. Finance)

Appendix A – Stakeholder Consultation

**FREMANTLE OVAL REDEVELOPMENT
BUSINESS PLAN**

**STAKEHOLDER CONSULTATION
KEY OUTCOMES**

CITY OF FREMANTLE
SOUTH FREMANTLE FOOTBALL CLUB
FREMANTLE FOOTBALL CLUB
WEST AUSTRALIAN FOOTBALL COMMISSION
OCTOBER 2021

1 STAKEHOLDER CONSULTATION

1.1 Project Partners

Provided at Attachment A to the Report is the initial work completed by the Project Partners to develop the over-arching vision and objectives for the Fremantle Oval Redevelopment as part of the initial master planning process in December 2020.

Entity	City of Fremantle
Date of Meeting	16/07/21
Person Met	Andrew Sullivan (Acting Mayor), Glenn Dougall (Acting CEO) & Russell Kingdom (Manager City Designs and Projects)
Key Meeting Outputs	• Sustainability of SFFC is important outcome of the project. Guaranteeing the ability to make revenue but not the revenue itself. The City want the Club looking out to the Community. • The City wants the Oval to “look out” to the city and integrate the Oval back into the City as a community space. • Notre Dame University. The City is keen to explore again a relationship with sporting facilities but also with link to the Hospital - Sports Science program and link to SFFC. • SEDA viewed as an important tenant. • The City are about to do Master Plan for Fremantle Park including the Leisure Centre which may have connections then with opportunities at Fremantle Oval such as a Health Club. • The City wants to explore removing the barrier of the cost of entry to people coming in on a match day with F&B mix being important to generate revenue. • COF exploring turning back door of markets into front door and making Parry Street more pedestrian friendly. • Key element is to open up the Oval to draw people in. Sense of arrival from the Southern end. • The City is open to management model but wants to maintain ownership and ability to put content in. • The City want FFC to bring community back into the Oval.

Entity	South Fremantle Football Club
Date of Meeting	22/07/21
Person Met	Cameron Britt (CEO), Dean Nalder (Board Member)
Key Meeting Outputs	• Sustainability of the Club into the future is an important outcome for the Club - members are really important and need to be sold on the redevelopment. • The Club is seeking improved amenity for the Club - players, members and supporters and the general principle is to be no worse off but to be far better off. • Sense of belonging as a Club is important. • The Club wants to be able to focus on being a football Club. • The Club owns freehold on the site approximately 1200m2 purchased in the 50s or thereabouts. The resolving of the

	freehold title issue is important. No assumption included in the Master Plan for the treatment of the free hold land. • DN worried about scope in terms of capacity - limited outcome other than just new SSFC facility. • Based on the current master plan, Level 1 opportunity would sit with SFFC - Level 2 gives them more commercial revenue which will replace the revenue currently provide by the CoF. • Parking is key issue for players and function guests. - Use of train and buses. Day to day usage. • \$50k from City \$72k from car parking, \$72k from screen, Freehold is worth approximately \$1.5m. Turnover about \$2 million a year to break even. • The Club does not currently pay Oval maintenance which is currently \$140k. • Stephen Michael Foundation included as a sub tenant • Bendigo Bank Stadium - Bendigo Bank taking out a sub-lease arrangement for a space under the Victoria Pavilion.
--	---

Entity	Fremantle Football Club
Date of Meeting	20/07/21
Person Met	Graeme Parker (COO) & Adrian Laquierre (Head of Facilities & Projects)
Key Meeting Outputs	• Objectives for the Project are reflected in the Vision and Objectives document included at Attachment A. • Opportunity to look at improving community engagement which is through the 3rd floor of the master plan - bring the community and education piece together through the FFC brand. • Looking for something out of the Project than just as a Match Day venue - community and cultural flavour. • Currently contracted for another 5 years for 3 community events per year - AFL W Content - 7 AFLW over two years - growing over the years - Dec through Mar - ticketed - twilight and night fixtures. • AFL pre season - 1 AFL pre season. Possibility of their own WAFL team being explored. Opportunity to look at family events/membership away game events. • SEDA partnership and opportunity to make bigger - looking at something out of the old building that could then slot across into new building. • University partnership would likely be Curtin but potentially could be something that is reworked with Notre Dame. • Community Games unable to be played at Cockburn ARC at the moment. • FFC potentially have partners that would be interested in gym or child care offering if that was included.

Entity	West Australian Football Commission
Date of Meeting	11/08/21
Person Met	Tom Bottrell (Executive Manager Country Football, Affiliates & Facilities) and Samantha Crawford (Manager Facilities & Government Relations)
Key Meeting Outputs	• WAFC objectives included new accommodation/facility for SFFC - sustainability from a Club perspective. • AFL are keen for the Category 4 venues including broadcast lighting. • Guaranteed content at FFC - WCE not guaranteed at Leederville • WA is behind other States in regards to similar style venues. • 10 year Strategic Facilities Plan - doing an annual review which can include updates.

1.2

Precinct Neighbours

Entity	Fremantle Hospital
Date of Meeting	2/09/2021
Person Met	Victoria Holmes (Acting Director Operations and Site Management)
Key Meeting Outputs	• Refurbishment of hospital currently underway including theatres, F Block and conversion of office spaces into clinical spaces. Another 70 beds to be added to the hospital by 2023. FSH is at capacity and FH has remained for elective surgery with just ICU and Emergency relocating to FSH. • The hospital has a large outpatient load as well as the elective surgery. • Major project to be completed by 2024 is a \$45 million new mental health facility to complement the existing facility. • Key challenges with the hospital due to the increase in activity includes the requirement for more parking. Note: existing multi story car park may have concrete issues. A redevelopment of Fremantle Oval could include a joint solution to the parking issue. • Opportunities to increase usage include: - o Staff social functions - o Potentially outpatient and post-surgery therapy (allied health facilities) - o Oval usage for mental health patients if appropriate • Approximately 2000 staff on site so opportunities for staff wellness, a gym would potentially work well particularly if discounts were offered and ease of access i.e. through fence line.

Entity	Fremantle Markets
Date of Meeting	2/09/2021
Person Met	Natasha Atkinson (CEO)
Key Meeting Outputs	• Fremantle Markets current use the Oval through use of parking by the tenants. Markets theme the area when AFLW on to promote activity. Through traffic 50,000 patrons so good opportunities to promote.

	• Trying to explore opportunities to “open up” the markets and have plans for a new hot market. • Current challenges with the existing markets are space and age of the building. Road creates connection issues between the two facilities. The markets do see an increase in trade with AFLW but have anti-social behaviour challenges with concerts. Family style events would work well e.g. car shows, cinema in the park. • Increased linkage between the two facilities would work well. • Loss of car parking would mainly be an issue for store holders.
--	--

Entity	Fremantle Prison
Date of Meeting	2/09/2021
Person Met	Paula Nelson (Director of Assets)/Luke/Courtney
Key Meeting Outputs	• The Prison does not currently use the oval for any activities with the existing fence line/wall providing a barrier between the two. • The Prison Master Plan and Landscape Plan (documents provided) detail what the Prison has planned for the next 10 years development wise. • The challenges with the Prison at the moment are parking and bus drop off. Prison is keen to collaborate with the City and Hospital on a joint solution. • Key elements for the Prison are the views to the walls which have been blocked over the years by trees. • Opportunities with the redevelopment include increase view permeability between proposed new grass lawn area at front of prison and Oval. 25,000 students a year visit the Prison with 200,000 people in total annually.

Entity	WAPOL
Date of Meeting	23/09/2021
Person Met	Frank Pasquale (Director of Assets)/Mick McCutcheon/Julie
Key Meeting Outputs	• WAPOL are in the latter stages of planning for a new regional level police station to be built on the old Stan Reilly site that adjoins the Oval. The new facility will ideally be finished by 24/25 and is now fully funded. • Anticipated staff numbers are around 240-250. Facility is a district level facility so is required to be provided with a level of facilities including a fit for purpose staff gym. May be an opportunity from a class fitness perspective. • Limited non-operational parking available so WAPOL would be keen to be involved in a discussion in relation to parking in the precinct. • Security is a key issue for the facility particularly with the dual purpose access road. Concern is the amount of people that may use the road on event days – safety of access and egress around an operational police station. Traffic flow and management will be important particularly the police vehicle requiring movement to and from the site.

	Any facility such as a café potentially would be well supported. Station will be 24/7 in operation.
--	---

1.3

Current Tenants

Entity	Stephen Michael Foundation
Date of Meeting	19/08/2021
Person Met	Paul Mugambwa (CEO) /Damien Eves (Chairman)
Key Meeting Outputs	- SMF was an initiative of the Football Club to give back to their development zones. Separate company and separate Board – target at risk youth and support through education and employment. Spread across metro and regional areas. Fremantle to Rockingham. Developed in the last 3 and a half years 25 staff the majority of whom are part time. 10-12 staff a day in the office. Working with the city to move into the old Dockers building. Currently lease 100m2 of the SFFC across a couple of lots. 2000 to 3000 kids across regions programs. Funding was originally 100% through State Government. Have secured some sponsorship through mining to assist. Lottery West funding as well. Starting to charge back to schools and LGAs for programs. Run an all-abilities program that is Federally funded – another two year commitment - Use the Oval once a week for a 2 hour program in partnership with Reclink and St Pats – access to Oval after hours is difficult with programming. - SMF have grown to a point where current space is not sufficient. Would use a lecture theatre if one became available. - Oval is the spiritual home and keen to stay but are looking t alternatives to cater for growth. - Collaboration with SEDA works well. - Growing but at a plateau point at the moment – working on the strategic plan – there is a need in the community – continue to grow to a sustainable level – dictated to by grants and ability to secure them – transition potentially from part time to fulltime. - Keep the Foundation in the loop – bring in as a partner.

Entity	SEDA
Date of Meeting	8/09/2021
Person Met	Kelly Hourston
Key Meeting Outputs	- SEDA currently use the Fremantle Oval for a year 11 and year 12 class and have been at the Oval for 8 years. Would like to expand the program and establish a long-term relationship. Fremantle Oval is a popular location and Lease length is generally 3 years but are starting to look at 10 year leases. - Line of sight into classrooms is important. Sub-lease is currently with SFFC.

	• The redevelopment would potentially assist with sustainability of the program. The facility is also located within the community which gives the opportunity for more engagement. • Facilities used by SEDA are all multi-purpose and that model works well for them. The ability to move easily between indoor and outdoor space is important. Students are more comfortable in a flexible space rather than a lecture theatre. • Strategic direction of the organisation includes offering out of school hours leadership programs. • Facilities they use a Cockburn ARC are benchmark facilities. • Ideally a storage space would be included for sports gear and first aid equipment. • Potentially SEDA HQ could relocate and would require 300m2 approximately for that.
--	---

Entity	Fremantle Community Bank
Date of Meeting	31/08/2021
Person Met	Debra Rule (Chair)
Key Meeting Outputs	• Fremantle Community Bank are about to relocate to Fremantle Oval and the Victoria Pavilion. Current building is too big and costs too much. On a busy street – out of the city. Current facility is a traditional bank which is not the model. Sub lease off the football. Area is about 30 m2. Supporting the Football Club. • Community bank – Bendigo run the bank – community members are shareholders who receive dividends. 80% of profits go back to the community. Builds strong long-term relationships and have been with the footy club for 5 or so years – Focus is on youth sport and arts. Business that can help sustain the community. • After a venue that is much more relaxed – almost café like. May look to sponsor Community facility – co working facility. • Would bring customers into the facility – would need to be at the front • Would like to make it much more of a community hub. Opportunity to include far more community groups – CBC All Abilities (use for fundraising spaces) – connecting people is a focus – about to run some programs in schools called Compassionate Communities.

Entity	Perth Glory
Date of Meeting	13/10/2021
Person Met	Tony Pignata (CEO)
Key Meeting Outputs	• Perth Glory are in the process of finalising a lease agreement with the City for 3 years plus options. The Glory will be located in the old FFC building for both their administration and football departments. • W League and Youth League teams will use the Oval for training. The men's team will train at Fremantle Park. No matches will be

	played at the venue but potential for A-League W games to be hosted there once the redevelopment is complete. • Potentially interested in remaining at the Oval for the long term – being involved in the redevelopment. No discussions have been held with Glory in relation to their possible inclusion in a Stage 2 of the Football West HQ development. • Involvement would include as a training centre and high performance centre. • Perth Glory would be able to share common areas with SFFC such as recovery facilities, gym etc. • Perth Glory have a current year by year sponsorship agreement with ECU. This also includes opportunities for students.
--	--

Entity	Spring into Fitness
Date of Meeting	6/09/2021
Person Met	Adrian Ricciardello (Director/Perth Owner)
Key Meeting Outputs	• Have owned the business for approximately 4 years. Operate 5.5 days a week out of relatively old facility in Victoria Pavilion. • Key issue is what the redevelopment is going to mean for their business. Parking is also important. • People like being part of the sporting Oval environment.

1.4

Potential Tenants

Entity	Notre Dame University
Date of Meeting	20/09/2021
Person Met	Mike Conroy/Steve Dickson/Ben Piggott
Key Meeting Outputs	• Notre Dame in the process through School of Health Sciences of signing MOU with SMF. • Some potential for a partnership for which NDU need to get aligned internally. The provision of spaces is one element but the partnerships are the important piece • Use Fremantle Netball space for outdoor activities. • Potential facilities would included: - o Access to use of the Oval. - o Access to a court would be good - o Access to a multi purpose lecture space - o Allied Health – potentially rehabilitation facilities – University would look to access due to rehabilitation work. Notre Dame currently run a clinic with a rehabilitation program – prac places for 4th year students. Exercise physiology gym at the moment – 150 clients yesterday – perhaps a clinic there - o • Schools – Physio, Health, Education • Trying to entice international students – want access to gyms. • 70% of students are female • Have a hydrotherapy pool in a building/3 gyms • Allied Health opportunity for growth – international students (accommodation) need to rethink footprint – have Customs house but haven't used it for 3 years • Really interested in how the city wants to engage with the University - marketing is important • La Trobe university model? Formulated in a partnership – academic agenda.

Entity	Belgravia Leisure
Date of Meeting	7/10/2021
Person Met	Rohan Gunton
Key Meeting Outputs	• Looked at how the old FFC building might be used previously. Belgravia keen to look at the opportunity - one or the other - with East Fremantle • Thoughts on AX - forecasts can be overly ambitious - 2200 with aquatics - potentially optimistic - particularly if there is a brand new facility in East Freo - some risk with budgeting for 2200 members. • 800m2 gym plus 300 m2 group - leaning toward 1200m2 - need to add in office space and change rooms.

	• Car parking is important - particularly when there is not high density of residential. • Management model is adaptable. • Parking could be an issue to cater for volume to make it sustainable - changes in competitive landscape. • Have managed university gyms and have partnerships for research elsewhere.
--	--

Entity	Strzlecki Group
Date of Meeting	31/08/2021
Person Met	Greg Poland
Key Meeting Outputs	• Greg is a long time member of SFFC and a current sponsor and was very supportive of the project and generous with his time. • Currently involved in building and operating a number of gyms under the Fitness HQ brand. Would be interested in looking at the feasibility for Fremantle Oval site. Greg has quite specific thoughts on what makes a successful gym. SG import their own equipment at (he assures me) a significant cost saving. • Provided useful feedback for Gym feasibility • Believes that the facility needs to be 1,000 sqm plus and needs to provide separate areas for women only especially if SFFC players are using the same space.

Entity	Blue-Fit
Date of Meeting	Email
Person Met	Brett McEwin
Key Meeting Outputs	• Brett confirmed the figures used in the Gym financial model were in line with his experience.

Entity	Benny's Restaurant
Date of Meeting	17/09/2021
Person Met	Ivan Dezba
Key Meeting Outputs	• Currently provides catering at existing site • Believes that there is demand for a larger space. Only similar space in Fremantle at The Esplanade Hotel (480 pax) • New design would need to provide ability to segregate space into smaller areas each with separate entry/access points. • Restroom facilities would need to be improved • Kitchen not big enough to accommodate larger conferences • Does not believe that a permanent restaurant would be viable as it would be hampered by event days. Ivan believes that customers would not want to attend when football/other events were on.

	Noted that the site has appeal as a outdoor/concert venue because is can be secured which is important for such events. One way in is essential for these types of events.
--	--

Entity	Boss Entertainment
Date of Meeting	Various
Person Met	Ben Mahr
Key Meeting Outputs	- Currently completing a large, new Varsity Bar in the FOMO building and so not looking for new sites - Believes that Fremantle is a great entertainment destination and can support more venues - Happy to meet again if required

Entity	Hesperia
Date of Meeting	23/09/2021
Person Met	Kyle Jeavons
Key Meeting Outputs	- Currently undertaking numerous developments including the proposed film production facility in Fremantle. - Interested in the Fremantle Oval project but no specific projects at this time - Agreed to have a good look at the site in the next couple of weeks and get back to us with thoughts

Entity	Place Developments
Date of Meeting	Telephone Conversation 24/10/2021
Person Met	Rob Bates-Smith
Key Meeting Outputs	- Currently busy on major project on Rottnest Island and little time to look at any new projects at this time. - Though that there was significant opportunity to develop an entertainment facility in the area. Integration with markets was a positive. - Will have a look over the site and get back to us if any thoughts come out of this site visit. - Rob has worked on the FOMO development in the city centre and noted in market research done for this project it had been identified that a significant number of visitors come to Fremantle without a specific venue in mind (larger proportion than other city's) and therefore suitable venues will be attractive - Rob noted that FOMO stands for "Fremantle On My Own" to reflect this finding (not exactly sure of the correlation)

Entity	Insight Early Learning
Date of Meeting	Telephone and email (Sam is currently stuck in New Zealand)
Person Met	Sam Day

Key Meeting Outputs	• Sam believes that the site is ideal for the establishment of a child care centre and Insight have been looking for a location in Fremantle city centre. • Sam confirmed that the feasibility model for the child care centre were in line with his expectations and experience. • Insight are interested in pursuing this opportunity at the appropriate time
---------------------	---

Attachment A: Fremantle Oval Vision and Objectives

The partnership Vision and Objectives that will feature at the front of the Football Masterplan and feature in the future Memorandum of Understanding for **Stage 1 of Oval Redevelopment: Football Masterplan**:

Over-arching Vision	<i>Drawing on the rich cultural heritage of Fremantle and its proximity to the City Centre, the Oval will re-establish itself as a key venue for sport, community and cultural pursuits – contributing to the day-to-day vibrancy of city life.</i>
Objectives Stage 1: Football Masterplan	1. FACILITIES + INFRASTRUCTURE To bring the venue up to code for hosting WAFL and WAFLW games and Grand Finals; WAFL night broadcast matches; AFL pre-season games; and AFLW games, as per Category 4, AFL Facilities Guidelines. 2. THE EXPERIENCE Develop a destination that integrates and connects to the historic city around it and delivers a great 'gameday experience' for fans and the broader Fremantle community. 3. COMMUNITY To foster connections with community football clubs, sporting programs and other community groups to ensure a broad range of uses and sense of connection to the oval. 4. RESILIENCE To plan the core football facilities and infrastructure with a degree of flexibility that could enable a second club to share the oval in the future – whether for training, games, or both. 5. ECONOMIC SUSTAINABILITY A financially sustainable venue that generates income independent of 'turnstile revenue'; hosts other events and commercial opportunities; ensuring financial sustainability for SFFC. 2. HERITAGE To contribute to, rather than detract from, the conservation and understanding of the heritage of the Oval, Victoria Pavilion and the various elements associated with world heritage listing of the Prison.

WA Football Commission	
Vision	<i>“Connecting and enhancing communities through a high quality, flexible state level venue using Fremantle as a centre piece.”</i>
Objectives	1. A Category 4 venue that can host AFL content in line with AFL Guidelines 2. A venue that has the capacity and capability of hosting WAFL & WAFLW Grand Finals and WAFL night broadcast matches in line with AFL Guidelines 3. A venue that connects with Community Clubs and considers the gameday experience of football fans 4. A financially sustainable venue that has the ability to generate revenue away from match day and operational costs fit within the scope of the SFFC 5. Core football facilities structured in a way that there is flexibility for an additional club into the future, whether it be for games or training
Notes	• Fremantle Dockers Cup & other Freo branded school programs – connection with Freo & School Footy • Stephen Michael Foundation Programs • Clontarf connection to Kwinana (which is in SFFC district) • Club pathway – from Auskick through to AFLW • SEDA Freo program (is this still based at Freo Oval??)

South Fremantle Football Club	
Vision	<i>“A contemporary redevelopment project that creates pride, prestige and community connection, with Fremantle and its’ rich Football heritage and stakeholder groups central to the collective improvement intent.”</i>
Objectives	1. A home venue capable of hosting WAFL Men’s and Women’s Football matches with greater fan amenity, and fixture diversity (day/night). 2. A venue capable of attracting and successfully hosting additional Football content, inclusive of AFL Marsh Cup, AFLW, GF Finals/GF 3. A venue that provides a broader mix and opportunity for commercial leasing options, increasing non-traditional football revenue streams 4. A venue that provides scope and opportunity for concerts and other large-scale events, generating revenue opportunities and growth for key precinct stakeholders 5. A venue capable of hosting a variety of small-mid-large scale function events, continuing the growth in the existing ‘Fremantle Function Centre’ model 6. A venue that provides contemporary, ‘best in class’ member and stakeholder amenities and patron experience 7. A venue with improved football facilities, offering Male and Female options, plus a general modernisation to performance spaces.
Notes	• Fremantle Dockers Cup & other Freo branded school programs – connection with Freo & School Footy • Stephen Michael Foundation Programs – a commercial lease arrangement with SFFC is maintained • Clontarf connection to Kwinana (which is in SFFC district) • Indigenous football or WA football or Fremantle sports – “hall of fame” ?? • Club pathway – from Auskick through to AFLW • SEDA Freo program (is this still based at Freo Oval??) – a commercial hire arrangement with SFFC is maintained

Fremantle Football Club	
Vision	<i>“Creating inclusion and belonging via a sustainable integrated facility that attracts and supports community activity and cements football in Fremantle.”</i>
Objectives	1. A home venue capable of hosting Fremantle Dockers AFLW matches in accordance with AFL venue guidelines 2. A venue that has the capacity to host a pre-season AFL Mens match in accordance with AFL venue guidelines 3. A venue that is accessible for Fremantle Dockers to play future WAFL league matches should FFC have a license to compete in the WAFL competition 4. A venue that Fremantle Dockers can access to hold and participate in community events and activations 5. To be part of a historical and indigenous football museum that educates and celebrates Fremantle's football history 6. Provide opportunities to use Fremantle Dockers branding to enhance the profile of the Fremantle precinct. 7. Develop strong long-term partnerships with business, government, football and community groups that delivers sustainable commercial and community outcomes.
Notes	

City of Fremantle (The Vision & Objectives for broader Precinct)	
Vision	<i>“Re-establishing and offering an active venue for sport, community, cultural and health pursuits for Fremantle Oval Precinct integrated into the heart of Fremantle.”</i>
Objectives	1. Connect with the surrounding through new connections New street and pathway connections to and through the precinct to improve access to existing attractions and to potential development sites within the precinct. Especially improve pedestrian / cyclist permeability to create good journeys through the precinct. 2. Consolidate a centre of excellence Reinforcement of the oval as the sporting centre of the city that consolidates and increase sporting activities. 3. Bring added public life Augment sporting uses at the venue with entertainment, cultural events and community activities that bring added public access and life to the precinct. 4. Enable regeneration and integration Consolidate health activities on the hospital site; enabling regeneration and improved integration with the surrounding city. 5. Improve pedestrian entry areas/ axis points to the precinct Create legible and safe pedestrian entries to the precinct along the primary pedestrian accesses leading to the precinct. Also reinforce the primary pedestrian connections by improving visual & physical linkages. 6. Protect and improve the heritage elements (including Convict and gold rush heritage elements) Introduce physical and visual connections between the key Convict heritage elements.

	Retain the levels/ limestone scarp on the eastern side of the oval as part of the original setting to the prison. 7. Diversify and strengthen the City's economy Enable a seven day a week economy for the precinct which adds to and compliments the central business district. Generate on-going income streams that will support key activities at the Oval continuing into the future in a sustainable manner. 8. Optimise appropriate development opportunities Optimise appropriate development opportunities to generate capital to achieve the vision. With football as the primary focus, other main land uses which will be encouraged within the precinct include residential, sports administration, community/cultural and public car-parking, which are commensurate with this location on the edge of the city centre, but also help support activity in the core of the city.
Notes	

Appendix B – Investment Planning Report (Demand & Market Analysis)



Fremantle Oval Investment Planning Report

September 2021

Welcome to ActiveXchange



James Ellender
Chief Executive Officer

ActiveXchange's goal is to positively influence the active lives of over 10 million individuals across Australia and New Zealand by empowering data to shape a more informed and connected sector. Through ActiveXchange's SportsEye Network we now draw on a national inventory database and up to date data from over 3 million members and participants who use (and sometimes don't use) thousands of venues – this is unprecedented and adds significant value to infrastructure planning and investment. It reduces risk and gives the confidence to make positive change happen faster.

The Investment Planning Model & Report Service provides a clear line of sight on why one person uses one type of facility – and importantly who these people are and where they live - and how a venue or area can best adapt their offer to meet the current and future needs of different types of people.

Thank you for being a part of this journey. We hope the analysis within this report enables your business to grow, deliver returns, and create positive local impacts.

Investment Planning Model



ActiveXchange database – Unique in the sector

Data from 3m participant/ member records, millions of session visits, performance of hundreds of facilities across Australia and New Zealand are brought together through facility operator and system provider partnerships



Model metrics

Demand: likelihood of each individual to use the facility based on factors including demographics, lifestyle (segments), deprivation, mobility (willingness to travel) – correlated against types of facility (supply offer) factors; capacity (if known), access, age of the facility, parking, competition, opening hours, proxy program and pricing assumptions



Supply and competition

All competition audited by our in house team of auditors. Travel time catchments mapped, factoring in relevant travel time decay modelling. Weighting applied to different competition based on type and capacity



Demand allocation

Based on the model run a number of likely members (and attributed visits from these to each facility type) from each SA1 is allocated to the site



Demand profiling

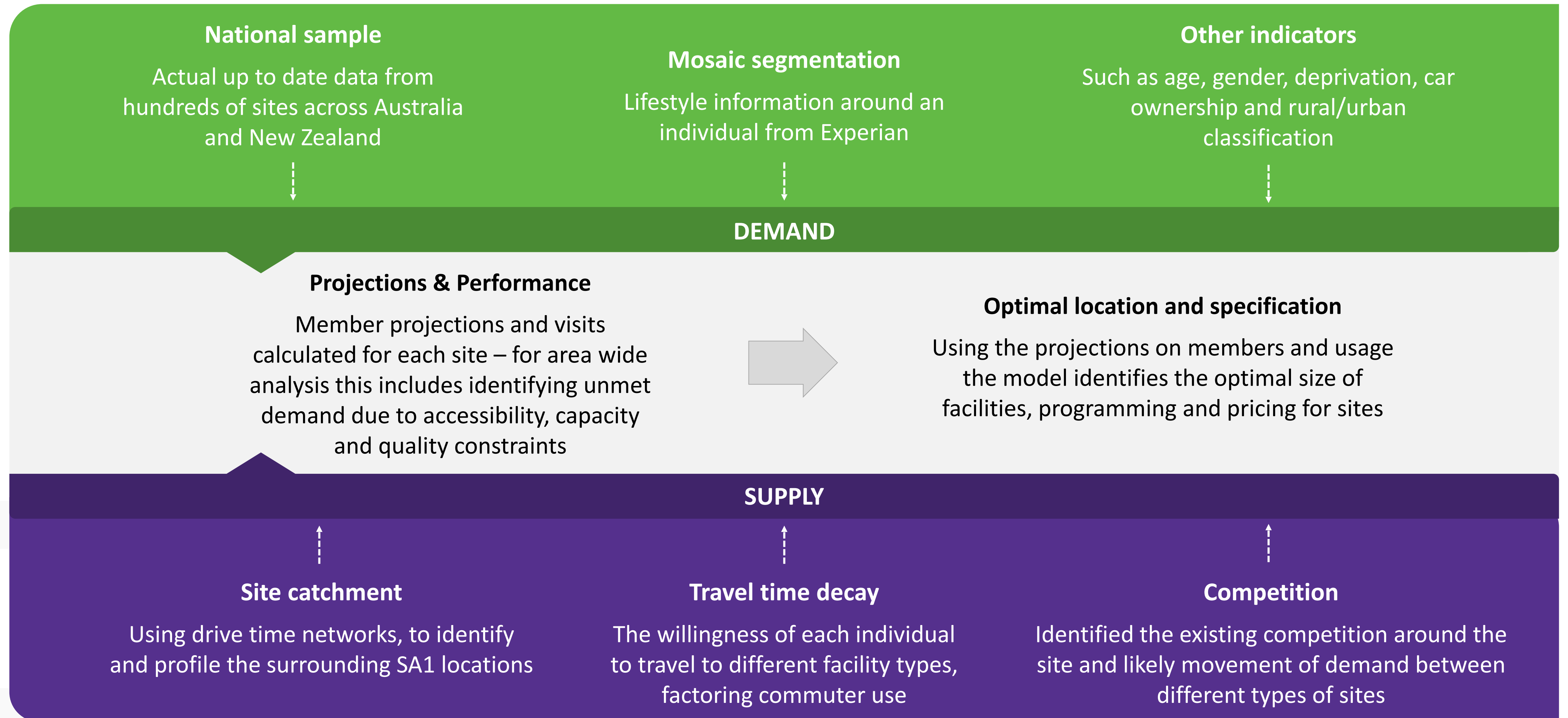
1,700 demographic and lifestyle indicators appended to every record to create specific membership and activity (visit) demand segments and model parameters that are extrapolated nationwide (SA1 level)



Validation

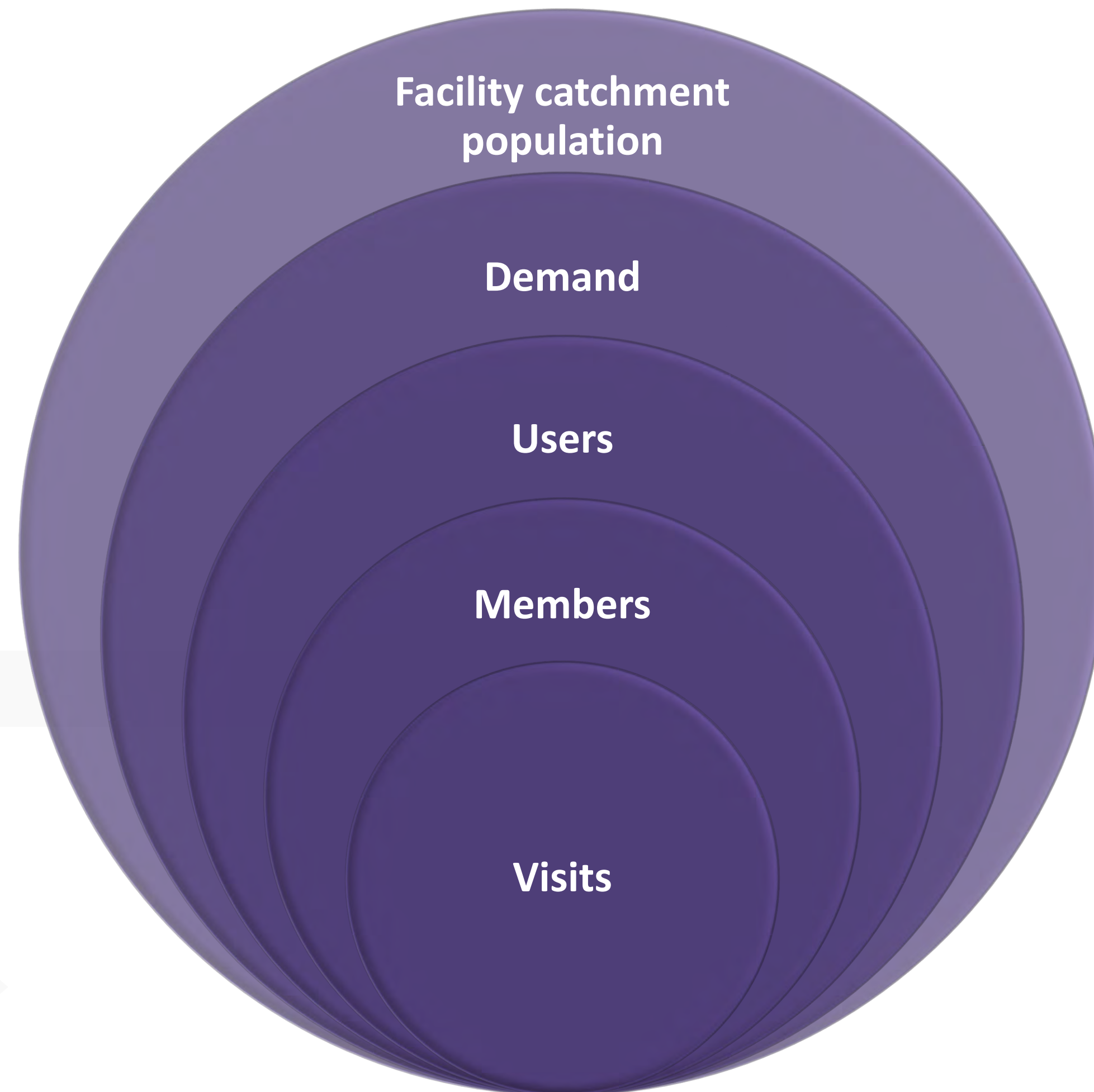
Member and visit outcomes are regularly checked against the actual performance of hundreds of facilities. The model is constantly refined to increase average accuracy, which is currently at over 90%.

Investment Planning Model



Facility Demand and Utilisation Analysis Structure

As part of the investment planning model, numerous data sets to assess performance and infrastructure provision. These related subsets are described below and shown graphically in the adjacent diagram.



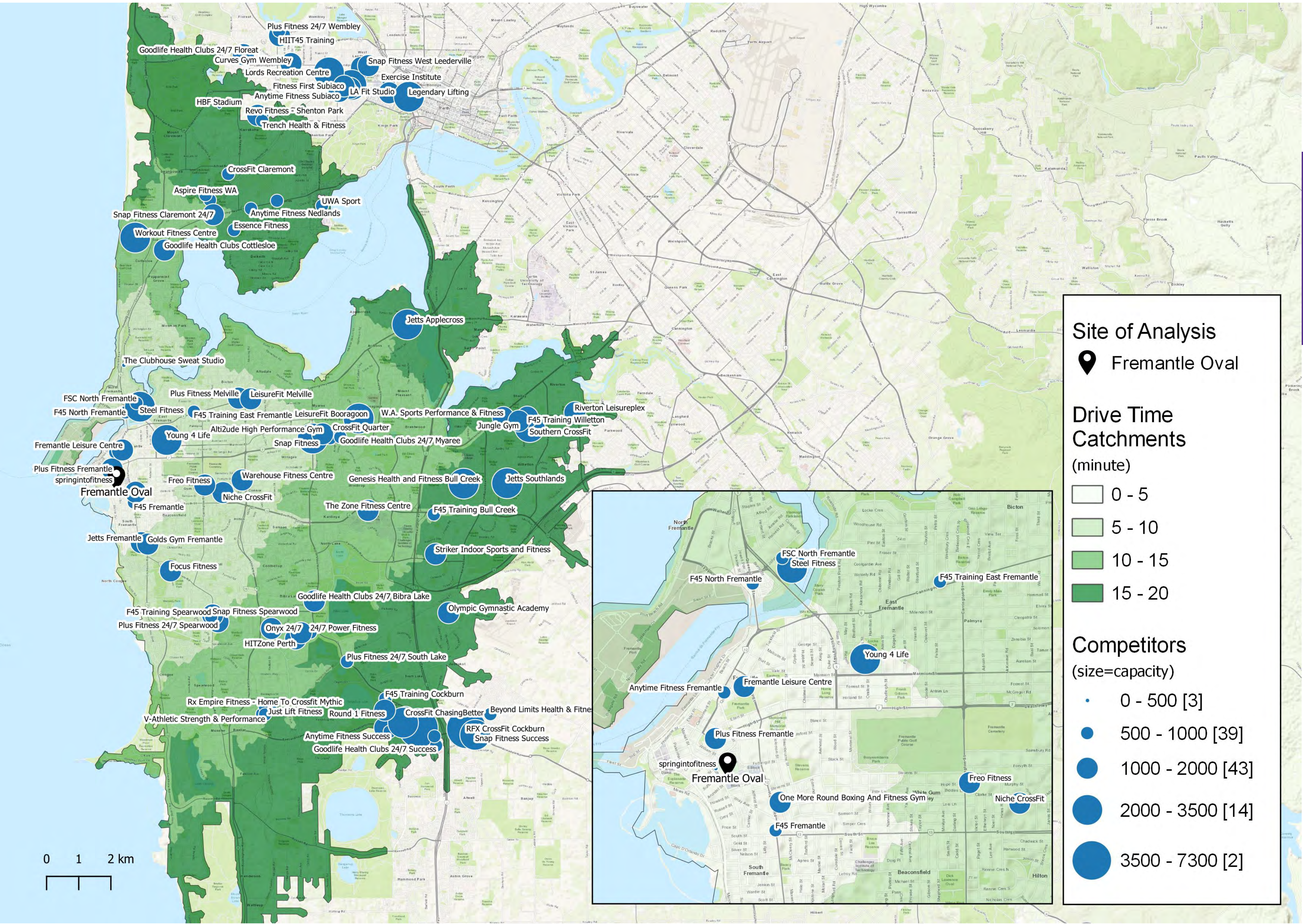
- **Catchment Population** - this is the total number of people living within a facility's catchment area determined by drive time
- **Demand** – this is the predicted number of people within the catchment population that are likely to demand gym/aquatic services based on market profile analysis
- **Users** – this is the predicted or actual number of people that are likely to use the facility based on facility features, travel time decay and competition
- **Members** – this is the predicted or actual number of users that are likely to be formal members of the facility's member-based programs
- **Visits** – the predicted or actual visits made to the facility by users/members

Supply and Demand Overview

Area and site overview

Location and competition

- This figure shows the site and associated drive time catchment
- Competitor sites and their relative capacity are overlaid



Competitor Sites – Within 5 Mins

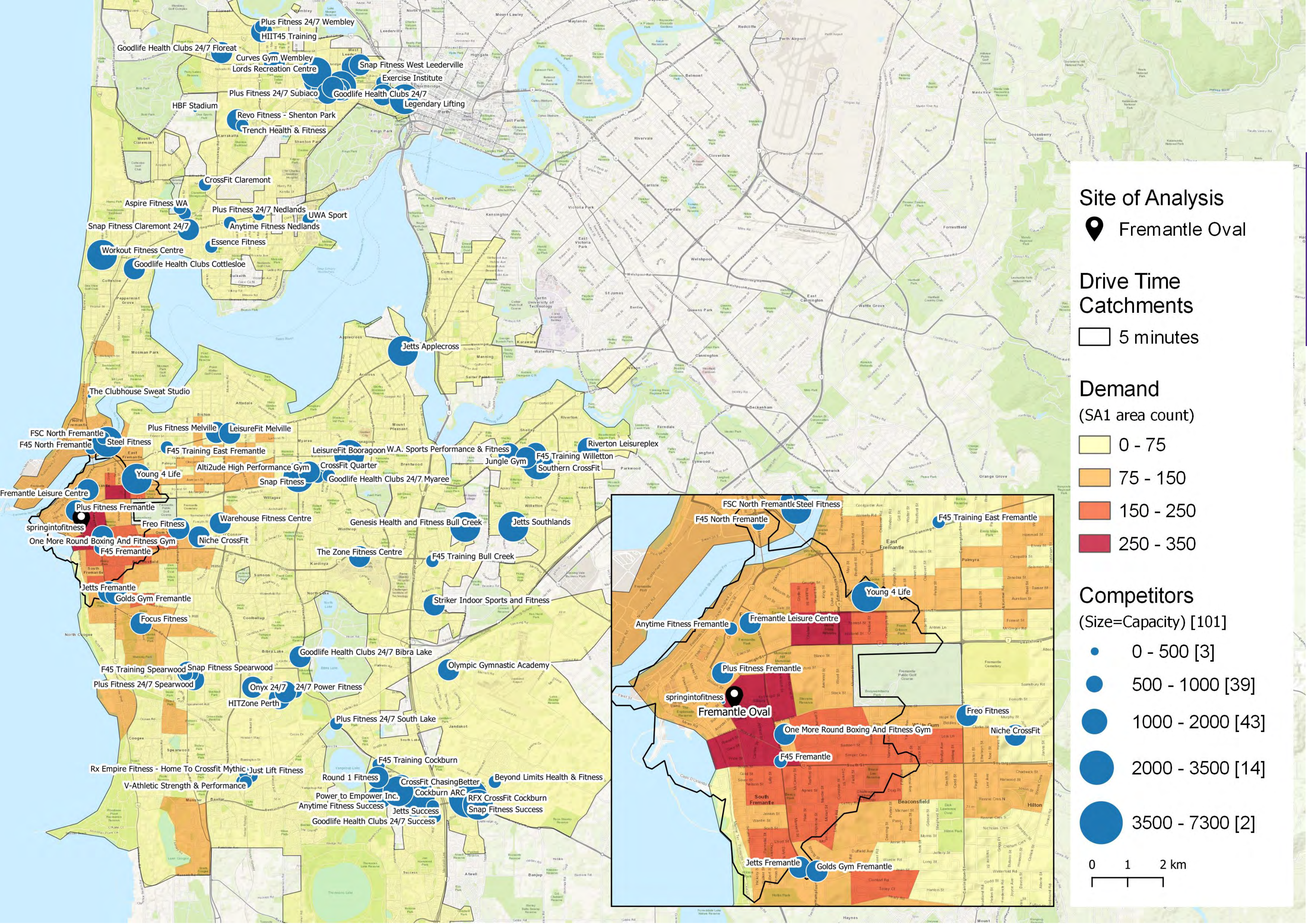


LGA	Site Name
Fremantle (C)	Sprint Into Fitness
Fremantle (C)	F45 Fremantle
Fremantle (C)	One More Round Boxing And Fitness Gym
Fremantle (C)	Plus Fitness Fremantle
Fremantle (C)	Anytime Fitness Fremantle
Fremantle (C)	Fremantle Leisure Centre
Fremantle (C)	Golds Gym Fremantle
Fremantle (C)	Jetts Fremantle
Fremantle (C)	Steel Fitness
Fremantle (C)	FSC North Fremantle
Fremantle (C)	F45 North Fremantle
Cockburn (C)	Focus Fitness
East Fremantle (T)	Young 4 Life

Area Demand

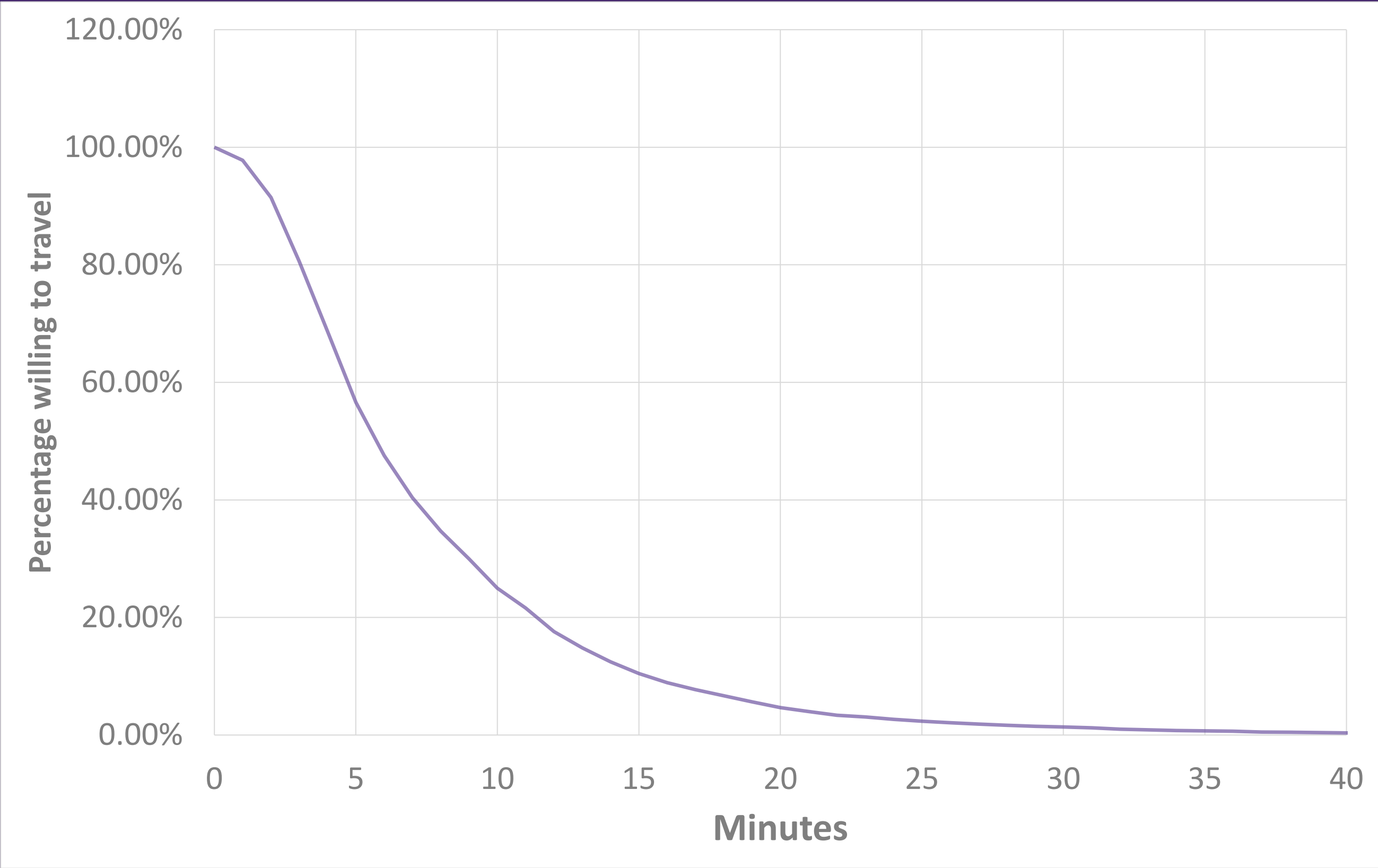
Location and competition

- This figure shows the site and associated demand for gym facilities by SA1
- Competitor sites and their relative capacity are overlaid



Catchment Demand Breakdown

Drive Time Decay Model



Catchment breakdown

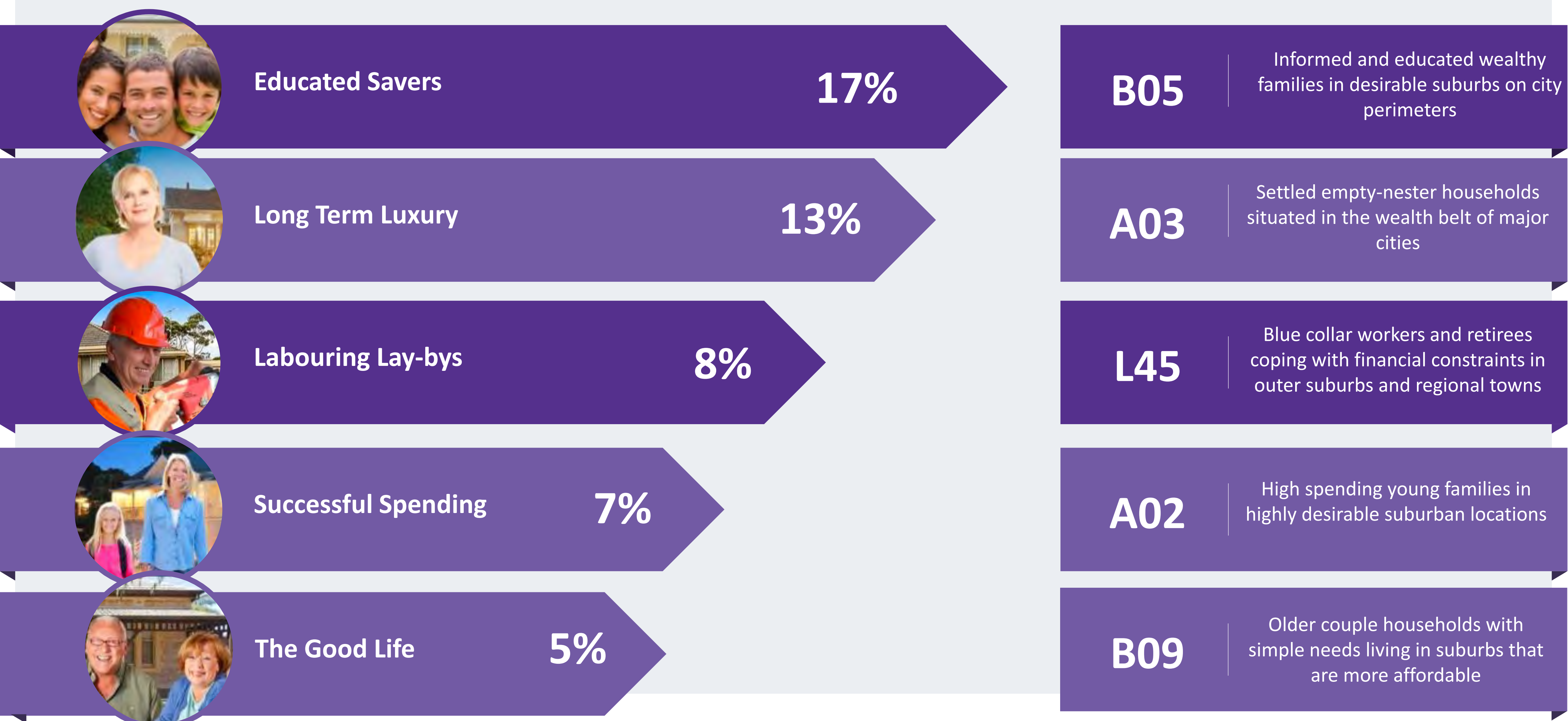
Within a 15 minutes drive time catchment region, after applying travel time decay gives the following demographic and demand numbers:

	Population	Pop after DT Decay
0-5 minutes	30,657	20,824
5-10 minutes	101,494	33,255
10-15 minutes	121,374	12,666
Total	253,525	66,746

- Total gym demand – 69,116
- Total gym member demand after applying drive time decay – 20,648

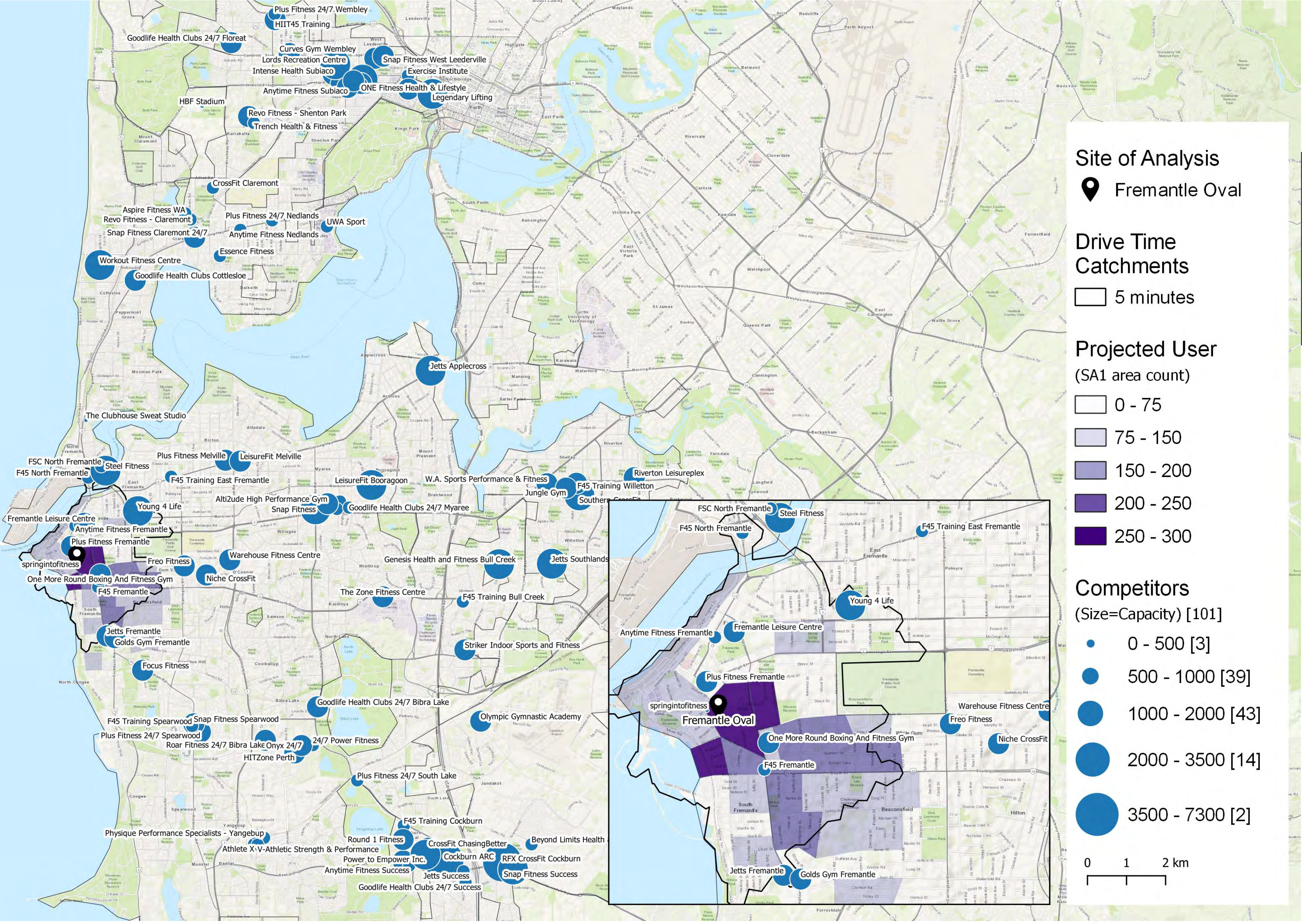
Population after applying drive time decay

Top segment profiles in the catchment – <https://activexchange.org/segments>





Projected Utilisation



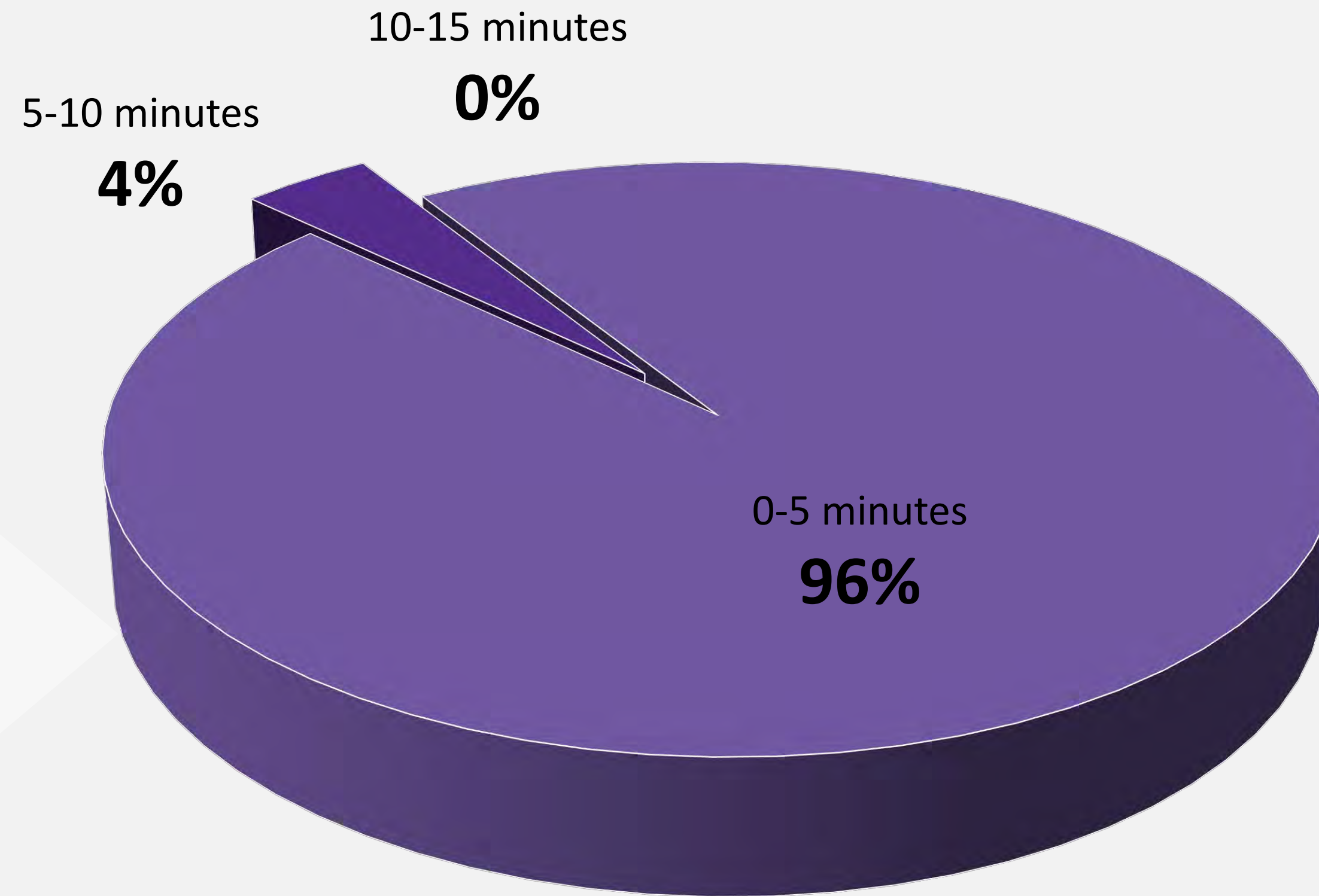
User Catchment

Predicted users

- This figure shows the site and predicted user catchments by SA1
- Competitor sites and their relative capacity are overlaid

Demand Drive Time Banding –

Percentage of projected members in time bands



01

0-5 minutes drive time

02

5-10 minutes drive time

03

10-15 minutes drive time



Projected Members and Visits



	2021			2031		
	Members	Monthly Visits	Annual Visits	Members	Monthly Visits	Annual Visits
Gym	2,248	13,937	167,243	2,612	16,191	194,298
Group Fitness	539	3,215	38,585	627	3,763	44,826
Total Visits			205,828			239,124

Total Members (2021): 2,787

Total Members (2031): 3,239

	Optimal Membership Pricing
Gym Membership	\$16.64

Optimal capacity and revenue

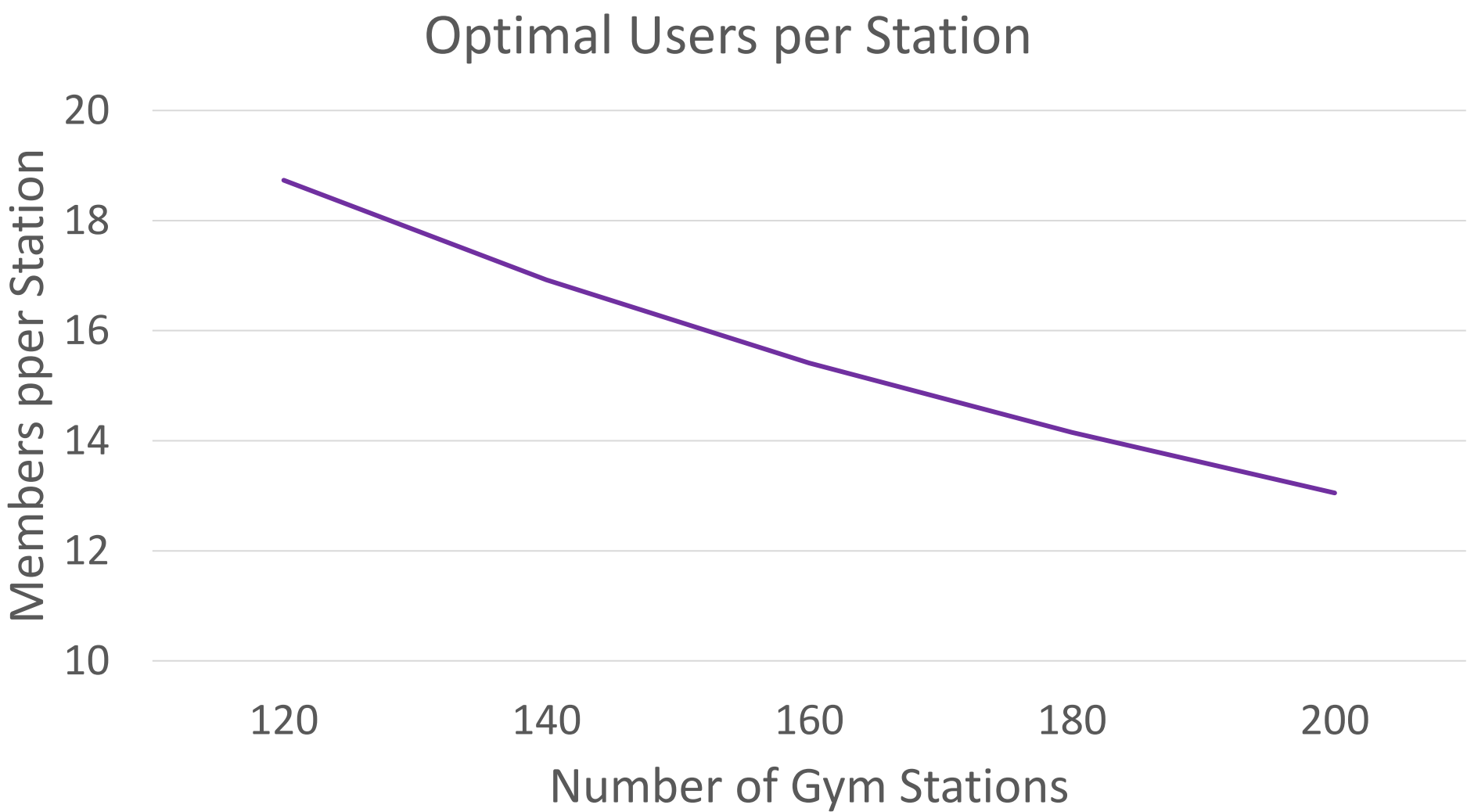
for the health club/ gym



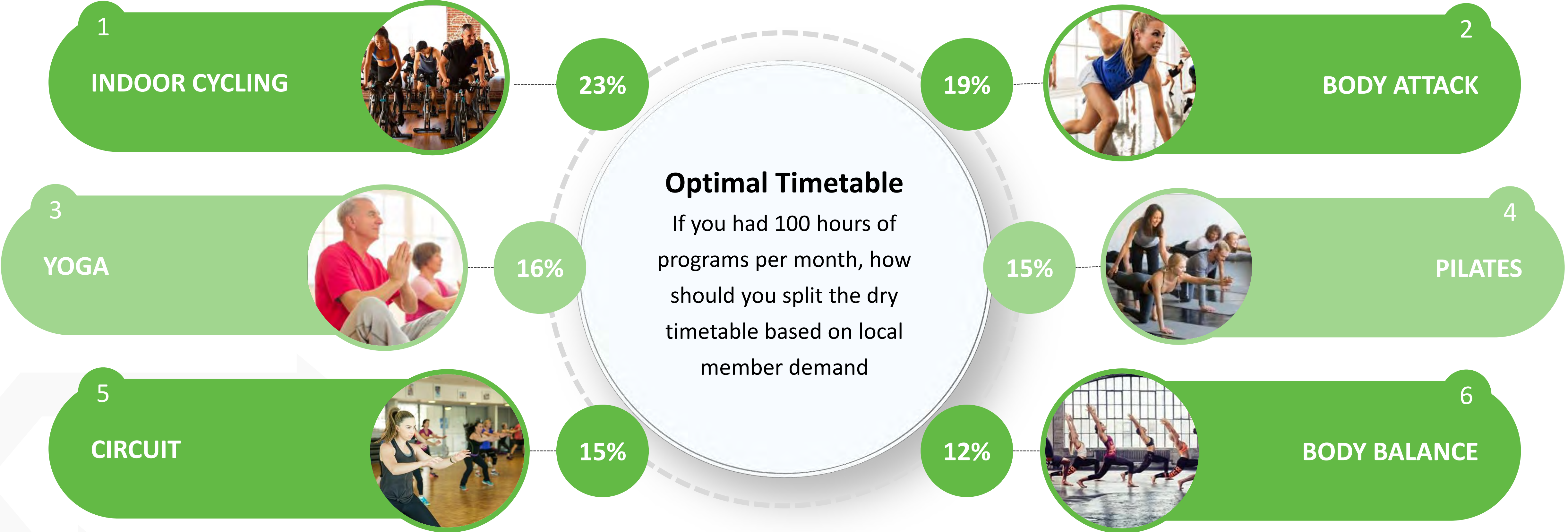
GYM Stations

The optimal capacity for a facility is determined by maximizing the member per station ratio to achieve the greatest possible yield. For the site, the optimal capacity is 120 stations.

Stations	Members/Users	Users per station
120	2,248	18.73
140	2,370	16.92
160	2,466	15.41
180	2,547	14.15
200	2,610	13.05



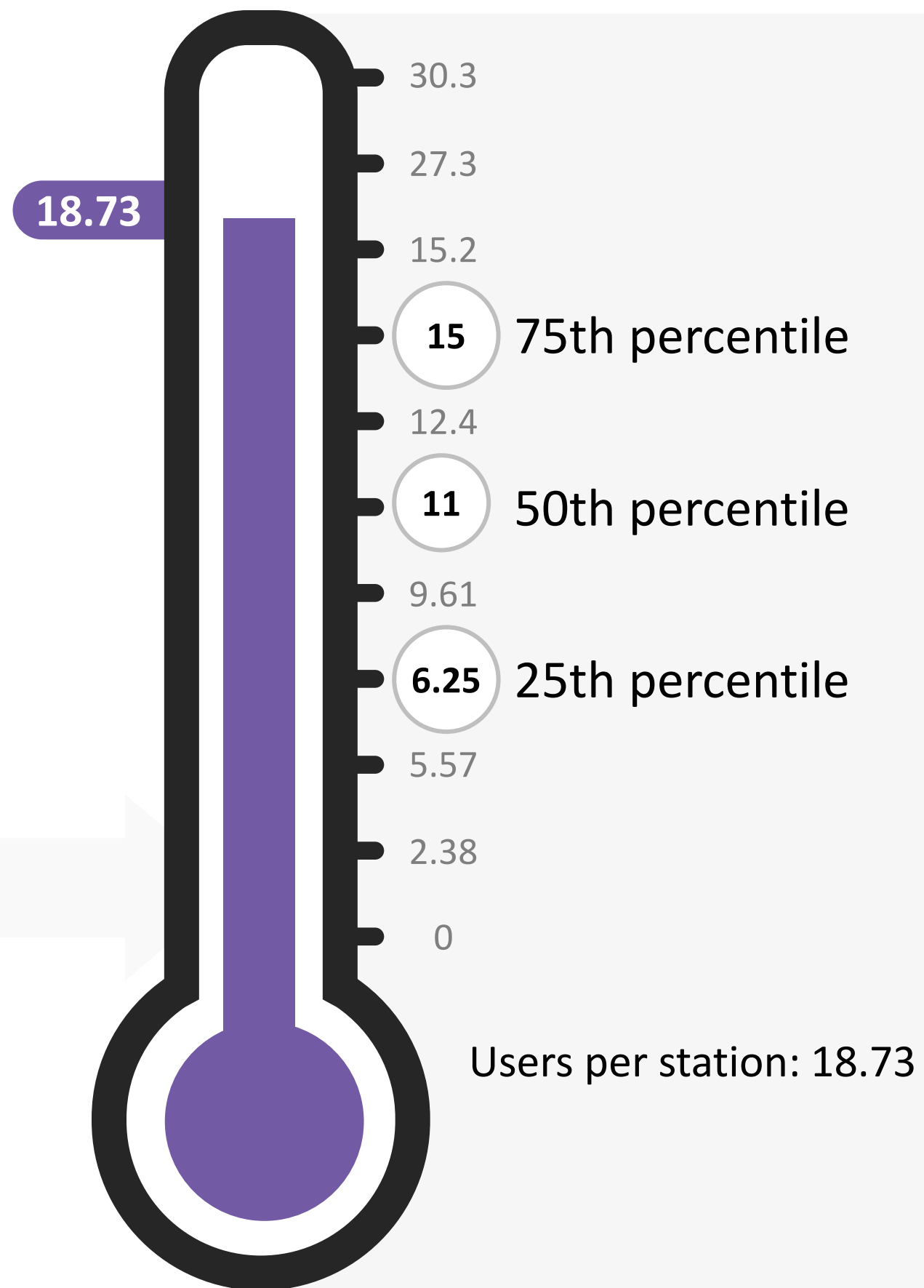
Optimal Dry Programs



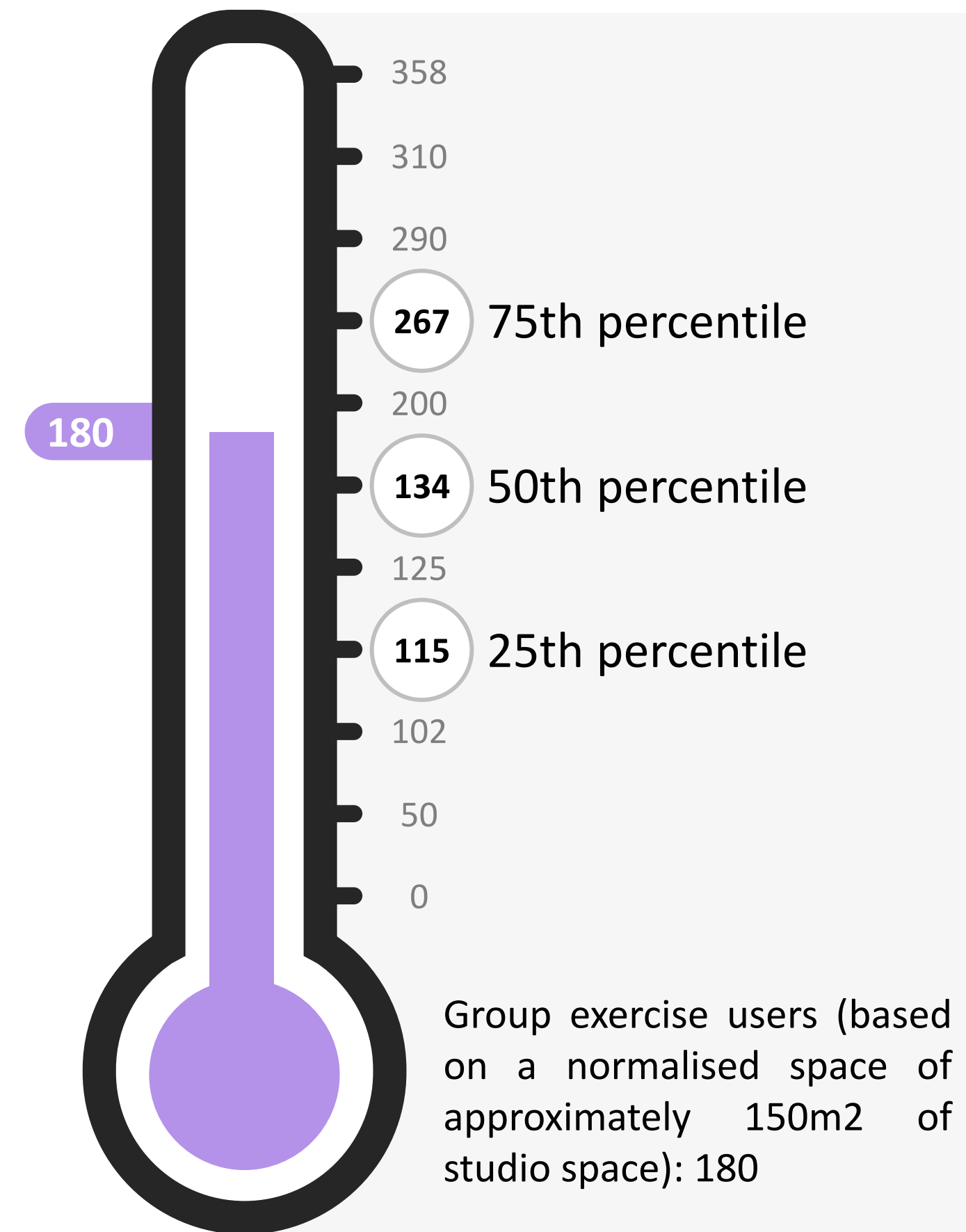
Target performance

Comparing the efficiency of the nominated site to 300+ other sites in Australia and NZ

GYM



STUDIO



Expected Typical Visit Pattern



Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun
0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0
4	1	0	1	1	1	0	0
5	31	36	27	26	27	1	0
6	63	68	54	47	46	15	3
7	53	45	39	33	39	42	12
8	76	61	54	45	52	54	38
9	91	86	68	63	68	48	41
10	64	54	46	41	42	36	34
11	46	39	31	29	31	26	24
12	41	35	28	25	27	20	20
13	35	30	25	24	26	20	18
14	32	29	23	22	23	19	20
15	50	44	35	34	30	20	24
16	65	59	46	42	32	18	23
17	91	80	63	54	36	15	17
18	80	74	55	52	25	10	11
19	44	41	33	27	11	3	3
20	18	17	12	12	7	0	0
21	4	3	3	2	1	0	0
22	0	0	0	0	0	0	0
23	0	0	0	0	0	0	0

Capacity Benchmarks



Site location	Pool Area	2019 average Swim School Members	Number of Gym Stations	Number of Studios	2019 average Total Members	Population in 15min catchment	Population in 15min catchment (after applying drivetime)	Population (age 0-14) in 15min catchment	Population (age 0-14) in 15min catchment (after applying drivetime)	ActiveXchange drivetime category
Fremantle Oval	-	-	120	3	2,787 (2021)	253,525	66,746	41,233	10,286	Metro
New South Wales	-	-	140	3	1,972	183,484	51,695	41,321	11,238	Metro
New South Wales	-	-	120	3	4,834	300,816	59,618	63,512	12,118	Metro
Queensland	-	-	90	2	1,873	302,348	57,022	59,316	11,320	Metro
South Australia	-	-	65	1	1,972	299,273	53,170	50,537	9,234	Metro
Western Australia	-	-	160	4	5,544	342,245	62,028	67,496	12,648	Metro

ActiveXchange – Shaping a more informed and connected sector



ActiveXchange Pty Ltd
233 Castlereagh Street
Sydney. NSW.
Australia



+61 (2)4017 1234



www.ActiveXchange.org



intelligence@ActiveXchange.org



@ActXchange / #ActiveXchange



Glossary

- **Site/ venue** - the location of several facilities and possible ancillary facilities.
- **Facility** - a single type of offer e.g. gym or swimming pool.
- **Program** - an activity offered within a facility.
- **Travel time** - ActiveXchange licenses a national travel time matrix which calculates the average time to drive between points based on off-peak road speed times.
- **Users/ participants** - individual residents who use a site/ facility.
- **Members** - people who sign up to a direct debit or contract membership at a site.
- **Demand** - this is people count deemed to have a high propensity to use a particularly site, facility or program. ActiveXchange append the data receive from across the industry (see our SportsEye Network), covering over 2.5m users with market segments (see below). For each segment we have a conversion figure i.e. number of people from this group we would expect to use the site/ facility. This varies by type of offer. Australia and NZ is made up of a combination of these segments across all areas, therefore we can apply the conversions to the baseline population to estimate demand. The same conversions can be applied to the profile of expected users to establish demand for programs, price points etc.

- **Drive time decay** - the proportion of site users typically declines as the distance from the site to the users point of residence/ work increases. This reflects people's willingness and ability to travel different times to different types of facilities. This also changes by the nature of areas too (i.e. CBD, urban, semi-urban, rural), which often correlates with car access and level of alternative sites (competition levels). This has been calculated by ActiveXchange as a decay factor i.e. 100% of demand is willing to travel 0 minutes, but only 10% are willing to travel 20 minutes or over. This factor is applied to the baseline population and demand figures to establish the realistic size of the catchment the site should look to service, alongside the reach of local competition.
- **Supply and competition** - this is alternative sites to the site being analysed within the local area (the catchment of the site). These sites are typically audited as part of supply and demand modelling as each competing site will have an impact on the likely performance of the site being analysed (absorb demand that would otherwise be attributed to the site being analysed)
- **Market (Experian Mosaic) segments** - this is national data licensed by ActiveXchange. There are 49 segments in Australia and 36 in NZ. Each segment is underpinned by hundreds of demographic and lifestyle indicators as part of an index. This is used to make demand profiling more precise (ability to find specific lookalike audiences). Further details on segments can be found here <https://activexchange.org/segments> and <https://activexchange.org/segments-nz>
- **Percentiles benchmark** - this shows when all indicators are aligned relatively how the outcome is ranked i.e. 75th percentile means the top 25% of all benchmarked outcomes.

Appendix C – Accommodation Schedule

FREMANTLE OVAL

ACCOMMODATION SCHEDULE

CHAPTER 3: PRECINCT						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
3.6	Access and Egress	10,000			0	Emergency egress pathways
3.7	Car Parking		180		4760	Two levels of underground car parking under new build.
3.7	Drop off				0	TBC - Service Laneway
3.8	Concourse/s				0	360 degree required for service vehicles around the Venue
3.9	Field Access Vomitories		1		0	Access for maintenance vehicles and event bump in
SUB-TOTAL:					4760	
TOTAL PRECINCT:						
CHAPTER 4: MATCH DAY FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Change Room 1 - SFFC	40	1	85	85	SFFC WAFL - Race to be on the Southern End of the Facility. Co located with CR2 - direct access between with lockable/operable door/wall. CR1/2 used as one change room for WAFL/WAFLW/AFLW matches. CR1/2 used as two change rooms for Community matches and other events.
	Change Room 2 - SFFC - W		1	85	85	SFFC WAFLW Space allocation across the two changes can be adjusted to optimise space.
	Wet area 1		1	25	25	3 SHWRS, 3 WCs, 2HB - AFL Local Facility Requirement Colocated with Wet Area 2 with lockable door inbetween When used as one area, this exceeds the AFL Min Standard for Cat 4.
	Wet area 2		1	25	25	3 SHWRS, 3 WCs, 2HB - AFL Local Facility Requirement Colocated with Wet Area 1 with lockable door inbetween When used as one area, this exceeds the AFL Min Standard for Cat 4.
	Warm up		1	105	105	AFL VG Cat 4 - where possible. 120 Cat 1/2 and 100 Cat 3. Could be a multi -purpose space - integrated into the gym space. Consideration to combining with away team warm up that can be used two spaces if required. Ceiling height approx 5.8m Possible group fitness rooms for gym at 150m2?
	Medical		1	20	20	1 bed required with 360 degree access.
	Trainers/Massage/Strapping		2	15	30	Massage Strapping area - 6 tables. Query strapping area similar to Optus Stadium.
	SFFC Property/Laundry/Equipment		1	45	45	Space allocation to be further reviewed.
	SFFC Coaches Office Space		1	36	36	SFFC Office space for training days - existing space - double as player review space. Capacity - 5-6 - Senior coach office.
	SFFC Coaches Meeting		1	20	20	Could marry up with Coaches space above. - Could be achieved Otherways?
	Athletes Wellness and Education		1	50	50	
	Training Equipment Store/Hydration		0	10	0	Located adjacent to SFFC race/Front facing storage Broncos training venue is benchmark
	Gym - Weights/Cardio		1	100	100	Current probably around 70m2 Requirement to be further developed - shared use with NDU/Perth Glory?
	Change room 3 - WAFL Away		1	85	85	WAFL - Away Team
	Change room 4 - FFC AFLW		1	85	85	AFLW - FFC - Semi Permanent Branding As above, space allocation across two change rooms to be optimised.

FREMANTLE OVAL

ACCOMMODATION SCHEDULE

	Wet area 1		1	25	25	3 SHWRS, 3 WCs, 2HB - AFL Local Facility Requirement Colocated with Wet Area 2 with lockable door inbetween When used as one area, this exceeds the AFL Min Standard for Cat 4.
	Wet area 2		1	25	25	3 SHWRS, 3 WCs, 2HB - AFL Local Facility Requirement Colocated with Wet Area 1 with lockable door inbetween When used as one area, this exceeds the AFL Min Standard for Cat 4.
	Warm up		1	105	105	AFL VG Cat 4 - where possible. 120 Cat 1/2 and 100 Cat 3. Could be a multi-purpose space - integrated into the gym space. Consideration to combining with away team warm up that can be used two spaces if required..
	Medical		1	20	20	1 bed required with 360 degree access.
	Trainers/Massage/Strapping		2	15	30	Massage Strapping area - 6 tables. Query strapping area similar to Optus Stadium.
	Meeting		1	40	40	
	Shared Team Facilities					
	Lecture Theatre	30	1	85	85	Capacity for 30 - shared space - education room - ideally tiered. Positioning between the two sets of change rooms to allow shared use between FFC and SFFC. To be used as Press Conference Room for AFLW matches so positioning needs to consider this access. Possible use for education purposes.
	Team Meeting Room	30	1			If the space above is provided in a shared use capacity for SFFC and FFC AFL W, query - do we need to provide a second team meeting room for the WAFL and AFLW Away teams to use as it is not required under either guidelines.
	Drug Test		1	20	20	Toilet, Hand Basin, Table, Two chairs
	Recovery		1	20	20	
	Warm Up Extension				140	To be deleted or reused as storage.
	Umpire changeroom	14	1	48	48	Includes wet areas. Able to be used as two spaces or as one. Refer AFL Community Facility Guidelines.
	Coaches' Box Home	10	1	20	20	min. 10 seats
	Statistician Box - Home	6	1	17	17	min. 6 seats
	Coaches' Box Away	10	1	20	20	min. 10 seats
	Statistician Box - Away	6	1	17	17	min. 6 seats
	Statistician Box - WAFL Stats	4	1	16	16	big enough for 4 people
	Umpires Box	3	1	15	15	big enough for 3 people
	Time Keepers' Room	2	1	15	15	big enough for 3 people
	Emergency Operations Centre					To use an overlay solution if required.
	Ground Announcer	5	1	35	35	Required for Ground Announcer/If video screen included, this would be operated from here as well.
SUB-TOTAL: MATCH DAY FACILITIES					1509	
CHAPTER 5: MEDIA FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
7.1	Television Commentary Box	8	1	67.5	67.5	Room dimensions 13.5m wide by 5m deep and ceiling height of 3m incl Camera deck. Livestream usage to be considered - vision as well as commentary.
7.2	Main Camera Deck/Position	2	1	35.5	35.5	Included above.
7.3	Camera Positions	1	12	0	0	As required around the venue.
7.4	Radio Boxes	4	4	13	52	AFL Guidelines are for 2.4m wide box min. For AFL W, these can be positions instead of boxes. Number of boxes to be discussed and resolved.

FREMANTLE OVAL

ACCOMMODATION SCHEDULE

7.5	Written Press Box	8	1	20	20	Test requirement and overlay solution
7.6	Photographers' Room					Not required.
7.7	OB Compound	N/A	1	0		450m2 - Multipurpose space End of Building - 30x15
7.8	Media Break Out Space					Use of staff break space.
7.9	Press Conference Room					Use Lecture Theatre in Team Facilities.
7.10	Media WCs					Use of staff admin facilities.
	Media Store					Consideration of space for camera boxes etc.
SUB-TOTAL: MEDIA FACILITIES					175	
CHAPTER 6: PLAYING SURFACE						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Playing Surface	N/A		0	0	Realigned Oval - 165m x 130m playing surface
	Playing Surface Perimeter	N/A	1	0	0	min 5m perimeter around
	Perimeter Fence	N/A	1	0	0	Heritage style picket fence
	Interchange Benches		1	55	55	16 seats required for Cat 4 - Home/Away/Officials
	Sports Lighting	N/A	6		0	1000 lux
SUB-TOTAL: PLAYING SURFACE					55	
CHAPTER 7: SEATING BOWL						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments 2,500 WAFL, 7,000 AFLW.
	Fixed Seats - Pavilion	760	1	595	595	760 seats and 14 WC spaces in front of new Pavilion.
	Victorian Pavilion	900	1	0	0	
	Western Plats	384	1	0	0	
	North Goal	300				
	Eastern Plats	1350			0	
	Eastern Treescape	250				
	East and South Grass Bank	1505			0	
	Bars	70			0	
	LED Perimeter Fence Signage				260	
	Video Screen				100	
SUB-TOTAL: SEATING BOWL					855	
CHAPTER 8: PATRON FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Function Room	350	1	540	540	Operable allows operation as two rooms - align with EFO at 380m2 and capacity of 350 (confirm seated)
	Function Room Bar		1	0	0	Included above.
	Function Store		1	0	0	Included above.
	Primary Production Kitchen		1	80	80	To be tested
	Break Out Spaces/Circulation		1	190	190	To be tested
	Function Room Toilets	350	1	80	80	To be tested
	Sports Bar Lounge/SFFC Club Room Bar		1	199	199	To be tested - including location/requirement
	Sponsors boxes/area	36	1	0	0	Incorporated into Seating area.
	Fixed Outlets - Ground Floor		1	55	55	Food & Beverage Calculations
	Fixed Outlet - Level 1		1	91	91	Using 12lm/1000 spectators
	Mobile Outlets		12		0	2,500 spectators = 30lm ≈ 220m ² 5,000 spectators = 60lm ² ≈ 440m ² 10,000 spectators = 120lm ² ≈ 880m ²
	Permanent Toilets - Ground Floor		1	38	38	Based on 10,000 spectators - 60% Male, 40% Female Male - 450 sqm (10 Pan, 86 Urinal, 20 Hand Basin) Female - 320 sqm (114 Pan, 57 Hand Basin)
	Temporary Toilets		5		0	To be tested
	Gates		1		0	To be tested - venue to be open - able to be ticketed event easily.
	Ticket Box	6	1		0	To be tested

FREMANTLE OVAL

ACCOMMODATION SCHEDULE

	First Aid		1	0	0	To be tested
SUB-TOTAL: PATRON FACILITIES					1273	
CHAPTER 9: SFFC ADMINISTRATION FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Reception Area/Shop/Storage	3	1	200	200	Ground Floor Level
	CEO Office	4	1	26	26	
	General Administration Area	10	1	60	60	6m2 per person
	Hot Desk Area	2	1	12	12	plus circulation
	Board Room	16	1	42	42	Consider multi purpose use of this space - shared with Media/Match Day space
	Meeting Rooms					Shared with Media/Match Day Space
	Store Rooms/Utilities					
	General Administration	1	0	20	20	Requirement to be confirmed with SFFC
	Utility	1	1	10	10	
	Break Room	TBC	1	108	108	Shared space across users including media break out space.
	Staff Change Rooms/Amenities	TBC	1	60	60	Shared across users
	End of Trip Facilities		0	0	0	Include above
SUB-TOTAL: SFFC ADMINISTRATION					538	
CHAPTER 10: COMMUNITY FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Stephen Michael Foundation					Co-located with SFFC Admin Facilities
	Reception Area					Shared with SFFC
	Executive Offices	3	3	14	42	
	General Administration Area	20	1	120	120	6m2 per person
	Hot Desk Area	20	1	30	30	6m2 allowed for 5 workstations
	Storage		1	23	23	Needs to be located on Ground Floor
	WAFC Development Staff	5	1	40	40	6m2 per person - co located with SFFC Admin Facilities
	Storage		1	5	5	
	SEDA College				0	Use of Multi Purpose space - two classrooms for 30 - must have views in from external
	Fremantle Community Bank		1	30	30	Located ground floor with direct access from Parry Street
	Perth Glory					
	Multi purpose Community/Notre Dame		1	160	160	
SUB-TOTAL: COMMUNITY FACILITIES					450	
CHAPTER 11: COMPLEMENTARY COMMERCIAL FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
14.1	Tenancy - Level 2		1	75	75	Potential Perth Glory Space
	Health Club		1	1460	1460	Current proposal across two levels
	Child Care		1	840	840	Current proposal across two levels
	F&B Offering (Victoria Pavilion)		1	600	600	
	Other					
SUB-TOTAL: COMPLEMENTARY COMMERCIAL FACILITIES					2975	
CHAPTER 12: VICTORIA PAVILION						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
SUB-TOTAL: VICTORIA PAVILION					0	
CHAPTER 13: VENUE OPERATIONS FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
12.1	Main Security Office				0	Not Applicable

FREMANTLE OVAL

ACCOMMODATION SCHEDULE

12.2	General Trades Work Shop				0	Not Applicable
12.3	General Maintenance Storage				0	Not Applicable
SUB-TOTAL: VENUE OPERATIONS FACILITIES					0	
CHAPTER 14: TURF MANAGEMENT FACILITIES						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
13.1	Turf management Office				0	Not Applicable
13.2	Turf Maintenance Area				0	Not Applicable
SUB-TOTAL: TURF MANAGEMENT FACILITIES					0	
CHAPTER 15: FACILITY SYSTEMS						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
	Plant allowance - Ground Level		1	0	0	
	Plant allowance - Recovery plant		1	0	0	
	Plant allowance - Level 1		1	85	85	
	Plant allowance - Level 2		1	50	50	
	Lifts		1	0	0	
	Stairs		1	0	0	
	Circulation - Ground Level		1	0	0	
	Circulation - Level 1		1	0	0	
	Circulation - Level 2		1	0	0	
SUB-TOTAL: FACILITY SYSTEMS					135	
CHAPTER 16: CLEANING AND WASTE						
Brief Reference	Room/Space Description	Capacity (persons)	Number	SQM	TOTAL SQM	Comments
17.1	Waste Enclosure		1	0	0	
17.2	Bin Locations		1	0	0	
17.3	Cleaning Supply Store				0	
17.4	Cleaners' Closets				0	
SUB-TOTAL: CLEANING AND WASTE					0	
OVERALL SUMMARY						
					TOTAL SQM	
Sub Total	Chapter 3: Site Requirements				4760	
Sub Total	Chapter 4: Match Day Facilities				1509	
Sub Total	Chapter 5: Media Facilities				175	
Sub Total	Chapter 6: Playing Surface				55	
Sub Total	Chapter 7: Seating Bowl				855	
Sub Total	Chapter 8: Patron Facilities				1273	
Sub Total	Chapter 9: SFFC Administration Facilities				538	
Sub Total	Chapter 10: Community Facilities				450	
Sub Total	Chapter 11: Complementary Commercial Facilities				2975	
Sub Total	Chapter 12: Victoria Pavilion				0	
Sub Total	Chapter 13: Venue Operations				0	
Sub Total	Chapter 14: Turf Facilities				0	
Sub Total	Chapter 15: Facility Systems				135	
Sub Total	Chapter 16: Cleaning and Waste				50	
Sub Total	Chapter 17: Spare					
Sub Total	Chapter 18: Spare					
TOTAL					12775	

Appendix D – Concept Package

January 2022

Fremantle Oval - Concept Package

Revision 03

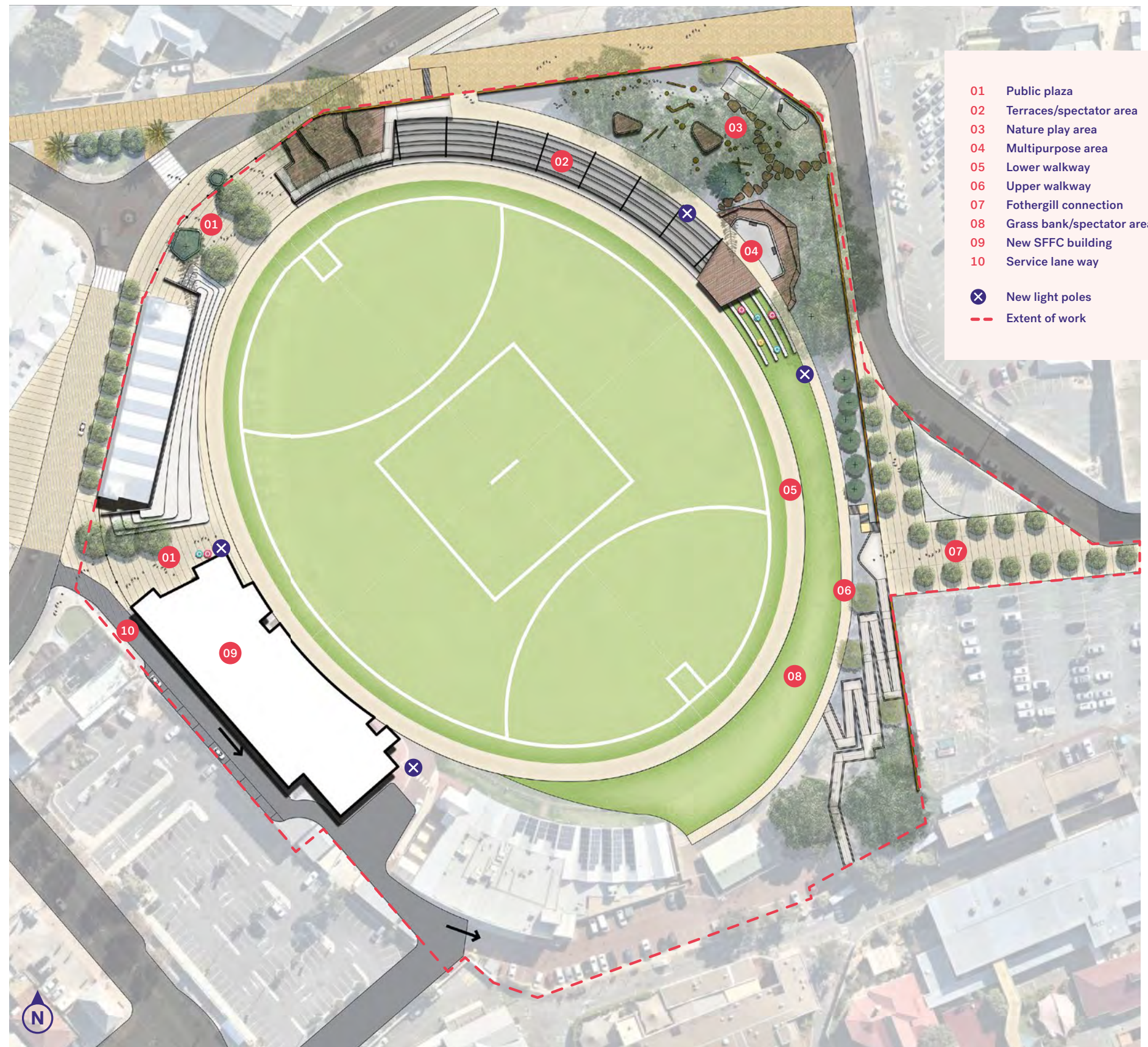
C O X



OVERVIEW

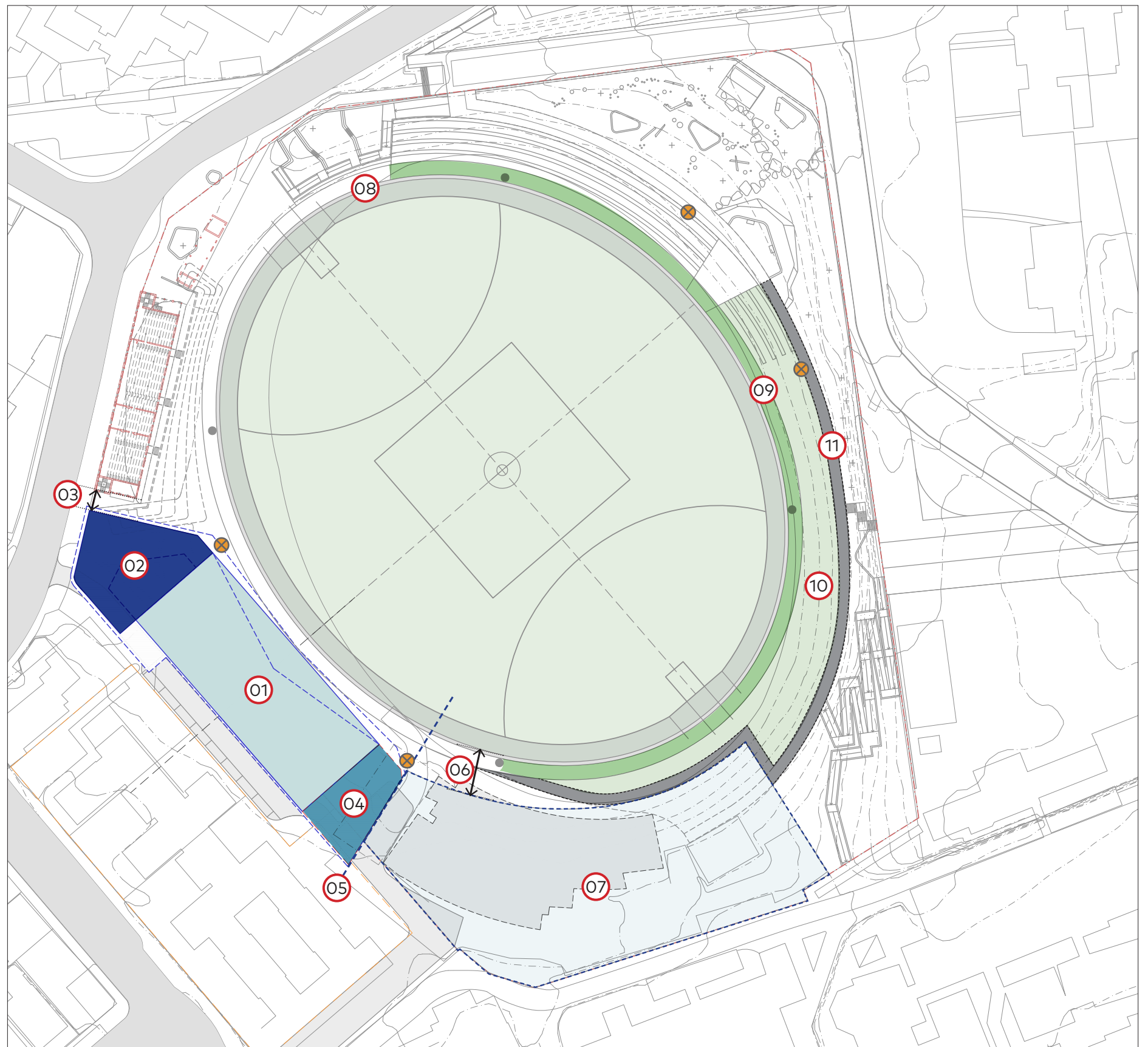
The Masterplan reflects the long-term vision for the precinct, demonstrating the key principles for future upgrades of facilities and open spaces in relation to the heritage elements and broader context, and provides practical steps to provide upgrades that will support the WAFL, AFLW, and pre-season AFL games.

The Masterplan upgrades can be delivered in 4 logical phases, with reasonable and practical cost estimates for each phase. As well as upgrading the Oval to appropriate standards for football, the Masterplan seeks to reconnect the Oval to its unique city centre setting, and attract a diverse range of other public activities for the broader community.

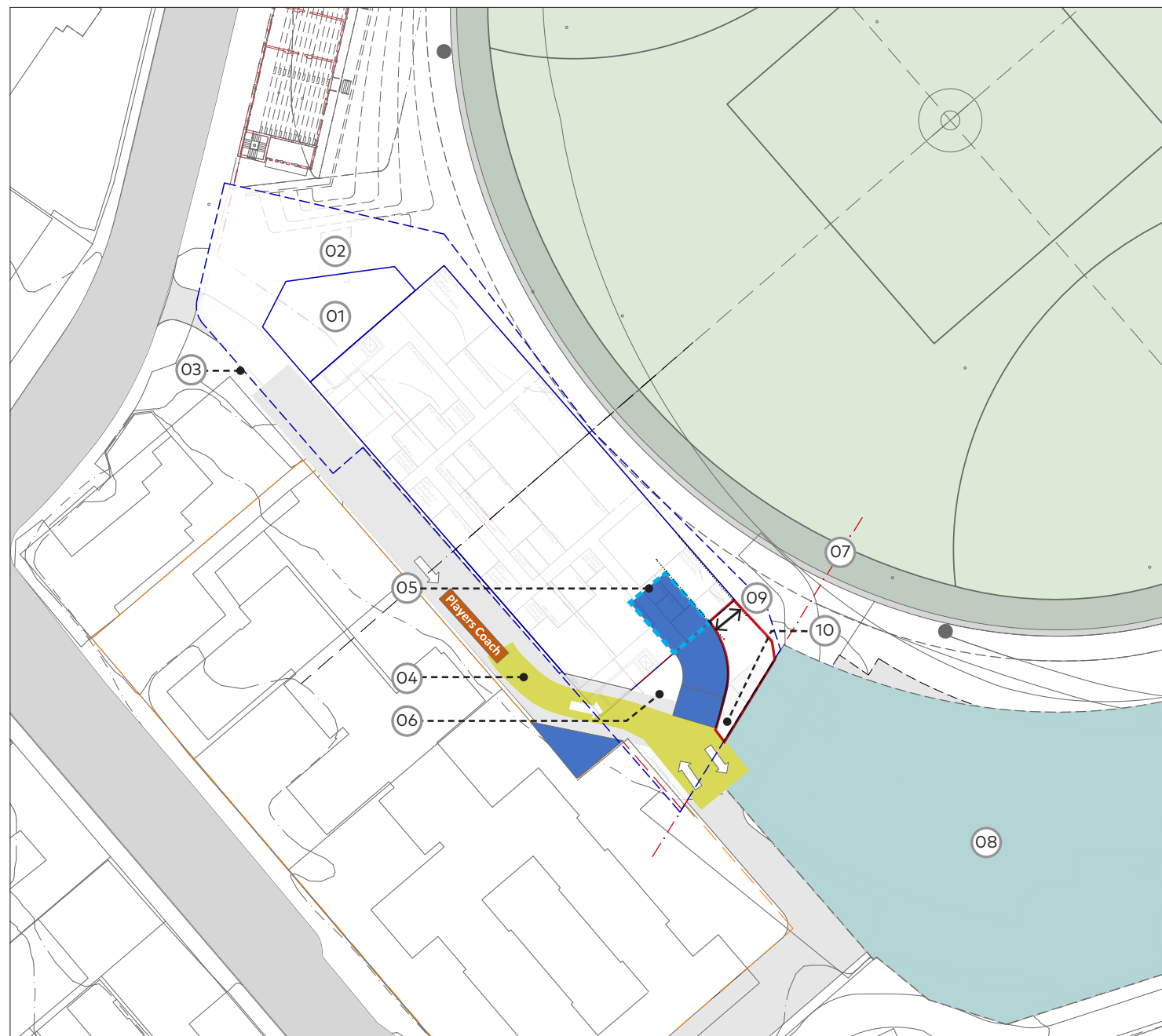


Fremantle Redevelopment Oval Masterplan (pg14-15)

	Comments
01	Proposed new building footprint
02	Additional Block 1 Footprint
	Ground floor - Reception/Shop/Storage/Community Bank
	Approx 230m²
	Level 1 & Level 2
	Approx 730m² per level
03	Offset from existing Victoria Pavilion
	5.6m to floor plate
	5m to roofline above
04	Potential Block 2 Expansion
	Level 1 & 2 footprint
	Approx 420m² per level
05	Line of new lot boundary to potential future development
06	13m setback from boundary fence
07	Zone for future development
08	Proposed lower walkway narrow to 1m
09	Extra seating bank strip
	Total area of approx 1120m²
10	Existing seating banks
11	Proposed vehicle ring road
⊗	New Lightpoles



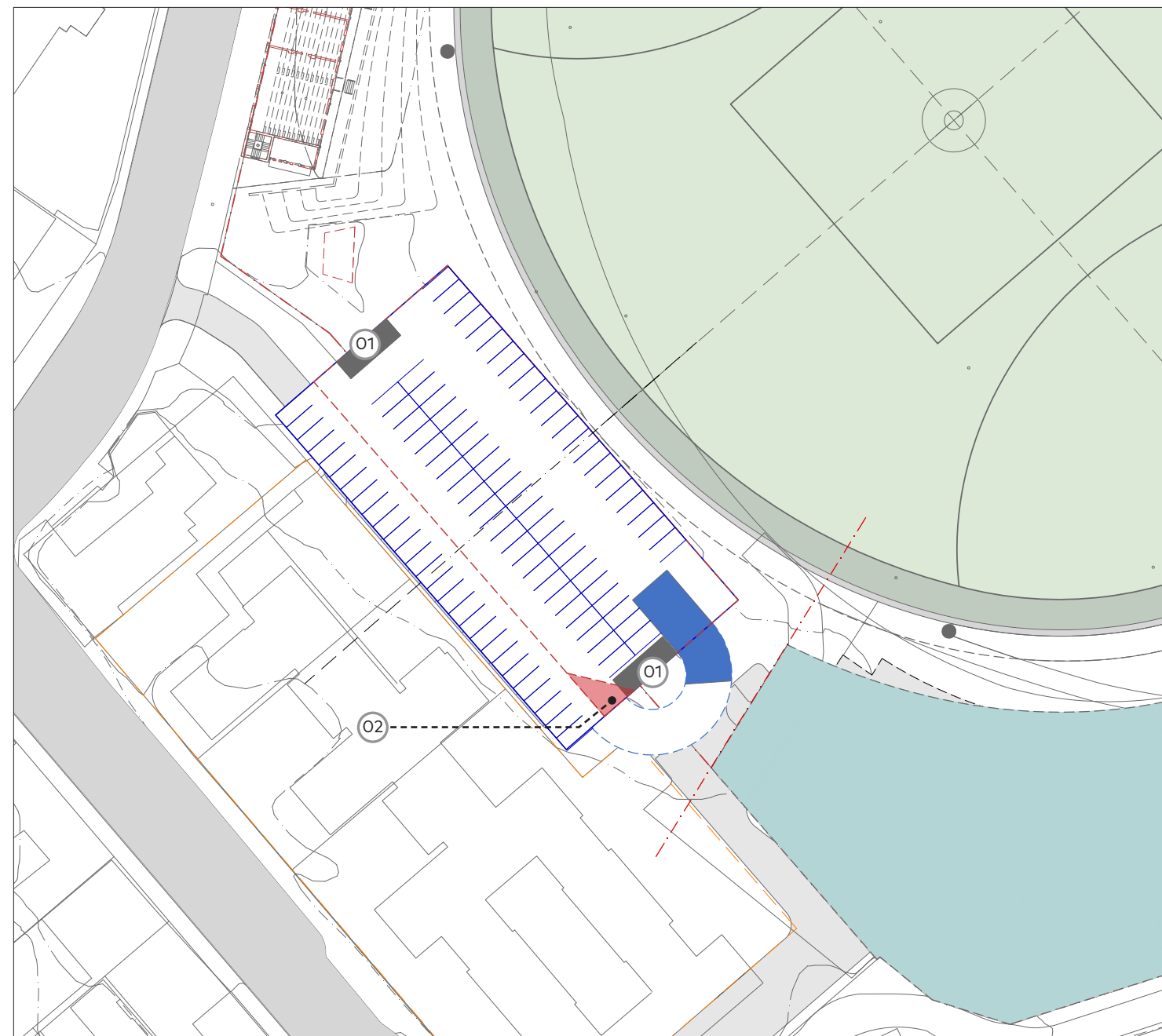
Fremantle Redevelopment Oval Masterplan (Proposed)



Option 01 study revised - Ground floor/pitch access overlay

Comments	
01	Reception/Shop/Storage/Community Bank Approx 230m²
02	Service vehicle access 7.5m at tightest corner from proposed building footprint to proposed landscaping
03	Roofline over
04	Carpark movement and access overlay
05	Ramp cutting into proposed footprint
06	Unusable space? (void to ramp?) Approx 34m²

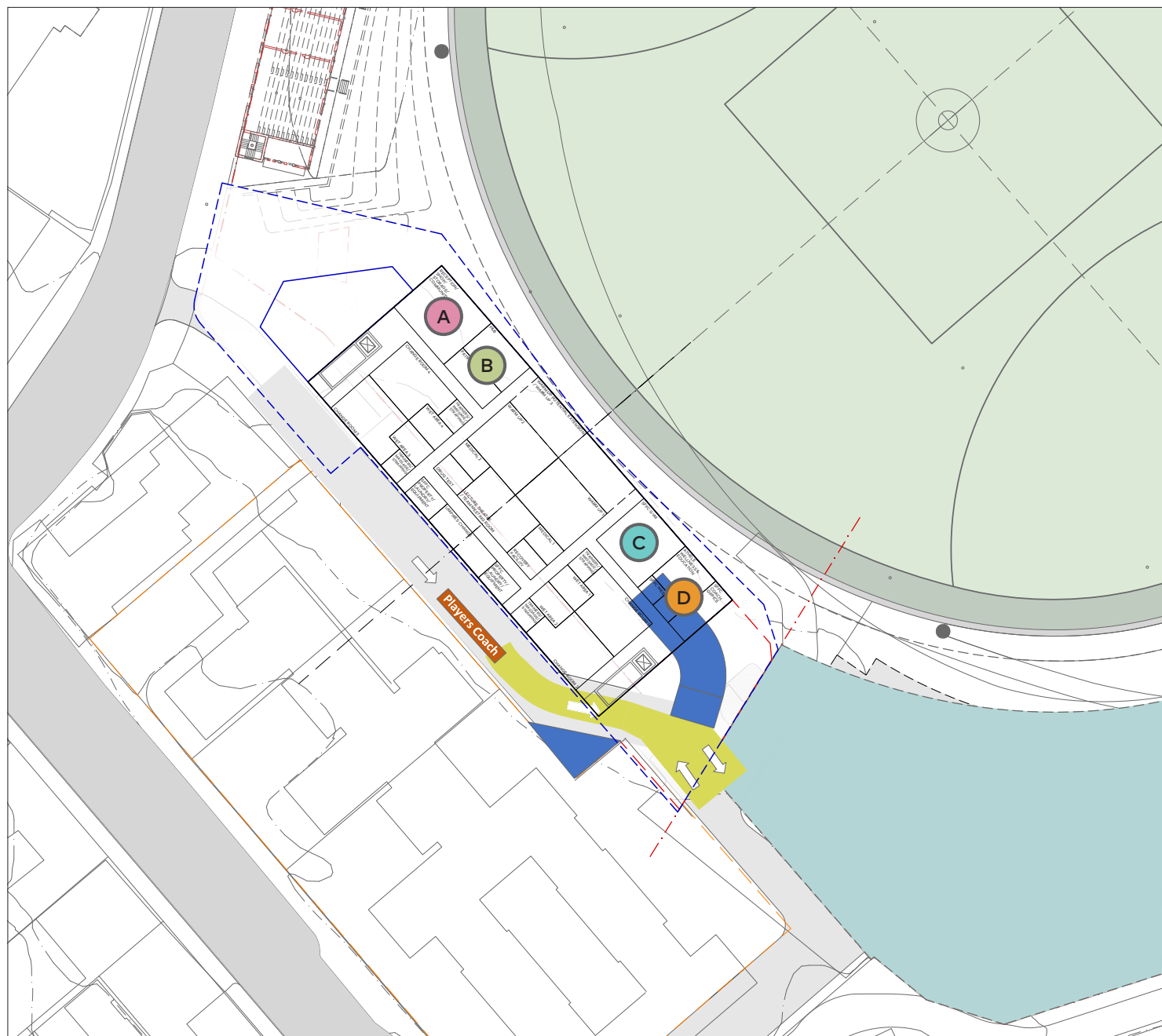
Comments	
07	Line of new lot boundary to potential future development
08	Zone for future development
09	5.4m width zone
10	2.3m width



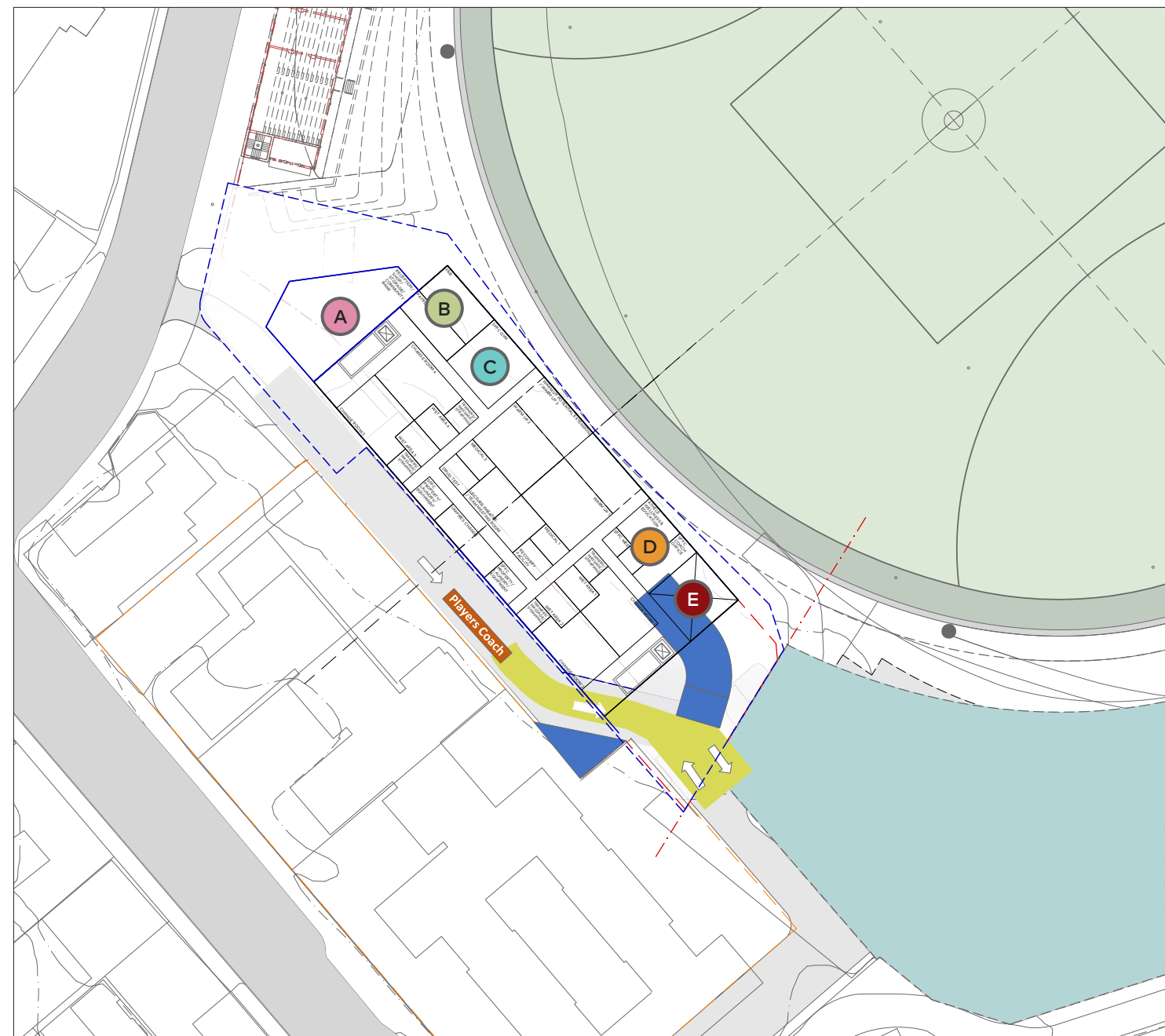
Option 01 study revised - Basement Parking overlay - 93 bays

Comments	
01	Core
02	Zone where building is cut back - conflicting with core
* 36m x 70m basement footprint	

Note:
Basement Parking over 2 levels - 180 bays total

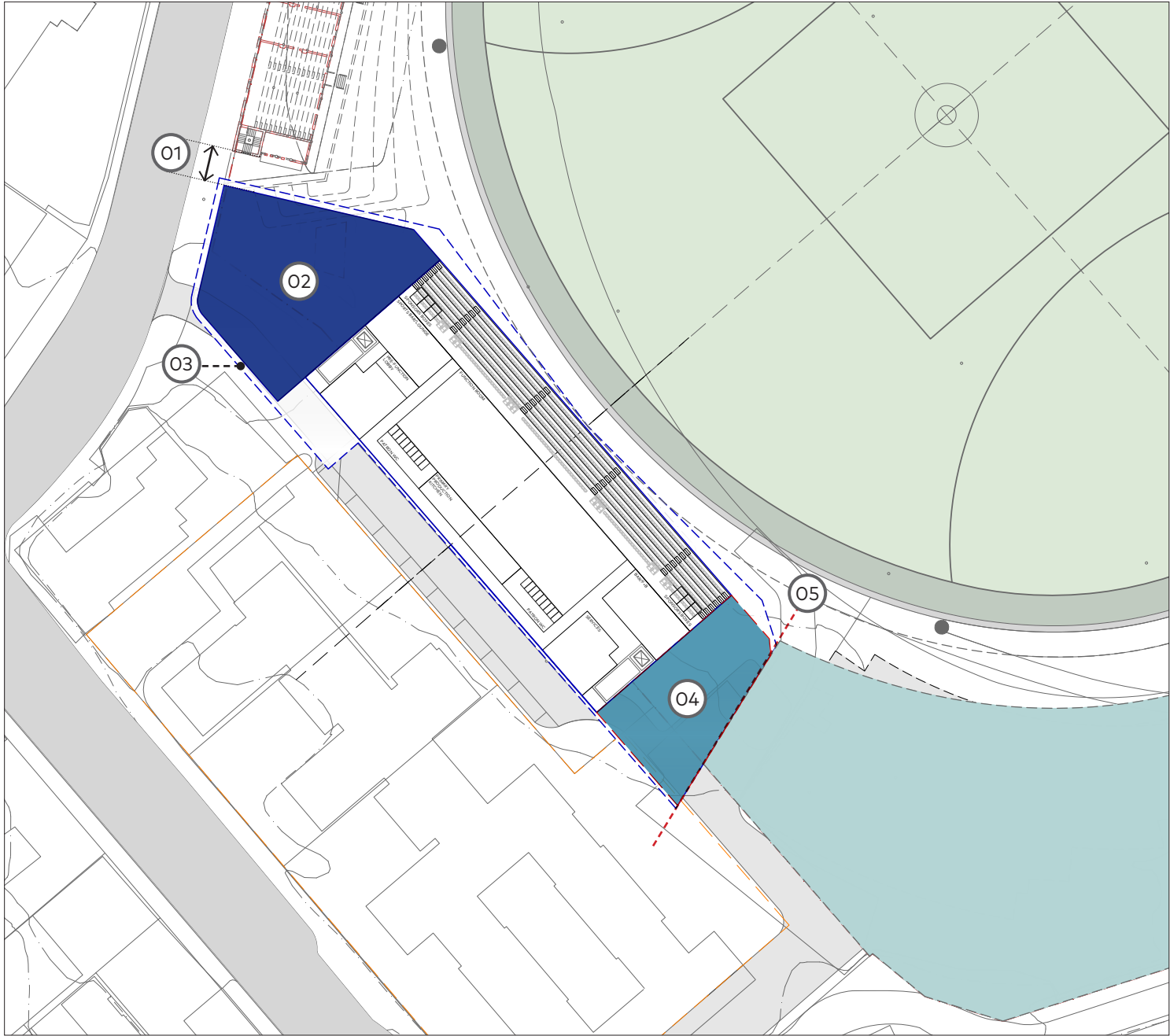


Option 01 study revised - Ground floor overlay

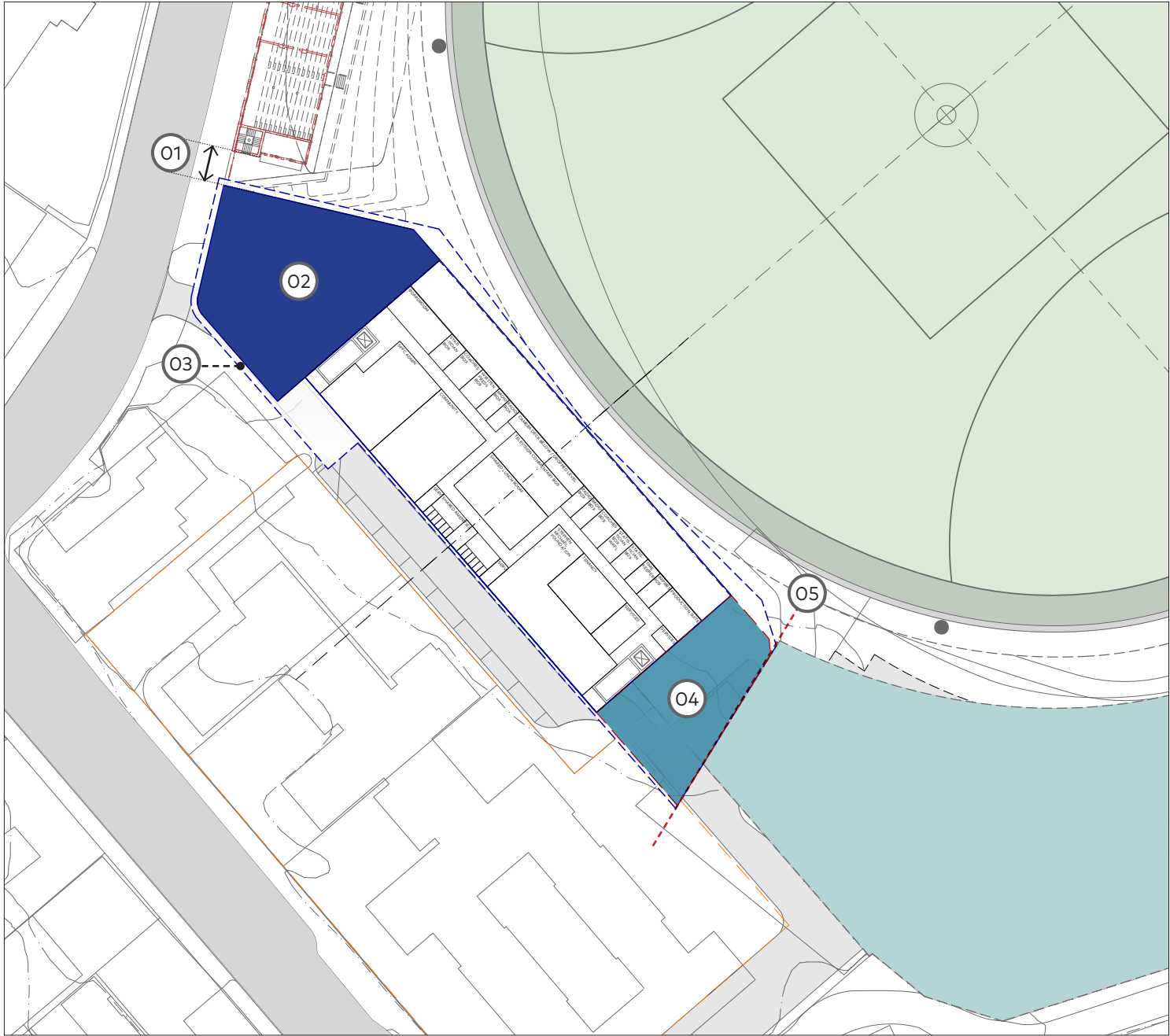


Option 01 study revised - Ground floor overlay (Planning revised)

Associated space	
A	Reception/Shop/Storage/Community Bank
B	F&B/Can Bar + Patron Amenities
C	SFFC Gym (Not ideal move - as away from other SFFC facilities - but might be a plus if to be accessible by others?)
D	Athlete Wellness + SFFC Meeting/Offices
E	Void to ramp

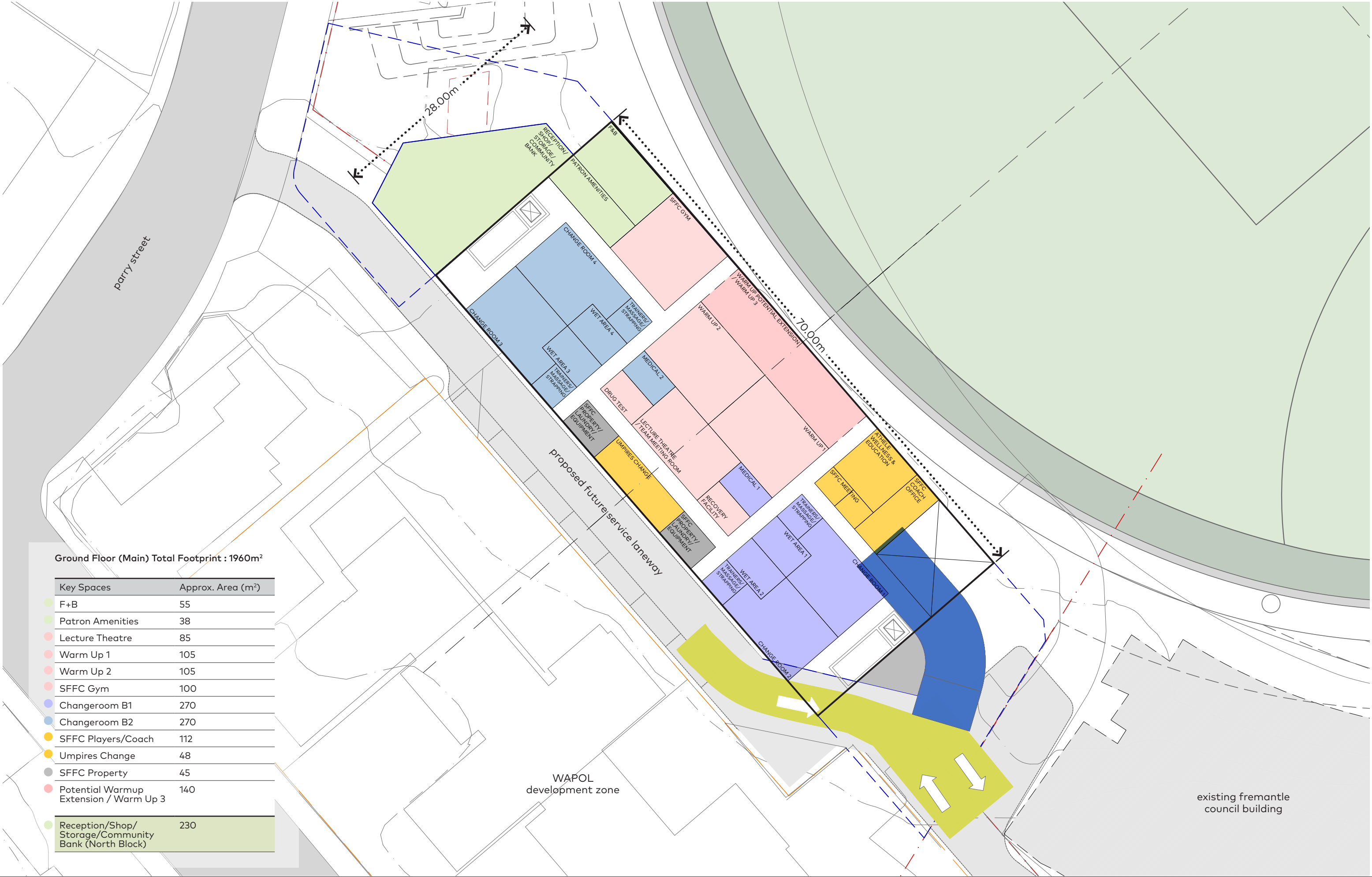


Option 01 study revised - Level 01 overlay



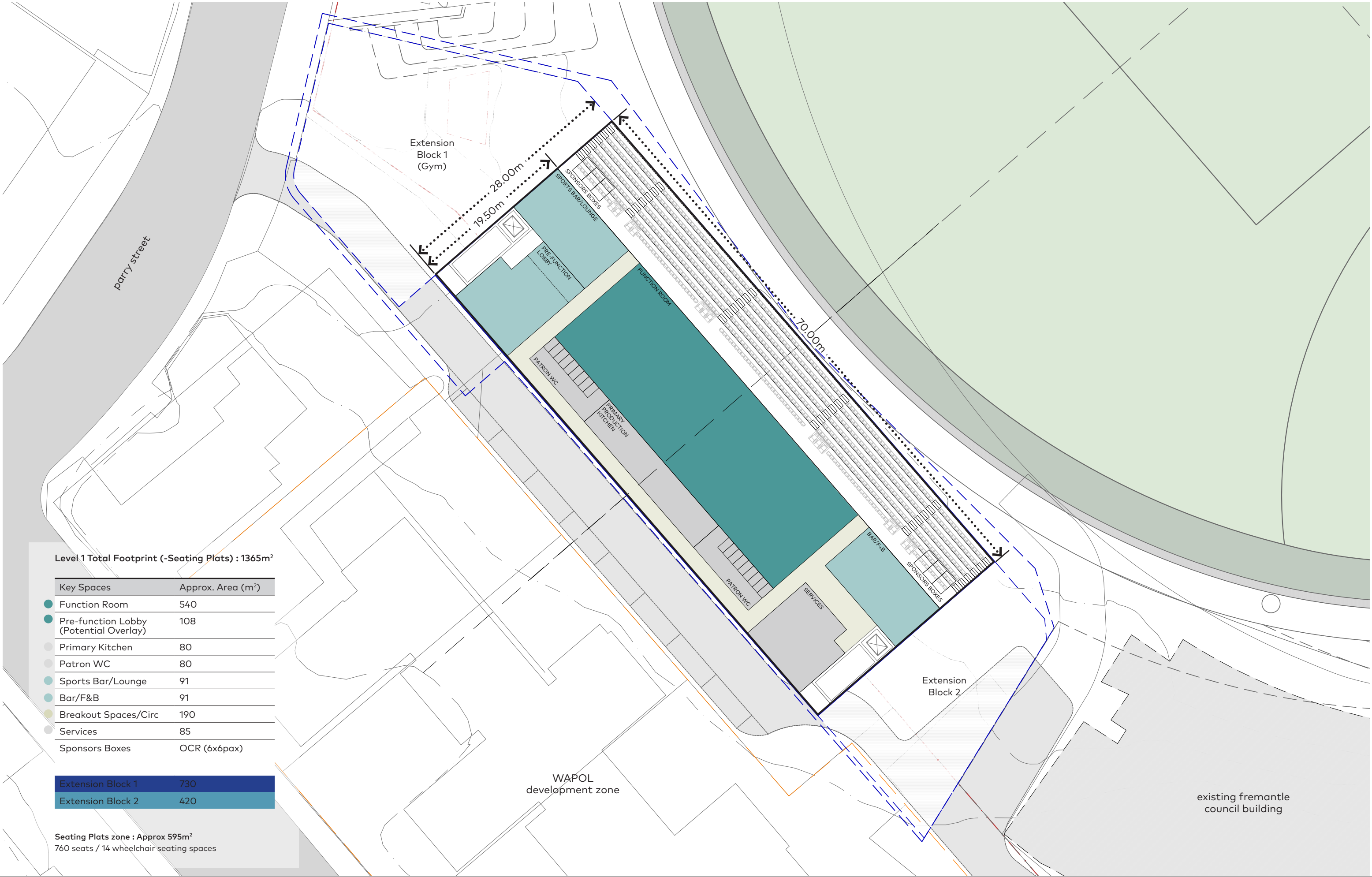
Option 01 study revised - Level 02 overlay

Comments		
01	Offset from existing Victoria Pavilion	5.6m to floor plate 5m to roofline above
02	Additional Block 1 Footprint	Approx 730m ² per level
03	Roofline over	
04	Potential Block 2 Expansion Footprint	Approx 420m ² per level
05	Line of new lot boundary to potential future development	



Ground Floor (Main) Total Footprint : 1960m²

Key Spaces	Approx. Area (m ²)
F+B	55
Patron Amenities	38
Lecture Theatre	85
Warm Up 1	105
Warm Up 2	105
SFFC Gym	100
Changeroom B1	270
Changeroom B2	270
SFFC Players/Coach	112
Umpires Change	48
SFFC Property	45
Potential Warmup Extension / Warm Up 3	140
Reception/Shop/Storage/Community Bank (North Block)	230

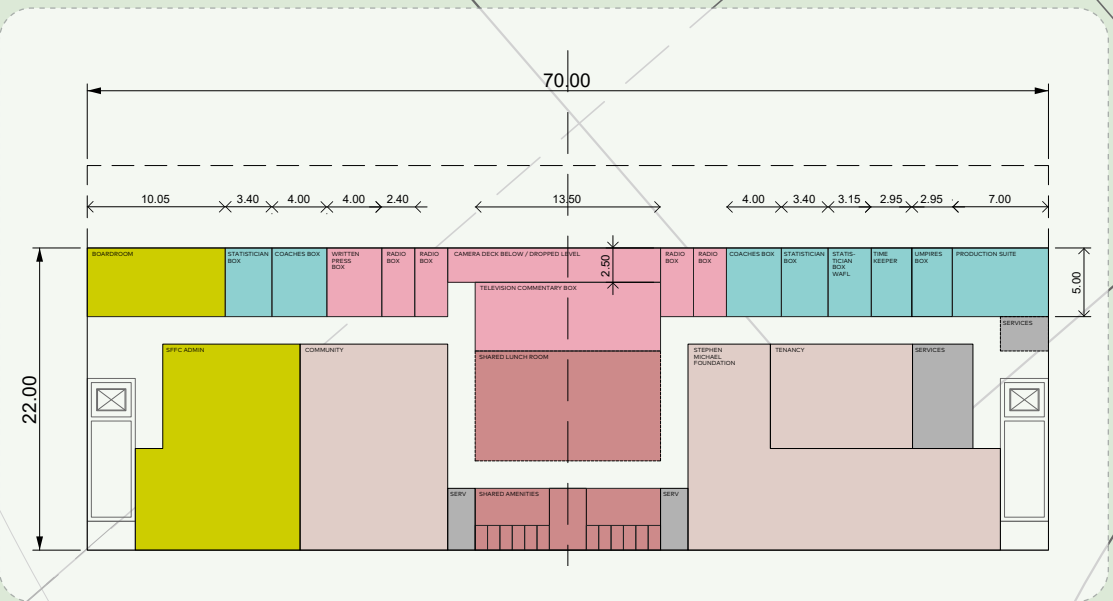


Level 1 Total Footprint (-Seating Plats) : 1365m²

Key Spaces	Approx. Area (m ²)
Function Room	540
Pre-function Lobby (Potential Overlay)	108
Primary Kitchen	80
Patron WC	80
Sports Bar/Lounge	91
Bar/F&B	91
Breakout Spaces/Circ	190
Services	85
Sponsors Boxes	OCR (6x6pax)

Extension Block 1	730
Extension Block 2	420

Seating Plats zone : Approx 595m²
760 seats / 14 wheelchair seating spaces

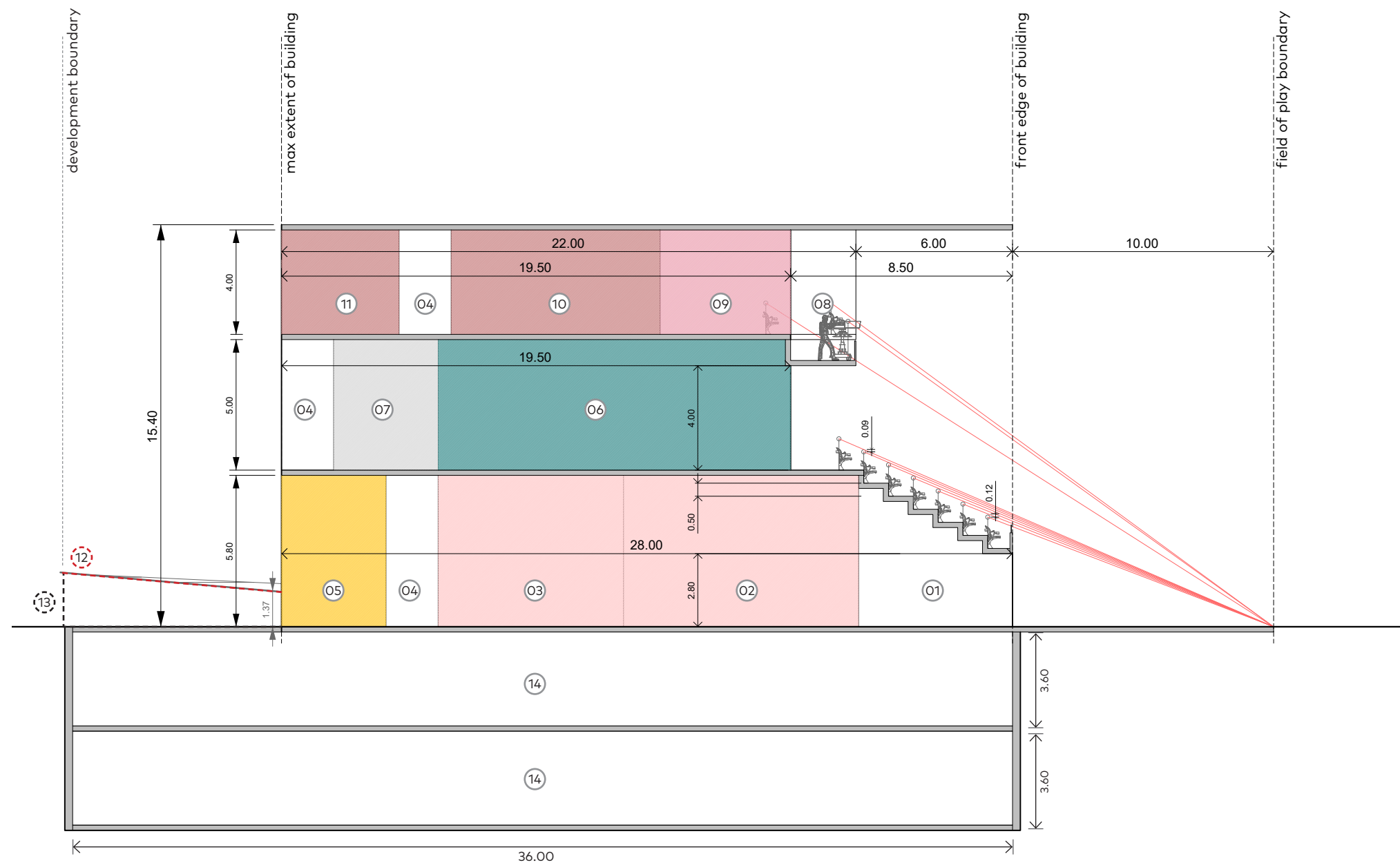


Level 2 Total Footprint : 1540m²

Key Spaces	Approx. Area (m ²)
SFFC Admin Boardroom WAFC	215
Community	160
Shared Lunch Room	108
Shared Amenities	60
Stephen Michael Foundation	215
Tenancy	75
Services	50
Media Rooms (incl. camera deck)	175
Match Day Facilities	155

Extension Block 1	730
Extension Block 2	420

- ① Warm-up Extension / Warm-up 3
- ② Warm up 1/2
- ③ Lecture Theatre/Team Meeting
- ④ Corridor
- ⑤ Umpires
- ⑥ Function Room
- ⑦ Kitchen
- ⑧ Camera Deck
- ⑨ Media Facilities
- ⑩ Shared Lunch Room
- ⑪ Shared Amenities
- ⑫ Existing site
- ⑬ Proposed retaining wall line
- ⑭ Carparking (2 Levels)





View from Norfolk Street



View from Norfolk Street



View from Norfolk Street



View from Parry Street



View from field of play



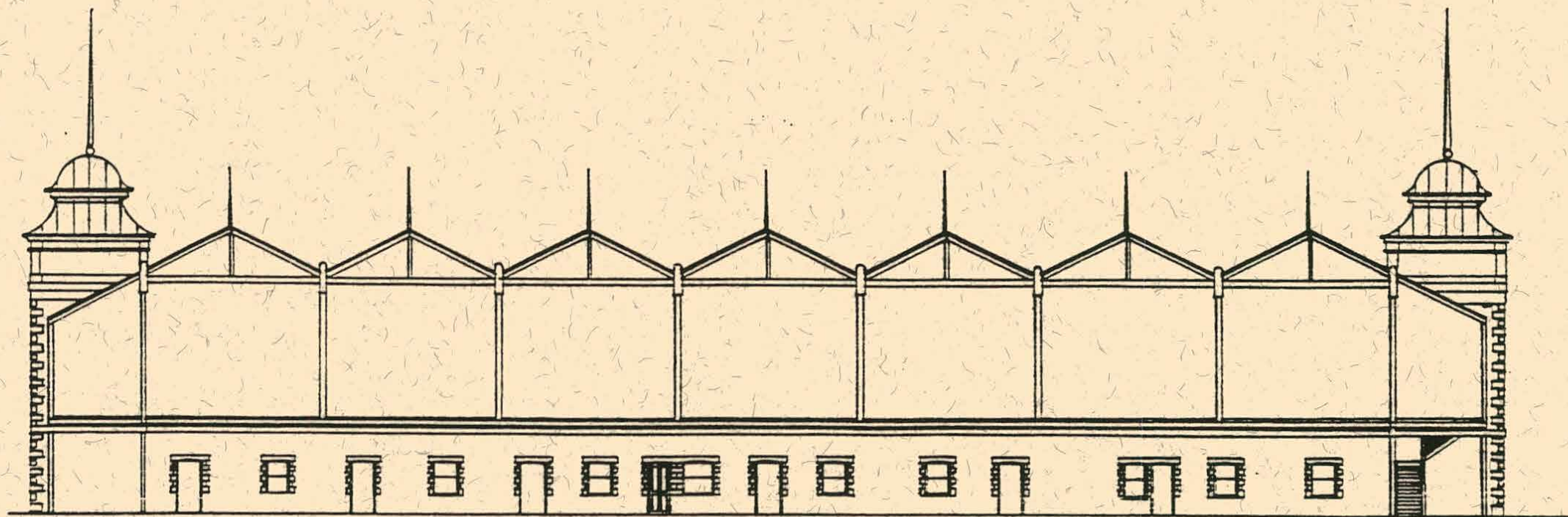
View from Parry Street



View to field of play

Appendix E – Fremantle Oval Landscape Concept

fremantle oval



LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

01

narrative



LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

landscape narrative



VICTORIA PAVILION



FREMANTLE OVAL



FREMANTLE PRISON

FREMANTLE OVAL MASTER PLAN

Building on the site's historical significance - the landscape design aims to open up the cluttered space and to provide better connection between the Fremantle Oval, heritage building Victoria Pavilion and world heritage Fremantle Prison. Placing emphasis on creating meaningful pedestrian friendly shared use spaces and community gathering areas, the goal is to allow people to mingle, experience the fremantle heritage, culture and building a shared sense of identity, strongly tied to the oval and it's history.

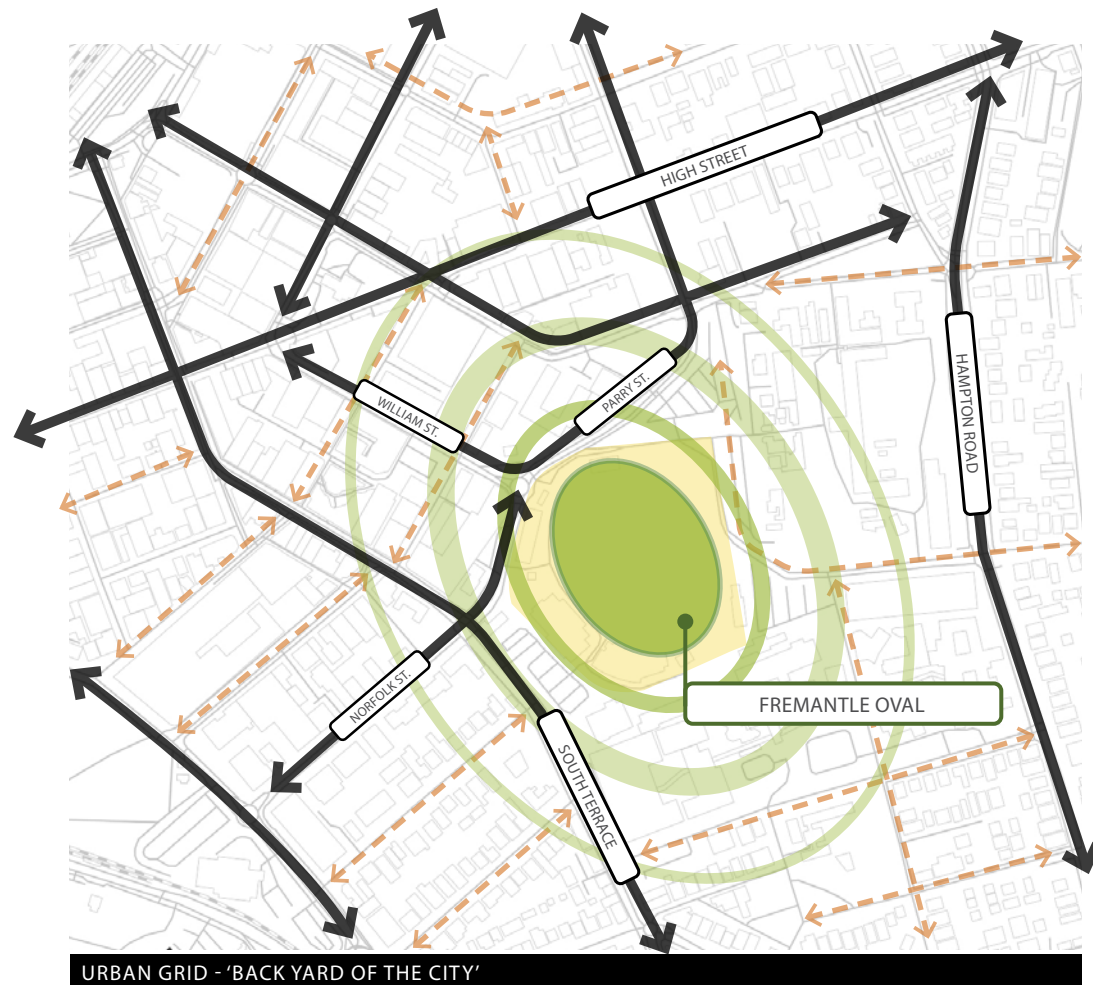


LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

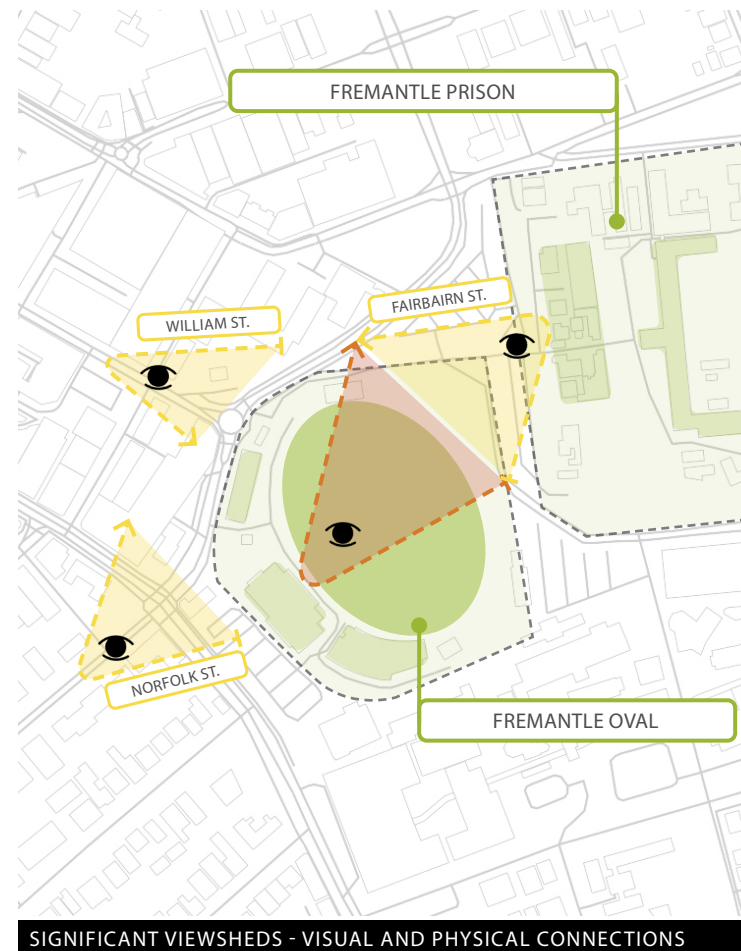
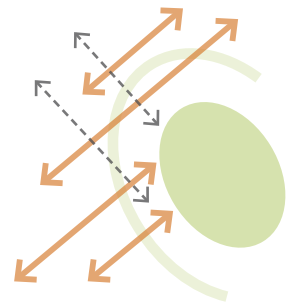
C1.103
REV D
SCALE: NTS

landscape narrative



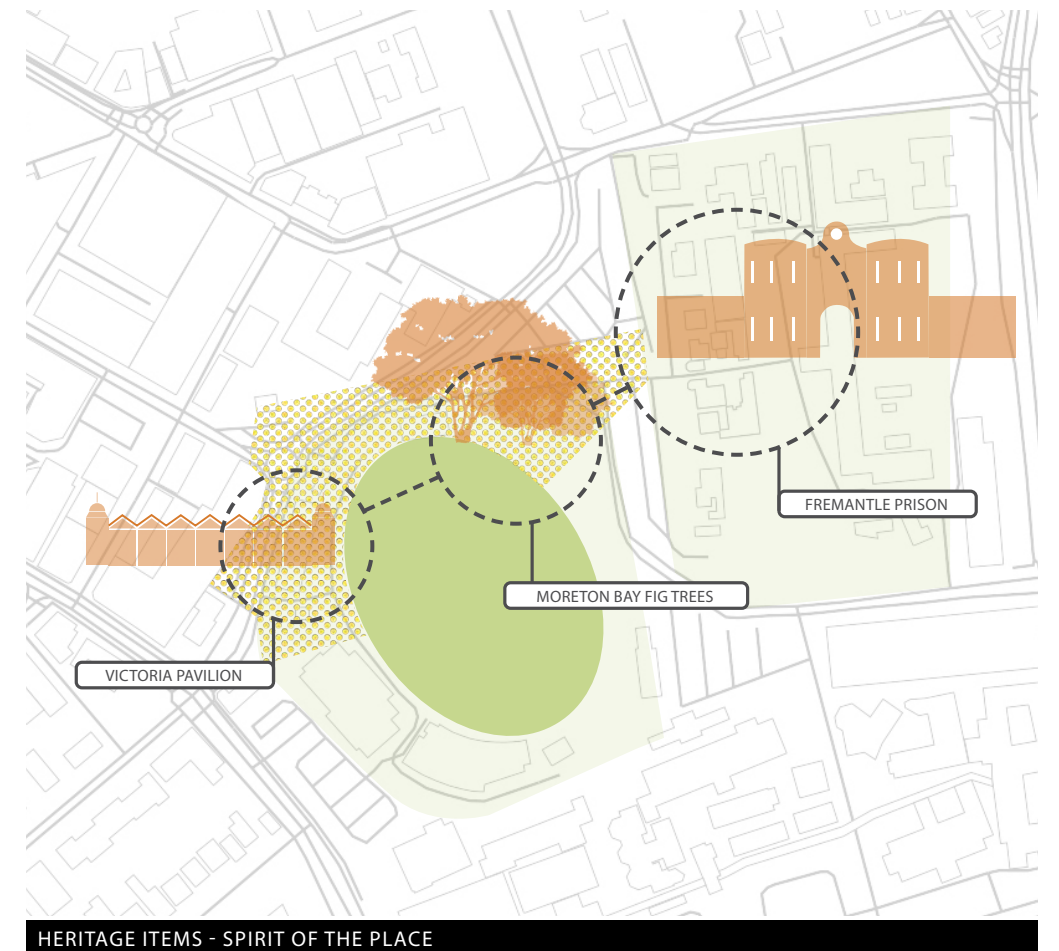
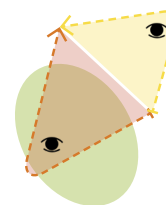
The Fremantle Oval - located in the heart of the Port City, right in the middle of the rigid grid of the urban structure - is well renowned for its qualities of being the 'back yard' of the city.

Breaking up the strong linear network, it acts as a green breathing island and has the potential to become a meeting point for the members of the community.



There are numerous significant viewsheds around the project area which can enhance the connection between the city and the new oval precinct.

Reinforcing the visual connections from the neighbouring streets and between the oval and the world heritage Fremantle Prison will not only open up the cluttered space but will play an important role in building a strong identity.



The iconic heritage items within the precinct such as: the Victoria Pavilion, the Moreton Bay Fig trees and the Fremantle Prison all play an important role in the spirit and identity of the place and community.

Highlighting these items and providing safe pedestrian access to all is an integral part of the landscape concept.



LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.104

REV D
SCALE: NTS

02

analysis



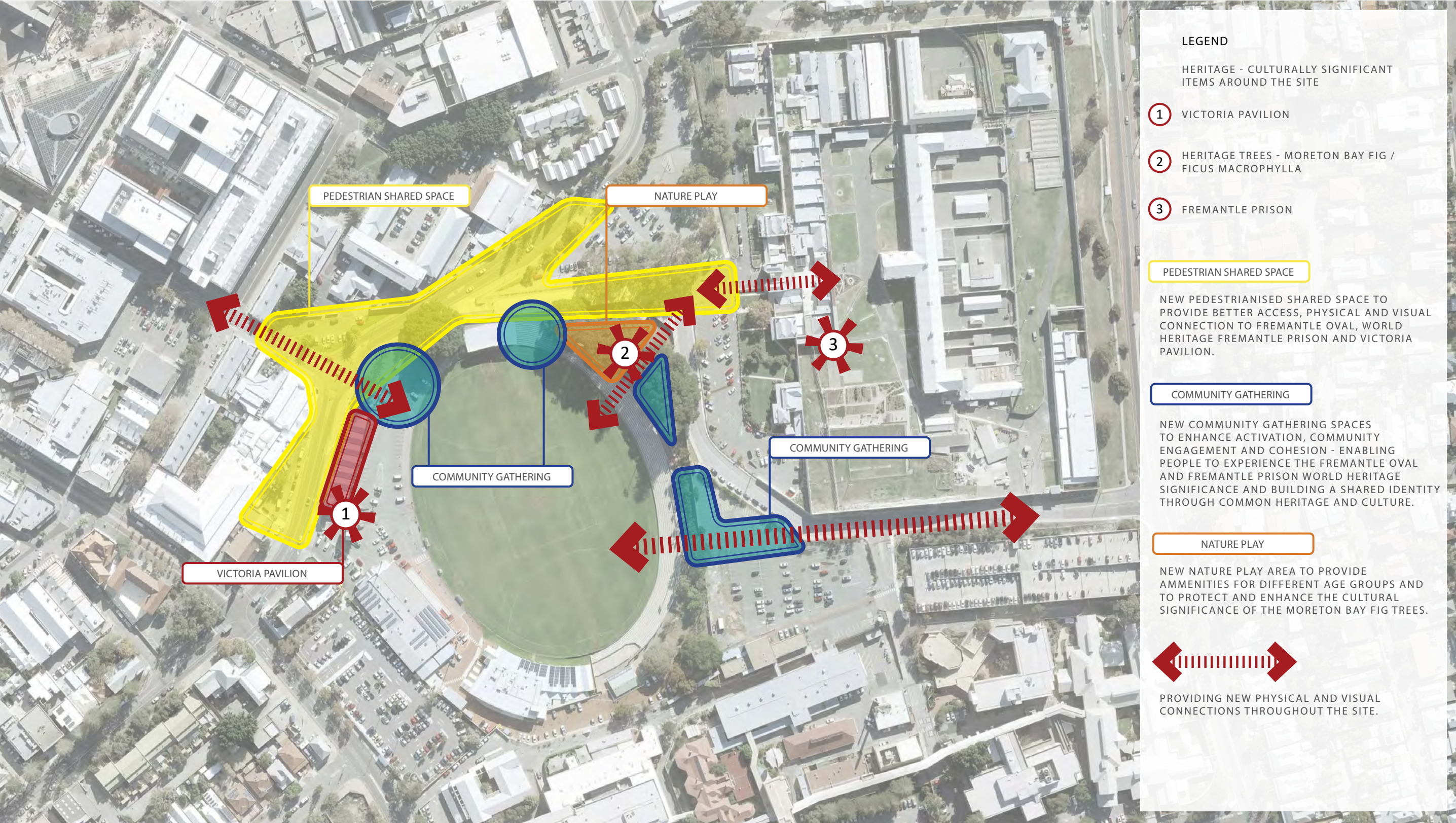
LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

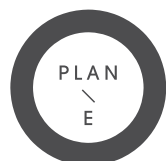
LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

landscape analysis - opportunities



landscape imagery - shared use space



LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.107
REV D
SCALE: NTS

landscape imagery - community gathering



COMMUNITY GATHERING



LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.108
REV D
SCALE: NTS

landscape imagery - nature play



LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

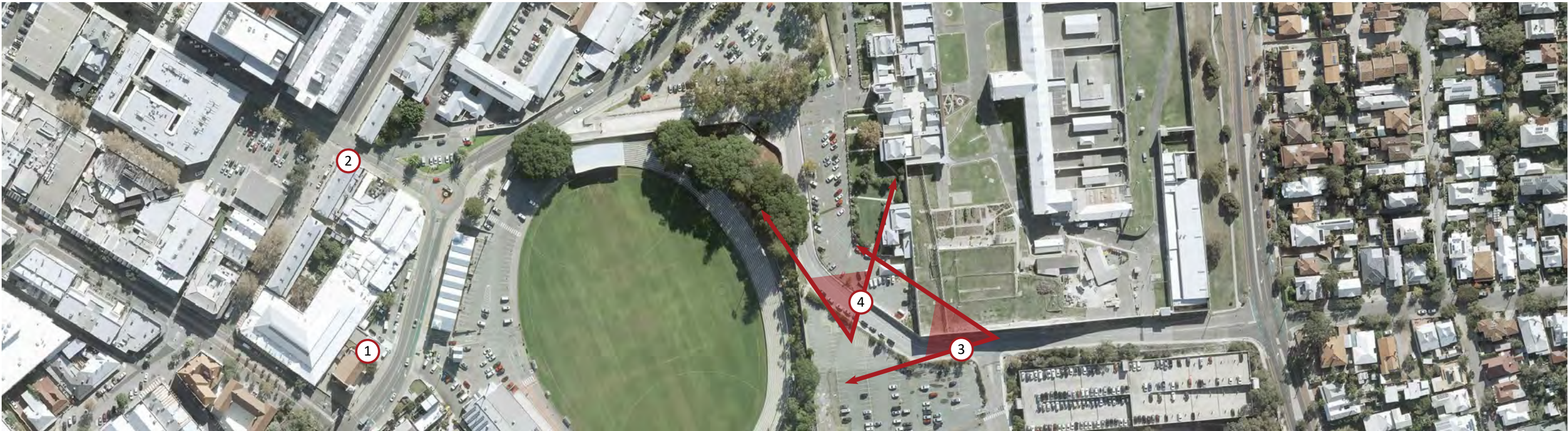
FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.109
REV D
SCALE: NTS

landscape analysis - constraints



landscape analysis - constraints



FREMANTLE OVAL FROM FOTHERGILL STREET



FREMANTLE OVAL & FREMANTLE PRISON FROM FOTHERGILL STREET

03

master plan



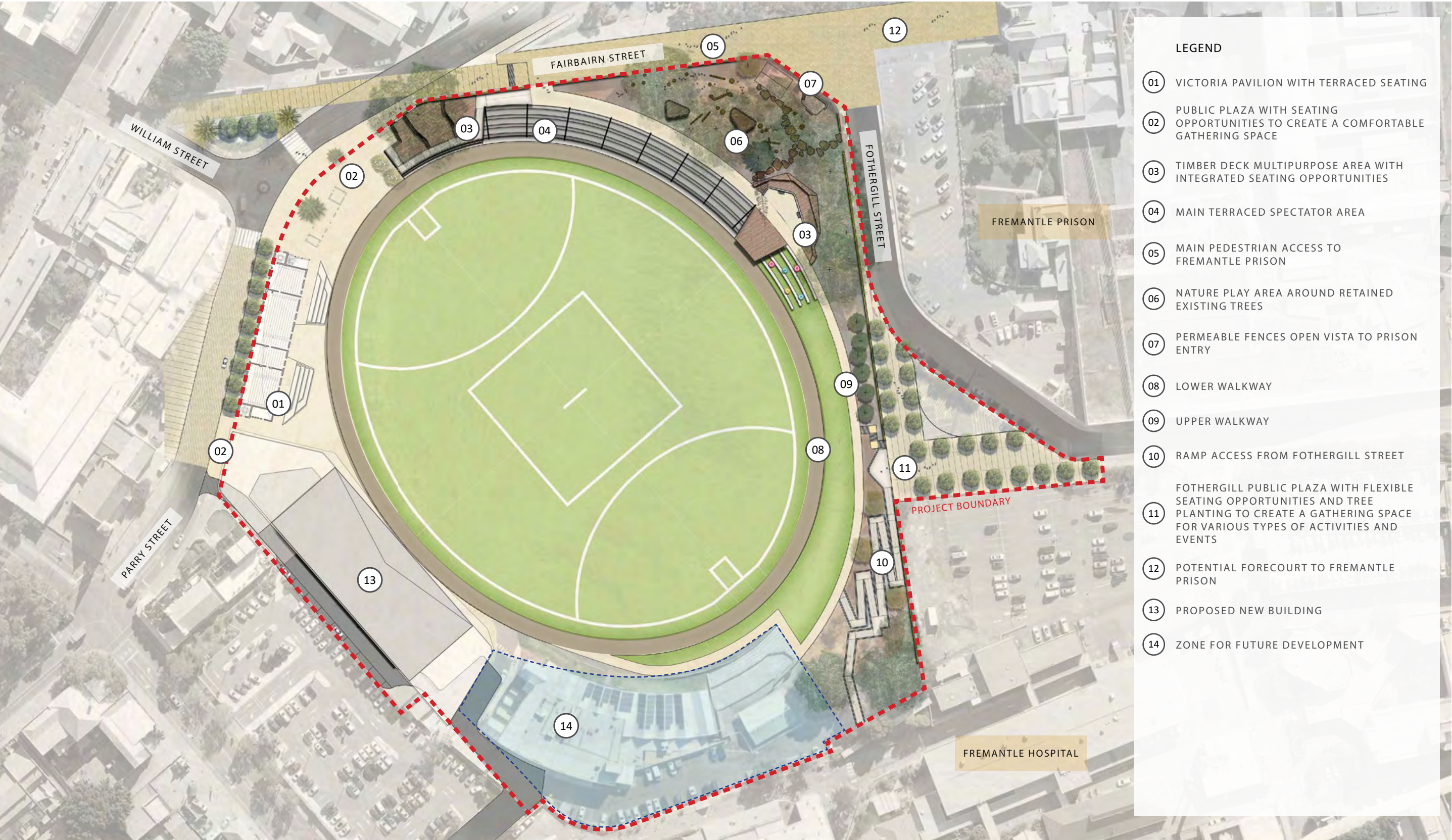
LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

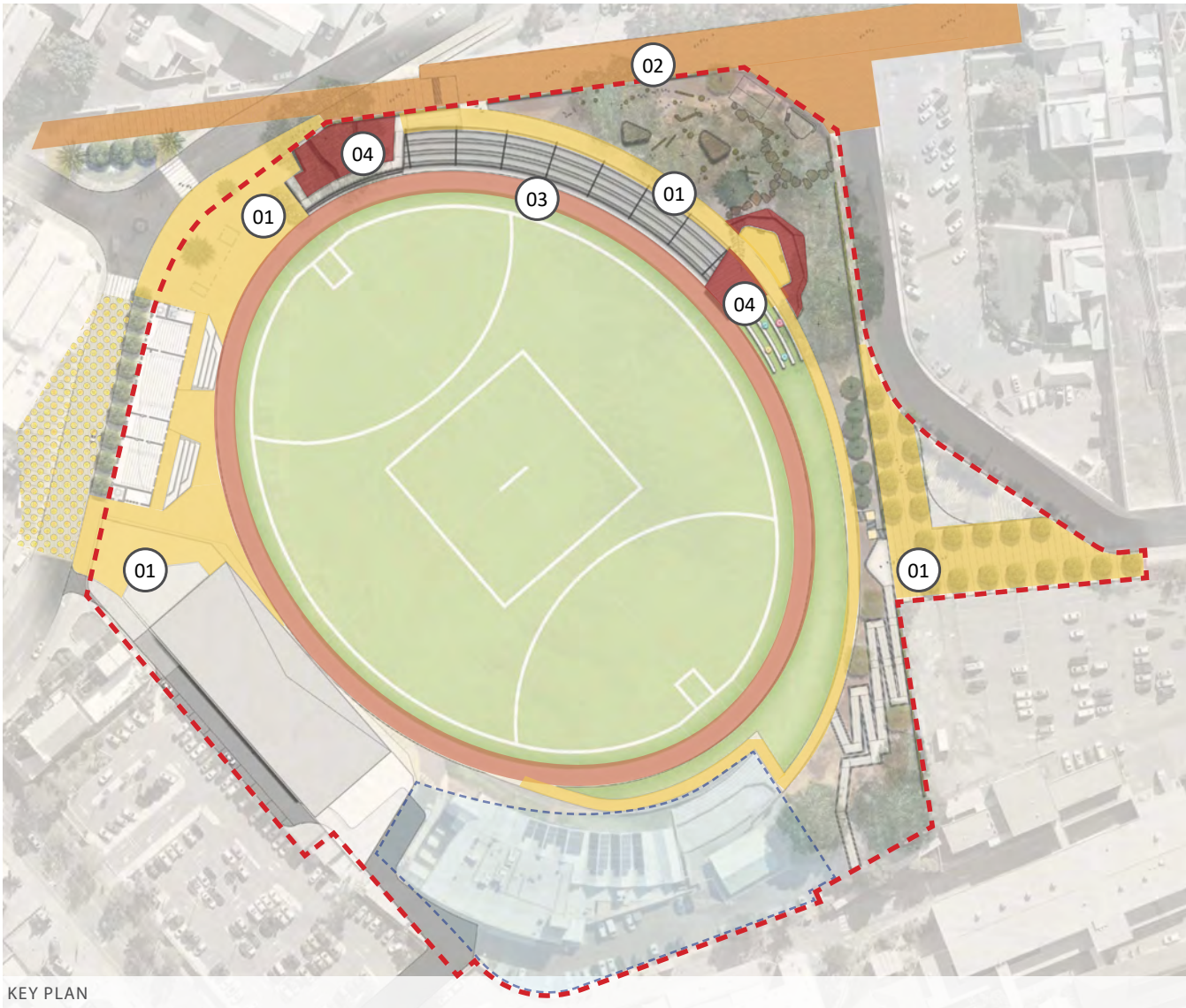
LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

landscape master plan



landscape master plan - materials palette

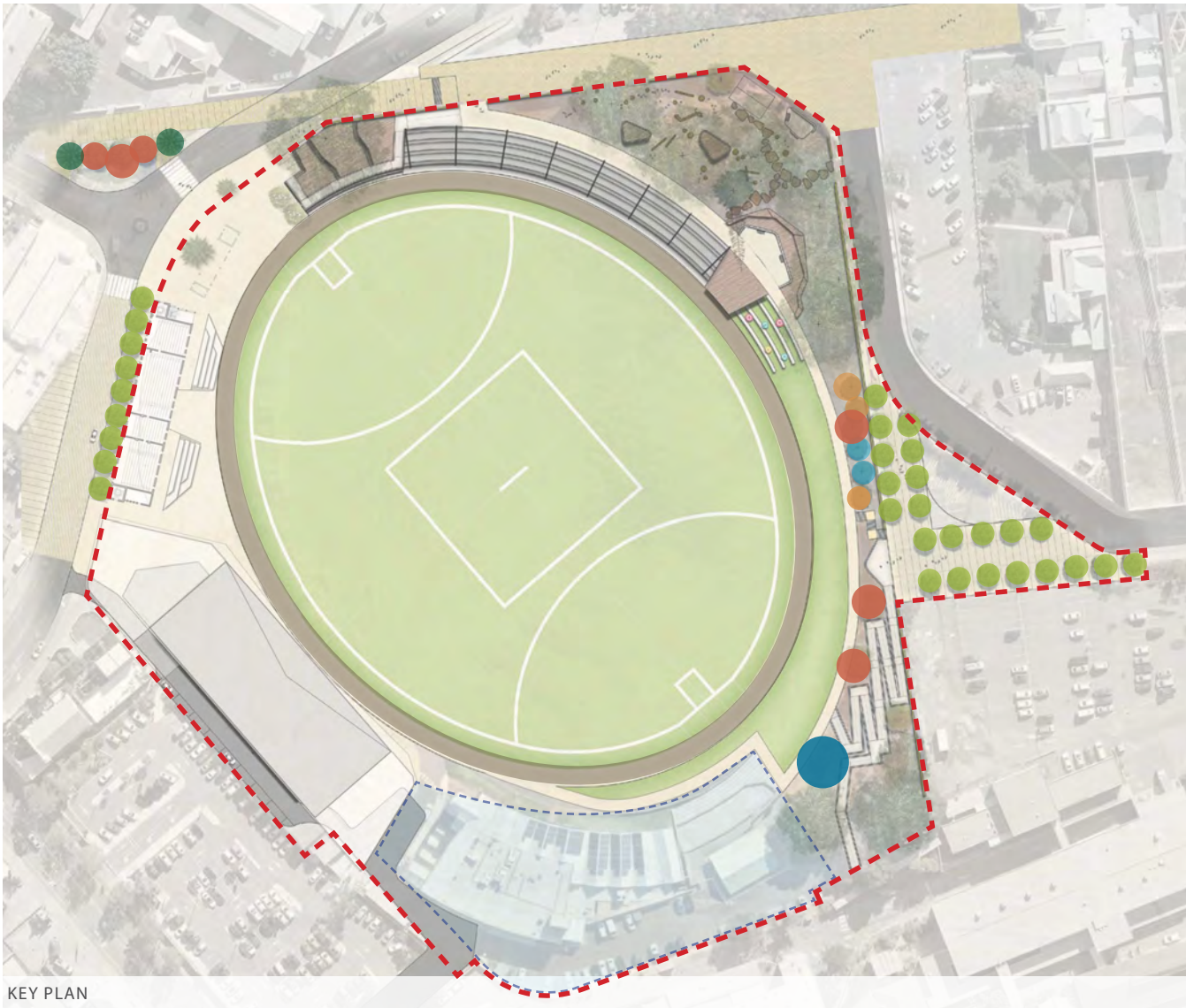


LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.1014
REV D
SCALE: NTS

landscape master plan - tree palette



KEY PLAN

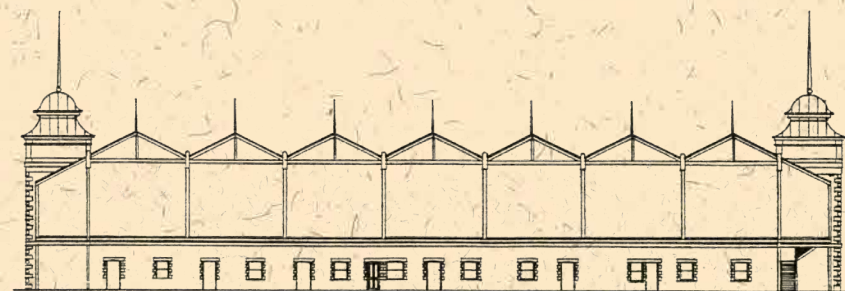
<i>Araucaria heterophylla</i> NORFOLK ISLAND PINE MATURE SIZE: 60 X 15 M  	<i>Platanus acerifolia</i> LONDON PLANE TREE MATURE SIZE: 30 X 10 M  	<i>Ficus macrophylla</i> MORETON BAY FIG MATURE SIZE: 30 X 30 M  	<i>Eucalyptus leucoxylon rosea</i> WHITE IRONBARK MATURE SIZE: 20 X 10 M  
<i>Casuarina equisetifolia</i> COASTAL SHE-OAK MATURE SIZE: 20 X 10 M  	<i>Callitris preissii</i> ROTTNEST ISLAND PINE MATURE SIZE: 8 X 5 M  		



LANDSCAPE ARCHITECTS
414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

FREMANTLE OVAL / LANDSCAPE CONCEPT
PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

C1.1015
REV D
SCALE: NTS



LANDSCAPE ARCHITECTS

414 ROKEBY RD SUBIACO WA 6008
T: (08) 9388 9566 E: mail@plane.com.au

LANDSCAPE CONCEPT

PREPARED FOR COX ARCHITECTS
FEBRUARY 2022

Appendix F – Fremantle Oval Redevelopment OPC Report



**DONALD
CANT
WATTS
CORKE**

City of Fremantle
Fremantle Oval Redevelopment
Opinion of Probable Cost

W21097
25 February 2022

DOCUMENT CONTROL

Version	Date	Purpose	Author
0	21 February 2022	Final Draft	ND
I	25 February 2022	Final	ND

DISTRIBUTION

Name	Organisation	Date	Method
Stuart Dart	Paatsch Group	25 February 2022	Email
Matthew Bachelor	Cox Group	25 February 2022	Email

AUTHORISATION

Prepared by:

Reviewed by:	Neil Dickson
Authorised for release by:	Neil Dickson

FILE NAME AND PATH

Q:\2021\W21097 Fremantle Oval\04. Estimates & Cost Plans\2. Schematic Design\

CONTACT

Neil Dickson
Managing Director
Donald Cant Watts Corke (WA) Pty Ltd

ABN 54 123 100 087

L8, 191 St. Georges Terrace
Perth WA 6000

P: +61 8 9324 1950
F: +61 8 9481 8267

Neil.Dickson@dcwc.com.au
www.dcwc.com.au

© Donald Cant Watts Corke Pty Ltd, 2022

Contents

1.	Executive Summary	4
2.	Opinion of Probable Cost Breakdown	5
3.	Basis of Budget	6
4.	Value Engineering	7
5.	Assumptions and Exclusions	8
6.	Risks and Uncertainty	9
7.	Information Used	9
	Appendix A – Cost Breakdown	10

I. Executive Summary

I.1. General

Donald Cant Watts Corke (DCWC) have been engaged by City of Fremantle to provide Cost Management advice for the proposed Redevelopment of Fremantle Oval. This report provides our Opinion of Probable Cost for that redevelopment and the basis of such.

The estimated Total Project Cost, at this stage is \$90,000,000.

	Construction Cost	Total Project Cost
Total Project Cost	\$58,755,000	\$90,000,000

In Section 2 of this report, we consider the budget breakdown for the overall Project.

In Section 3 of this report, we consider the Basis of the Budget.

In Section 4 of this report, we outline the Value Engineering Opportunities included.

In Section 5 of this report, we outline the Assumptions and Exclusions.

In Section 6 of this report, we outline the Risks and Uncertainty.

In Section 7 of this report, we outline the Information used.

All costs in this report exclude GST.

2. Opinion of Probable Cost Breakdown

2.1. Summary

The table below presents the breakdown of the OPC for the project overall.

	Total
Building Cost – Main Building	30,566,000
Building Cost – Cold Shell Extension for Gym (including under-croft)	4,922,000
Building Cost – Cold Shell Extension for Childcare (including under-croft)	3,108,000
Building Cost – Victoria Pavilion Shell	1,500,000
Building Cost – Victoria Pavilion Ground Floor Shell and Core	1,890,000
External Works	10,914,000
External Services	5,855,000
NET CONSTRUCTION COST	58,755,000
Design Contingency	4,407,000
Construction Contingency	3,158,000
Headworks and Statutory Charges	Included
Building Act Compliance	Included
Public Art	Excluded
FFE / ICT	2,164,000
Professional Fees – State Technical Advisors	6,506,000
GROSS PROJECT COST	74,990,000
Escalation	14,998,000
ESCALATED NET PROJECT COST	89,988,000
City of Fremantle Costs	Excluded
ESTIMATED PROJECT TOTAL COST	89,988,000
GOODS AND SERVICES TAX	8,998,800

3. Basis of Budget

3.1. Methodology

3.1.1. Scope

The scope of works for the project is as outlined on Cox Layouts adjusted by the Value Engineering that has been incorporated (refer Section 4).

3.1.2. Building Budgets

DCWC have built-up high-level elemental budgets for the Main Building with the Pavilion and Extensions utilising \$sqm rates.

The rates used aim to be as reflective of the architectural intent from Cox as possible at this early stage.

The budgets are all current day prices.

3.1.3. External Works and Services

DCWC have made provisional allowances for all external works and services as there was limited information available at the time of preparing the estimate. Some of the proposed scope to this section has been deferred / excluded (refer to Section 4). A target allowance has been included for the Nature Play at \$700,000 for all works including surface treatments. This will need to be managed carefully.

3.1.4. Main Contractor Preliminaries

Main Contractors Preliminaries have been included at 18% which is deemed to include all Temporary Works required, Cranage and Transport Costs.

3.1.5. Main Contractors Margin

DCWC have included Main Contractors Margin.

3.2. Project On Costs

3.2.1. Design Contingency

DCWC have included 7.5% for Design Contingency.

Some or all this allowance may transfer to the D&C Contractor as they will be taking all this risk at the point of agreeing the D&C Contract.

3.2.2. Construction Contingencies

DCWC have included 5% for Construction Contingency.

Some or all this allowance may transfer to the D&C Contractor as they will be taking all this risk at the point of agreeing the D&C Contract.

3.2.3. Percentage for Public Art

DCWC have excluded Public Art.

3.2.4. FFE / ICT

DCWC have included an allowance of \$2,164,000 for FFE / ICT to specified rooms.

3.2.5. Professional Fees

DCWC have included an allowance of 9.5% for Professional Team Fees.

3.2.6. City of Fremantle Fees

DCWC have excluded City of Fremantle costs.

3.2.7. Escalation

DCWC have included 5% allowance for 6 months of escalation risk. Escalation assumes a start on site of July 2024.

4. Value Engineering

We schedule below the Value Engineering that has been included in this estimate. These savings are applied to Cox Masterplan Revision 3 dated January 2022.

Item	Associated Scope
Basement Parking	Omit one full level of parking. Assumed paid for by Commercial Car Operator.
Ground Floor - Reception/Shop/Storage	Reduce size by 100m2
Ground Floor - Potential Warm Up Extension	Reduce size by 140m2
Ground Floor - Athlete Wellness	Reduce size by 60m2
Ground Floor - Lecture Theatre	Reduce size by 50m2
Ground Floor - Change Rooms	Reduce size by 100m2
Ground Floor - Strappers	Reduce size by 30m2
Ground Floor - Drug Test size to UAT	Reduce size by 15m2
First Floor – Bar F&B	Reduce size by 91m2
First Floor – Function Room	Reduce size by 40m2
First Floor – Pre-Function Lobby	Reduce size by 108m2
Second Floor – Radio Boxes	Reduce size by 26m2
Second Floor – Production Suite	Reduce size by 25m2
Second Floor – Shared Lunchroom	Reduce size by 70m2
Second Floor – Community / Tenancy	Reduce size by 75m2
Gym Extension	Reduce size by 380m2
Gym Extension	Cold Shell only
Childcare	Cold Shell only
Pavilion	Provisional Sum reduced to \$1.5m for shell works
Façade	External Solid wall to back of building. Glazed façade (\$1100sqm) for front façade Side Façade omitted as linked to Extension Buildings
Finishes	Paint finish to walls throughout Ground Floor
External Works	Retain 50% existing Spectator Terraces. No works to retained.
External Works – Main Pedestrian Access to Fremantle Prison	Excluded / deferred from scope
External Works – Ramp Access from Fothergill Street	Excluded / deferred from scope

External Works – Fothergill Public Plaza	Excluded / deferred from scope
External Works – Forecourt to Fremantle Prison	Excluded / deferred from scope
External Works – Heritage Entry Buildings	Excluded / deferred from scope
External Works – Nature Play Area	Limited scope at \$700,000
External Services – Lighting	Target 1000lux at \$600,000 per pole
External Services – LED Ribbon Lighting	Extent reduced by 50% to 130m. Specification to balance reduced

5. Assumptions and Exclusions

Below we outline both general assumptions and exclusions specific to the project:

- Goods and Services Tax (GST) excluded
- Assumptions generally as detailed in estimate.
- Escalation beyond stated start date excluded
- Work outside site boundaries excluded
- Work to existing facilities excluded
- Major Services Infrastructure Upgrades
- Provisional Allowance for inground rock/water
- Services diversions excluded
- Value Engineering in Section 4 included in budget
- ESD excluded
- Client Costs excluded
- Relocation / Decanting / Recanting costs excluded

6. Risks and Uncertainty

The table below considers some typical risks for the project:

Risk	Impact	Strategy
Increase to functional area	Increased cost and site area requirement	Early confirmation and testing of areas.
Unforeseen Site Conditions	Increased scope	Early site investigation. Management with Provisional Allowance and Design Contingency
Increase in benchmark construction rates	Increased building costs	Management of design and utilisation of Design Contingency
Impact of site conditions	Increased cost and programme	Early Site Investigation works to confirm condition and budgets
Additional scope	Increased cost and programme	Require additional budget
Incoming services requirements	Increased cost and programme	Early engagement with utilities
Services diversion required	Increased cost and programme	Early engagement with utilities. Utilisation of contingency
FFE / ICT requirements	Increased cost and programme	Early development of scope schedules to confirm requirements and test budget.
Escalation – market pressure	Pressure of construction budget	Continually monitor escalation and implement any corrective actions required early

7. Information Used

Cox Concept Package	Revision 3	January 2022
Plan E Landscape Package	2110401	January 2022
Paatsch Group	Value Engineering	14 February 2022

Appendix A – Cost Breakdown



Indicative Elemental Summary

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Code	Description	Quantity	Unit	Rate	Total
	Basement B2	2,520	m2		
	Basement B1	2,520	m2		
	Ground Floor	2,199	m2		
	First Floor	2,039	m2		
	Second Floor	1,543	m2		
		10,821			
	<u>New Building</u>				
	Basement B2	2,520	m2	2,000.00	0
	Basement B1	2,520	m2	2,000.00	5,040,000
	Ground Level	2,199	m2	4,183.94	9,200,487
	First Level	2,039	m2	3,860.65	7,871,869
	Second Level	1,543	m2	5,478.78	8,453,765
	Sub-Total for New Building	5,781	m2	6,159.16	30,566,121
	<u>Extension to New Building</u>				
	Structure / Architectural / Services to support Level 1 Gym	730	m2	1,000.00	730,000
	Extension Block 1 Gym - Cold Shell Only [Reduced by 380sqm]	1,310	m2	3,200.00	4,192,000
	Structure / Architectural / Services to support Level 1 Built Form	420	m2	1,000.00	420,000
	Extension Block 2 - Cold Shell Only	840	m2	3,200.00	2,688,000
	Sub-Total for Extension Options	2,570	m2	3,124.51	8,030,000
	<u>Victoria Pavilion Works</u>				
	Provisional Sum for Fabric/Structure/Service works	1	Sum	1,500,000.00	1,500,000
	Creation of Shell and Core space to ground level [reduced from 900sqm to 700sqm]	700	m2	2,700.00	1,890,000
	Sub-Total for Victoria Pavilion Works	700	m2	4,842.86	3,390,000
	<u>External Works</u>				
	Site Preparation			2,113.46	4,647,500
	Roads, Footpaths and Paved Areas			932.80	2,051,221
	Boundary Walls, Fencing and Gates			102.91	226,293
	Outbuildings and Covered Ways			113.69	250,000
	Landscaping and Improvements			1,700.10	3,738,513
	External Works Subtotal			4,962.95	10,913,526
	<u>External Services</u>				
	External Stormwater Drainage			159.16	350,000
	External Sewer Drainage			68.21	150,000
	External Water Supply			45.48	100,000
	External Gas			22.74	50,000

Indicative Elemental Summary

Project: Fremantle Oval**Details:** 2022-02-25 Feasibility**Building:** Feasibility

Code	Description	Quantity	Unit	Rate	Total
	External Fire Protection			159.16	350,000
	External Electric Light and Power			1,398.36	3,075,000
	External Communications			79.58	175,000
	External Special Services			729.88	1,605,000
	External Services Subtotal			2,662.57	5,855,000
	NET PROJECT COST			26,718.80	58,754,646
	Design Contingency (7.5%)			2,003.91	4,406,600
	Construction Contingency (5%)			1,436.15	3,158,100
	Project Contingency			0.00	Excluded
	Clients Costs			0.00	Excluded
	ESD Options			0.00	Excluded
	Land Costs			0.00	Excluded
	Loose Furniture and Equipment / ICT			983.94	2,163,690
	Professional Fees and Disbursements	9.5	%	68,483,036.23	6,505,888
	GROSS PROJECT COST			34,101.38	74,988,925
	Escalation to Tender (July 2024)	0.20	%	74,988,925	14,997,785
	ESTIMATED TOTAL COMMITMENT			40,921.65	89,986,710
	Exclusion:				
	GST				
	Client Costs / PM Fees				
	Works outside Boundary on Cox Masterplan				
0					

Cost Plan Details

Project: Fremantle Oval	Details: 2022-02-25 Feasibility
Building: Feasibility	

Auto code	Description	Quantity	Unit	Rate	Total
	Ground Level				
1	Preliminaries	18	%	7,432,089.60	1,300,616
	Preliminaries				467,782
2	Demolition				Refer Site Preparation
3	Substructure				1,194,630
	Demolition & Substructure				
4	Columns	1,704	m2	100.00	170,400
5	Upper Floors	1,704	m2	0.00	0
6	Staircases	1,704	m2	26.76	45,600
7	Roof	1,704	m2	0.00	0
8	External Walls	1,704	m2	658.45	1,122,000
9	Windows	1,704	m2	50.70	86,400
10	External Doors	1,704	m2	52.82	90,000
11	Internal Walls	1,704	m2	599.69	1,021,874
12	Internal Screens	1,704	m2	88.03	150,000
13	Internal Doors	1,704	m2	228.58	389,500
	Superstructure Subtotal				3,075,774
14	Wall Finishes	1,704	m2	243.33	414,631
15	Floor Finishes	1,704	m2	157.90	269,061
16	Ceiling Finishes	1,704	m2	104.22	177,594
	Finishes Subtotal				861,286
17	Fitments	1,704	m2	275.00	468,600
18	Special Equipment				Excluded
	Fittings Subtotal				468,600
19	Sanitary Fixtures	1,704	m2	100.00	170,400
20	Sanitary Plumbing	1,704	m2	50.00	85,200
21	Water Supply	1,704	m2	50.00	85,200
22	Gas Service	1,704	m2	25.00	42,600
23	Space Heating		Note		Excluded
24	Ventilation	1,704	m2	50.00	85,200
25	Evaporative Cooling		Note		Excluded
26	Air Conditioning	1,704	m2	350.00	596,400
27	Fire Protection	1,704	m2	100.00	170,400
28	Light and Power	1,704	m2	225.00	383,400

Cost Plan Details

Project: Fremantle Oval	Details: 2022-02-25 Feasibility
Building: Feasibility	

Auto code	Description	Quantity	Unit	Rate	Total
Ground Level					<i>(Continued)</i>
29	Communications	1,704	m2	50.00	85,200
30	Transportation Systems	1,704	m2	50.00	85,200
31	Special Services	1,704	m2	25.00	42,600
	Services Subtotal				1,831,800
	Total Building Cost				9,200,487
First Level					
1	Preliminaries	18	%	6,301,350.35	1,102,736
	Preliminaries				467,782
2	Demolition	1,116	m2	0.00	0
3	Substructure	1,116	m2	0.00	0
	Demolition & Substructure				
4	Columns	1,116	m2	191.96	214,228
5	Upper Floors	1,116	m2	1,403.52	1,566,326
6	Staircases	1,116	m2	40.86	45,600
7	Roof	1,116	m2	54.57	60,900
8	External Walls	1,116	m2	779.57	870,000
9	Windows	1,116	m2	77.42	86,400
10	External Doors	1,116	m2	156.81	175,000
11	Internal Walls	1,116	m2	473.14	528,028
12	Internal Screens	1,116	m2	89.61	100,000
13	Internal Doors	1,116	m2	183.69	205,000
	Superstructure Subtotal				3,851,482
14	Wall Finishes	1,116	m2	301.12	336,049
15	Floor Finishes	1,116	m2	152.15	169,795
16	Ceiling Finishes	1,116	m2	208.09	232,225
	Finishes Subtotal				738,068
17	Fitments	1,116	m2	275.00	306,900
18	Special Equipment				
	Fittings Subtotal				306,900
19	Sanitary Fixtures	1,116	m2	100.00	111,600
20	Sanitary Plumbing	1,116	m2	50.00	55,800
21	Water Supply	1,116	m2	50.00	55,800
22	Gas Service	1,116	m2	25.00	27,900
23	Space Heating		Note		Excluded

Cost Plan Details

Project: Fremantle Oval	Details: 2022-02-25 Feasibility
Building: Feasibility	

Auto code	Description	Quantity	Unit	Rate	Total
First Level					<i>(Continued)</i>
24	Ventilation	1,116	m2	50.00	55,800
25	Evaporative Cooling		Note		Excluded
26	Air Conditioning	1,116	m2	350.00	390,600
27	Fire Protection	1,116	m2	100.00	111,600
28	Light and Power	1,800	m2	225.00	405,000
29	Communications	1,800	m2	50.00	90,000
30	Transportation Systems	1,116	m2	50.00	55,800
31	Special Services	1,800	m2	25.00	45,000
	Services Subtotal				1,404,900
	Total Building Cost				7,871,869
Second Level					
1	Preliminaries	17.5	%	6,796,581.10	1,189,402
	Preliminaries				467,782
2	Demolition	1,343	m2	0.00	0
3	Substructure	1,343	m2	0.00	0
	Demolition & Substructure				
4	Columns	1,343	m2	99.99	134,289
5	Upper Floors	1,343	m2	561.80	754,501
6	Staircases	1,343	m2	33.95	45,600
7	Roof	1,343	m2	1,309.44	1,758,575
8	External Walls	1,343	m2	457.19	614,000
9	Windows	1,343	m2	64.33	86,400
10	External Doors	1,343	m2	18.62	25,000
11	Internal Walls	1,343	m2	406.32	545,689
12	Internal Screens	1,343	m2	37.23	50,000
13	Internal Doors	1,343	m2	148.18	199,000
	Superstructure Subtotal				4,213,054
14	Wall Finishes	1,343	m2	329.13	442,026
15	Floor Finishes	1,343	m2	93.05	124,967
16	Ceiling Finishes	1,343	m2	151.52	203,486
	Finishes Subtotal				770,478
17	Fitments	1,343	m2	275.00	369,325
18	Special Equipment				
	Fittings Subtotal				369,325

Cost Plan Details

Project: Fremantle Oval	Details: 2022-02-25 Feasibility
Building: Feasibility	

Auto code	Description	Quantity	Unit	Rate	Total
Second Level					<i>(Continued)</i>
19	Sanitary Fixtures	1,343	m2	100.00	134,300
20	Sanitary Plumbing	1,343	m2	50.00	67,150
21	Water Supply	1,343	m2	50.00	67,150
22	Gas Service	1,343	m2	25.00	33,575
23	Space Heating	1,343	Note		Excluded
24	Ventilation	1,343	m2	50.00	67,150
25	Evaporative Cooling	1,343	Note		Excluded
26	Air Conditioning	1,343	m2	350.00	470,050
27	Fire Protection	1,343	m2	100.00	134,300
28	Light and Power	1,343	m2	225.00	302,175
29	Communications	1,343	m2	50.00	67,150
30	Transportation Systems	1,343	m2	50.00	67,150
31	Special Services	1,343	m2	25.00	33,575
Services Subtotal					1,443,725
Total Building Cost					8,453,765
Site Preparation					
1	Site Preparation				4,647,500
Roads, Footpaths and Paved Areas					
1	Roads, Footpaths and Paved Areas				2,051,221
Boundary Walls, Fencing and Gates					
1	Boundary Walls, Fencing and Gates				226,293
Outbuildings and Covered Ways					
1	Outbuildings and Covered Ways				250,000
Landscaping and Improvements					
1	Landscaping and Improvements				3,738,513
External Stormwater Drainage					
1	External Stormwater Drainage				350,000
External Sewer Drainage					
1	External Sewer Drainage				150,000
External Water Supply					
1	External Water Supply				100,000
External Gas					
1	External Gas				50,000

Auto code	Description	Quantity	Unit	Rate	Total
External Fire Protection					
1	External Fire Protection				350,000
External Electric Light and Power					
1	External Electric Light and Power				3,075,000
External Communications					
1	External Communciations				175,000
External Special Services					
1	External Special Services				1,605,000
Design Contingency (7.5%)					
	<u>Design contingency calculated as % of Net Project Cost</u>				
1	% of NPC	7.5	%	58,754,646	4,406,598.47
Construction Contingency (5%)					
	<u>Construction contingency calculated as % of NPC and Design Contingency</u>				
1	% of NPC	5	%	58,754,646	2,937,732.31
2	% of Design Contingency	5	%	4,406,600	220,330.00
Loose Furniture and Equipment / ICT					
1	Loose Furniture and Equipment / ICT				2,163,690

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
-----------	-------------	----------	------	------	-------

1 Ground Level

1.1 Demolition

1	None Required				
---	---------------	--	--	--	--

0

1.2 Substructure

1	Allowance for ground bearing slab	2,199	m2	125.00	274,905
2	Allowance for lift pits	2	No	25,000.00	50,000
3	Allowance for foundations	2,199	m2	350.00	769,650
4	Allowance for underslab drainage	2,199	m2	50.00	109,950
5	Allowance for treatment to basement slab roof	500	m2	500.00	250,000
	<u>Value Engineering</u>				
6	Reduce footprint by 495sqm				
7	Reduction to ground bearing slab	495	m2	-125.00	-61,875
8	Reduction to foundations	495	m2	-350.00	-173,250
9	Reduction to underslab drainage	495	m2	-50.00	-24,750

1,194,630

1.3 Columns

1	Allowance for columns	2,199	m2	100.00	219,900
	<u>Value Engineering</u>				
2	Reduce footprint by 495sqm				
3	Reduction to columns	495	m2	-100.00	-49,500

170,400

1.4 Upper Floors

1	First Floor measured elsewhere		Note		
---	--------------------------------	--	------	--	--

0

1.5 Staircases

1	Allowance for staircase complete	12	m	3,500.00	40,600
2	Allowance for sundry steps	1	Sum	5,000.00	5,000

45,600

1.6 Roof

1	Measured at L2		Note		
---	----------------	--	------	--	--

0

1.7 External Walls

1	Allowance for External Wall; solid	1,296	m2	400.00	259,200
2	Ditto; Glazed	1,296	m2	1,100.00	712,800
3	Allowance for features	1	Sum	150,000.00	150,000

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
1	Ground Level				<i>(Continued)</i>
<u>1.7</u>	<u>External Walls</u>				<i>(Continued)</i>
					<u>1,122,000</u>
<u>1.8</u>	<u>Windows</u>				
1	Provisional Allowance for 30% of rear wall	480	m2	600.00	86,400
					<u>86,400</u>
<u>1.9</u>	<u>External Doors</u>				
1	Allowance for Main Entrance Doors	1	Sum	20,000.00	20,000
2	Allowance for Glazed double doors	1	Sum	25,000.00	25,000
3	Allowance for Fire Doors from core	2	No	5,000.00	10,000
4	Allowance for Single Doors generally	1	Sum	35,000.00	35,000
					<u>90,000</u>
<u>1.10</u>	<u>Internal Walls</u>				
1	Walls generally; demise	3,923	m2	150.00	588,450
2	Allowance for internal walls (50%)	2,199	m2	100.00	219,924
3	Concrete Walls	427	m2	500.00	213,500
					<u>1,021,874</u>
<u>1.11</u>	<u>Internal Screens</u>				
1	Allowance for internal screens	1	Sum	150,000.00	150,000
					<u>150,000</u>
<u>1.12</u>	<u>Internal Doors</u>				
1	Allowance for internal doors	193	No	1,500.00	289,500
2	Extra over for sliding screens/feature doors	1	Sum	100,000.00	100,000
					<u>389,500</u>
<u>1.13</u>	<u>Wall Finishes</u>				
	<u>Allowance for Wall Finishes to the following areas:</u>				
1	Ground Lecture	38	m	350.00	66,570
2	F&B	35	m	250.00	43,163
3	Ground Athlete Wellness	29	m	50.00	7,145
4	Ground Change 4	160	m	25.00	19,955
5	Ground Lift	26	m	25.00	3,221
6	Ground Medical	37	m	25.00	4,606
7	Ground Patron Amenties	31	m	25.00	3,824
8	Ground Recovery	18	m	25.00	2,301
9	Ground SFFC Coach Office	28	m	50.00	6,960
10	Ground SFFC Gym	40	m	150.00	29,918

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
1	Ground Level				(Continued)
1.13	Wall Finishes				(Continued)
11	Ground SFFC Meeting	27	m	25.00	3,323
12	Ground Trainers / Massage / Strapping	62	m	25.00	7,750
13	Ground Void	40	m	25.00	4,999
14	Ground Warm Up	141	m	25.00	17,681
15	Ground Wet Areas	82	m	150.00	61,710
16	Reception	64	m	200.00	63,940
17	Umpire Change	32	m	25.00	3,994
18	Core/Stairs	44	m	25.00	5,550
19	Ground Drug Test	18	m	50.00	4,598
20	Ground SFFC Property and Laundry	39	m	50.00	9,675
21	Circulation	350	m	25.00	43,750

414,631

1.14 Floor Finishes

	<u>Allowance for Floor Finishes to the following areas:</u>				
1	Ground Lecture	84	m2	350.00	29,446
2	F&B	68	m2	110.00	7,434
3	Ground Athlete Wellness	51	m2	110.00	5,612
4	Ground Change	342	m2	110.00	37,599
5	Ground Lift	21	m2	0.00	0
6	Ground Medical	40	m2	125.00	5,000
7	Ground Patron Amenties	45	m2	350.00	15,778
8	Ground Recovery	20	m2	110.00	2,196
9	Ground SFFC Coach Office	40	m2	110.00	4,365
10	Ground SFFC Gym	99	m2	110.00	10,937
11	Ground SFFC Meeting	22	m2	110.00	2,405
12	Ground Trainers / Massage / Strapping	60	m2	110.00	6,602
13	Ground Void	100	m2	110.00	10,995
14	Ground Warm Up	350	m2	110.00	38,470
15	Ground Wet Areas	101	m2	110.00	11,062
16	Reception	239	m2	500.00	119,600
17	Umpire Change	48	m2	110.00	5,259
18	Core/Stairs	53	m2	25.00	1,330
19	Ground Drug Test	20	m2	110.00	2,192

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
1	Ground Level				<i>(Continued)</i>
1.14	Floor Finishes				<i>(Continued)</i>
20	Ground SFFC Property and Laundry	45	m2	110.00	4,980
21	Circulation	355	m2	150.00	53,250
	<u>Value Engineering</u>				
22	Reduce footprint by 495sqm				
23	Reduction to Reception	100	m2	-500.00	-50,000
24	Reduction to Warm Up Extension	140	m2	-110.00	-15,400
25	Reduction to Athlete Wellness	60	m2	-110.00	-6,600
26	Reduction to Lecture Theatre	50	m2	-350.00	-17,500
27	Reduction to Change Rooms	100	m2	-110.00	-11,000
28	Reduction to Strappers	30	m2	-110.00	-3,300
29	Reduction to Drug Test Size to UAT	15	m2	-110.00	-1,650

269,061

1.15 Ceiling Finishes

	<u>Allowance for Ceiling Finishes to the following areas:</u>				
1	Ground Lecture	84	m2	300.00	25,239
2	Ground F&B	68	m2	200.00	13,516
3	Ground Athlete Wellness	51	m2	125.00	6,378
4	Ground Change	342	m2	125.00	42,726
5	Ground Medical	40	m2	125.00	5,000
6	Ground Patron Amenties	45	m2	125.00	5,635
7	Ground Recovery	20	m2	125.00	2,495
8	Ground SFFC Coach Office	40	m2	125.00	4,960
9	Ground SFFC Gym	99	m2	125.00	12,429
10	Ground SFFC Meeting	22	m2	125.00	2,733
11	Ground Trainers / Massage / Strapping	60	m2	125.00	7,503
12	Ground Void	100	m2	125.00	12,494
13	Ground Warm Up	350	m2	125.00	43,716
14	Ground Wet Areas	101	m2	125.00	12,570
15	Reception	239	m2	250.00	59,800
16	Umpire Change	48	m2	125.00	5,976
17	Core/Stairs	53	m2	125.00	6,650
18	Ground Drug Test	20	m2	125.00	2,491
19	Ground SFFC Property and Laundry	45	m2	125.00	5,659

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
1	Ground Level				(Continued)
<u>1.15</u>	<u>Ceiling Finishes</u>				(Continued)
20	Circulation	355	m2	50.00	17,750
	<u>Value Engineering</u>				
21	Reduce footprint by 495sqm				
22	Reduction to Reception	100	m2	-500.00	-50,000
23	Reduction to Warm Up Extension	140	m2	-125.00	-17,500
24	Reduction to Athlete Wellness	60	m2	-125.00	-7,500
25	Reduction to Lecture Theatre	50	m2	-500.00	-25,000
26	Reduction to Change Rooms	100	m2	-125.00	-12,500
27	Reduction to Strappers	30	m2	-125.00	-3,750
28	Reduction to Drug Test Size to UAT	15	m2	-125.00	-1,875

177,594

9,200,487

2 First Level

2.1 Demolition

1	None Required				
---	---------------	--	--	--	--

0

2.2 Substructure

1	None Required				
---	---------------	--	--	--	--

0

2.3 Columns

1	Allowance for columns	1,355	m2	100.00	135,528
2	Allowance for structure to terrace	684	m2	150.00	102,600
	<u>Value Engineering</u>				
3	Reduce footprint by 239sqm				
4	Reduction to columns	239	m2	-100.00	-23,900

214,228

2.4 Upper Floors

1	Suspended Floor Slab	1,355	m2	450.00	609,876
2	Allowance for Terracing	684	m2	1,000.00	684,000
3	Allowance for seating to above	760	No	500.00	380,000
	<u>Value Engineering</u>				
4	Reduce footprint by 239sqm				
5	Reduction to suspended floor slab	239	m2	-450.00	-107,550

1,566,326

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
2	First Level				
					(Continued)
<u>2.5</u>	<u>Staircases</u>				
1	Allowance for staircase complete	12	m	3,500.00	40,600
2	Allowance for sundry steps	1	Sum	5,000.00	5,000
					<u>45,600</u>
<u>2.6</u>	<u>Roof</u>				
1	Allowance for insulation / waterproofing to underside of Terrace	196	m2	150.00	29,400
2	Allowance for insulation / waterproofing to underside of flat terrace	210	m2	150.00	31,500
					<u>60,900</u>
<u>2.7</u>	<u>External Walls</u>				
1	Allowance for External Wall; solid	575	m2	400.00	230,000
2	Ditto; Glazed	400	m2	1,100.00	440,000
3	Allowance for features/ shading	1	Sum	200,000.00	200,000
					<u>870,000</u>
<u>2.8</u>	<u>Windows</u>				
1	Provisional Allowance for 30% of rear wall	480	m2	600.00	86,400
					<u>86,400</u>
<u>2.9</u>	<u>External Doors</u>				
1	Allowance for door from function room	40	No	2,500.00	100,000
2	Ditto to Sports Bar / Lounge	15	No	2,500.00	37,500
3	Ditto to Bar / F&B	15	No	2,500.00	37,500
					<u>175,000</u>
<u>2.10</u>	<u>Internal Walls</u>				
1	Walls generally; demise	1,390	m2	150.00	208,500
2	Allowance for internal walls (50%)	1,355	m2	100.00	135,528
3	Concrete Walls	368	m2	500.00	184,000
					<u>528,028</u>
<u>2.11</u>	<u>Internal Screens</u>				
1	Allowance for internal screens	1	Sum	100,000.00	100,000
					<u>100,000</u>
<u>2.12</u>	<u>Internal Doors</u>				
1	Allowance for internal doors	70	No	1,500.00	105,000
2	Extra over for sliding screens / feature doors	1	Sum	100,000.00	100,000
					<u>205,000</u>
<u>2.13</u>	<u>Wall Finishes</u>				
	Allowance for Wall Finishes to the following areas:				
1	Bar F&B	40	m2	200.00	33,491

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
-----------	-------------	----------	------	------	-------

2 First Level

(Continued)

2.13 Wall Finishes

(Continued)

2	Function	39	m2	100.00	16,191
3	Function Main	107	m2	100.00	44,885
4	Pre Function Lounge	20	m2	100.00	8,450
5	Primary Production Kitchen	48	m2	200.00	40,345
6	Services	38	m2	25.00	3,949
7	Patron WC	56	m2	150.00	35,337
8	First Sports Bar	40	m2	200.00	33,701
9	Circulation	285	m2	100.00	119,700

336,049

2.14 Floor Finishes

	Allowance for Floor Finishes to the following areas:				
1	Bar F&B	91	m2	150.00	13,584
2	Function	88	m2	150.00	13,155
3	Function Main	538	m2	150.00	80,717
4	Pre Function Lounge	19	m2	150.00	2,874
5	Primary Production Kitchen	80	m2	200.00	16,052
6	Services	84	m2	25.00	2,103
7	Patron WC	80	m2	200.00	16,080
8	First Sports Bar	92	m2	200.00	18,330
9	Circulation	285	m2	150.00	42,750
	Value Engineering				
10	Reduce footprint by 239sqm				
11	Reduction to Bar F&B	91	m2	-150.00	-13,650
12	Reduction to Function Room	40	m2	-150.00	-6,000
13	Reduction to Pre Function Lobby	108	m2	-150.00	-16,200

169,795

2.15 Ceiling Finishes

	Allowance for Ceiling Finishes to the following areas:				
1	Bar F&B	91	m2	300.00	27,168
2	Function	88	m2	300.00	26,310
3	Function Main	538	m2	300.00	161,433
4	Pre Function Lounge	19	m2	300.00	5,748
5	Primary Production Kitchen	80	m2	125.00	10,033
6	Services	84	m2	25.00	2,103

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
-----------	-------------	----------	------	------	-------

2 First Level

(Continued)

2.15 Ceiling Finishes

(Continued)

7	Patron WC	80	m2	125.00	10,050
8	First Sports Bar	92	m2	200.00	18,330
9	Circulation	285	m2	150.00	42,750
	<u>Value Engineering</u>				
10	Reduce footprint by 239sqm				
11	Reduction to Bar F&B	91	m2	-300.00	-27,300
12	Reduction to Function Room	40	m2	-300.00	-12,000
13	Reduction to Pre Function Lobby	108	m2	-300.00	-32,400

232,225

7,871,869

3 Second Level

3.1 Demolition

1	None Required				
---	---------------	--	--	--	--

0

3.2 Substructure

1	Allowance for ground bearing slab				
2	Allowance for lift pits				
3	Allowance for foundations				
4	Allowance for underslab drainage				

0

3.3 Columns

1	Allowance for columns	1,543	m2	100.00	154,289
	<u>Value Engineering</u>				
2	Reduce footprint by 200sqm				
3	Reduction to columns	200	m2	-100.00	-20,000

134,289

3.4 Upper Floors

1	Suspended Floor Slab	1,543	m2	450.00	694,301
2	Allowance for camera platform	50	m2	1,500.00	75,000
3	Allowance for waterproofing / insulation / cladding to overhang	188	m2	400.00	75,200
	<u>Value Engineering</u>				
4	Reduce footprint by 200sqm				
5	Reduction to Suspended Floor Slab	200	m2	-450.00	-90,000

754,501

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
3	Second Level				
					(Continued)
3.5	Staircases				
1	Allowance for staircase complete	12	m	3,500.00	40,600
2	Allowance for sundry steps	1	Sum	5,000.00	5,000
					<u>45,600</u>
3.6	Roof				
1	Allowance for roof framing	86	t	13,000.00	1,118,000
2	Allowance for purlins	2,647	m2	25.00	66,175
3	Allowance for roof sheeting / flashings etc complete	2,647	m2	200.00	529,400
4	Allowance for mansafe	1	Sum	45,000.00	45,000
					<u>1,758,575</u>
3.7	External Walls				
1	Allowance for External Wall; solid	170	m2	400.00	68,000
2	Ditto; Glazed	360	m2	1,100.00	396,000
3	Allowance for features / shading	1	Sum	150,000.00	150,000
					<u>614,000</u>
3.8	Windows				
1	Provisional Allowance for 30% of rear wall	480	m2	600.00	86,400
					<u>86,400</u>
3.9	External Doors				
1	Allowance for sundry doors	1	Sum	25,000.00	25,000
					<u>25,000</u>
3.10	Internal Walls				
1	Walls generally; demise	1,626	m2	150.00	243,900
2	Allowance for internal walls (50%)	1,543	m2	100.00	154,289
3	Concrete Walls	295	m2	500.00	147,500
					<u>545,689</u>
3.11	Internal Screens				
1	Allowance for internal screens	1	Sum	50,000.00	50,000
					<u>50,000</u>
3.12	Internal Doors				
1	Allowance for internal doors	66	No	1,500.00	99,000
2	Extra over for double doors/feature doors	1	Sum	100,000.00	100,000
					<u>199,000</u>
3.13	Wall Finishes				
	Allowance for Wall Finishes to the following areas:				
1	Boardroom	30	m2	200.00	21,175

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
3	Second Level				(Continued)
3.13	Wall Finishes				(Continued)
2	Camera Deck	36	m2	150.00	18,900
3	Coaches Box	36	m2	150.00	18,921
4	Production Suite	24	m2	150.00	12,600
5	SFFC Admin	54	m2	150.00	28,334
6	Shared Lounge	43	m2	150.00	22,554
7	Statitician Box	50	m2	150.00	26,250
8	Tenancy	36	m2	25.00	3,140
9	Timekeepr Box	16	m2	150.00	8,348
10	TV Commentary	37	m2	150.00	19,415
11	Umpires Box	16	m2	150.00	8,342
12	Community	51	m2	150.00	26,948
13	Radio Box	59	m2	150.00	31,190
14	Shared Amenity	36	m2	150.00	18,884
15	Written Press	18	m2	150.00	9,508
16	Stephen Michael Room	75	m2	150.00	39,601
17	Services	62	m2	25.00	5,416
18	Corridor	350	m2	100.00	122,500

442,026

3.14 Floor Finishes

	<u>Allowance for Floor Finishes to the following areas:</u>				
1	Boardroom	51	m2	150.00	7,671
2	Camera Deck	39	m2	80.00	3,100
3	Coaches Box	40	m2	80.00	3,206
4	Production Suite	35	m2	80.00	2,800
5	SFFC Admin	165	m2	80.00	13,170
6	Shared Lounge	108	m2	200.00	21,556
7	Statitician Box	50	m2	80.00	3,987
8	Tenancy	79	m2	80.00	6,287
9	Timekeepr Box	15	m2	80.00	1,180
10	TV Commentary	67	m2	80.00	5,397
11	Umpires Box	15	m2	80.00	1,179
12	Community	160	m2	80.00	12,820
13	Radio Box	48	m2	80.00	3,860

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
3	Second Level				(Continued)
3.14	Floor Finishes				(Continued)
14	Shared Amenity	61	m2	200.00	12,134
15	Written Press	20	m2	80.00	1,617
16	Stephen Michael Room	214	m2	80.00	17,082
17	Corridor	320	m2	100.00	32,000
	<u>Value Engineering</u>				
18	Reduce footprint by 200sqm				
19	Reduction to Radio Boxes	26	m2	-80.00	-2,080
20	Reduction to Production Suites	25	m2	-80.00	-2,000
21	Reduction to Shared Lunch Room	70	m2	-200.00	-14,000
22	Reduction to Community and Tenancy	75	m2	-80.00	-6,000

124,967

3.15 Ceiling Finishes

	<u>Allowance for Ceiling Finishes to the following areas:</u>				
1	Boardroom	51	m2	250.00	12,785
2	Camera Deck	39	m2	150.00	5,813
3	Coaches Box	40	m2	150.00	6,012
4	Production Suite	35	m2	150.00	5,250
5	SFFC Admin	165	m2	150.00	24,695
6	Shared Lounge	108	m2	200.00	21,556
7	Statistician Box	50	m2	150.00	7,476
8	Tenancy	79	m2	150.00	11,789
9	Timekeepr Box	15	m2	150.00	2,213
10	TV Commentary	67	m2	150.00	10,119
11	Umpires Box	15	m2	150.00	2,211
12	Community	160	m2	150.00	24,038
13	Radio Box	48	m2	150.00	7,238
14	Shared Amenity	61	m2	200.00	12,134
15	Written Press	20	m2	150.00	3,032
16	Stephen Michael Room	214	m2	150.00	32,028
17	Corridor	320	m2	150.00	48,000
	<u>Value Engineering</u>				
18	Reduce footprint by 200sqm				
19	Reduction to Radio Boxes	26	m2	-150.00	-3,900

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
3	Second Level				(Continued)
3.15	Ceiling Finishes				(Continued)
20	Reduction to Production Suites	25	m2	-150.00	-3,750
21	Reduction to Shared Lunch Room	70	m2	-200.00	-14,000
22	Reduction to Community and Tenancy	75	m2	-150.00	-11,250

203,486

8,453,765

4 Site Preparation

4.1 Site Preparation

1	Allowance for demolition of Spectator Terrace	1	Sum	250,000.00	250,000
2	Allowance for demolition of Spectator Shed	1	Sum	30,000.00	30,000
3	Allowance for demolition of existing Club Building	1	Sum	350,000.00	350,000
4	Allowance for demolition of building adjacent Victoria Pavillion	1	Sum	50,000.00	50,000
5	Allowance for demolition of Media Box	1	Sum	50,000.00	50,000
6	Allowance for demolition of Turnstile	1	Sum	10,000.00	10,000
7	Allowance for removal of existing hardstands	17,950	m2	25.00	448,750
8	Allowance for removal of turf / softscape	20,000	m2	7.50	150,000
9	Allowance for removal of pitch lighting	1	Sum	25,000.00	25,000
10	Allowance for rock removal	1	Sum	500,000.00	500,000
11	Allowance for dewatering	1	Sum	500,000.00	500,000
12	Allowance for retaining walls	1	Sum	1,000,000.00	1,000,000
13	Allowance for earthworks; assumed balanced cut and fill to site	45,000	m2	20.00	900,000
14	Allowance for excavation for pitch to ave level of 1.5m	32,250	m3	15.00	483,750
	<u>Value Engineering</u>				
15	Retain 50% of Spectator Terrace	1	Sum	-100,000.00	-100,000

4,647,500

4,647,500

5 Roads, Footpaths and Paved Areas

5.1 Roads, Footpaths and Paved Areas

1	Allowance for Terraced Seating to Victoria Pavilion	694	m2	600.00	416,190
2	Allowance for Public Plaza	500	m2	1,000.00	500,000
3	Allowance for Timber Decked Multi-Purpose Area	742	m2	750.00	556,853
4	Allowance for Main Terraced Spectator Area (not covered)	1,395	Note	400.00	Excluded
5	Allowance for Main Pedestrian Access to Fremantle Prison		Note		Excluded
6	Allowance for Lower Walkway	2,452	m2	100.00	245,237

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
5	Roads, Footpaths and Paved Areas				<i>(Continued)</i>
5.1	Roads, Footpaths and Paved Areas				<i>(Continued)</i>
7	Allowance for Upper Walkway	1,217	m2	100.00	121,677
8	Allowance for Ramp Access from Fothergill Street	683	Note		Excluded
9	Allowance for Fothergill Public Plaza	2,474	Note		Excluded
10	Allowance for Forecourt to Fremantle Prison		Note		Excluded
11	Allowance for propsoed Future Service Lane	1,056	m2	200.00	211,264
	<u>Value Engineering Notes</u>				
12	Main Spectators Terrace to remain as is (item 4 on Plan E layout)				
13	No works to Fothergill Public Plaza (item 10 on Plan E layout)				
14	No ramp access from Fothergill Street (item 09 on Plan E layout)				
					<u>2,051,221</u>
					2,051,221
6	Boundary Walls, Fencing and Gates				
6.1	Boundary Walls, Fencing and Gates				
1	Allowance for new fence to full perimeter	805	m	250.00	201,293
2	Extra over allowance for gates	1	Sum	25,000.00	25,000
3	Allowance for works to heritage entry buildings		Note		Excluded
					<u>226,293</u>
					226,293
7	Outbuildings and Covered Ways				
7.1	Outbuildings and Covered Ways				
1	Allowance for shelters etc	1	Sum	250,000.00	250,000
					<u>250,000</u>
					250,000
8	Landscaping and Improvements				
8.1	Landscaping and Improvements				
1	Allowance for Nature Play Area	1	P.Sum	700,000.00	700,000
2	Allowance for new playing turf complete	21,500	m2	100.00	2,150,000
3	Allowance for fill to pitch; 1m	21,500	m3	20.00	430,000
4	Allowance for synthetic strip to perimeter of oval	1,489	m2	175.00	260,537
5	Allowance for turf sloped spectator banks	2,640	m2	75.00	197,976
	<u>Value Engineering</u>				
6	Omit Nature Play area in full with no works to that space (Item 03 and 06 on Plan E layout)				
					<u>3,738,513</u>
					3,738,513

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
9	External Stormwater Drainage				
<u>9.1</u>	<u>External Stormwater Drainage</u>				
1	Allowance for Stormwater generally	1	Item	250,000.00	250,000
2	Allowance for soakwells to perimeter of oval	20	No	5,000.00	100,000
					<u>350,000</u>
					350,000
10	External Sewer Drainage				
<u>10.1</u>	<u>External Sewer Drainage</u>				
1	Allowance for External sewer connection	1	Item	50,000.00	50,000
2	Allowance for Sanitary Drainage Pumpstation	1	Item	50,000.00	50,000
3	Allowance for Grease trap	1	Item	50,000.00	50,000
					<u>150,000</u>
					150,000
11	External Water Supply				
<u>11.1</u>	<u>External Water Supply</u>				
1	Allowance for Water supply connection and reticulation	1	Item	100,000.00	100,000
					<u>100,000</u>
					100,000
12	External Gas				
<u>12.1</u>	<u>External Gas</u>				
1	Allowance for Gas supply connection and reticulation	1	Item	50,000.00	50,000
					<u>50,000</u>
					50,000
13	External Fire Protection				
<u>13.1</u>	<u>External Fire Protection</u>				
1	Allowance for Pumps and tanks	1	Item	250,000.00	250,000
2	Allowance for Fire hydrants	1	Item	50,000.00	50,000
3	Allowance for Booster	1	Item	50,000.00	50,000
					<u>350,000</u>
					350,000
14	External Electric Light and Power				
<u>14.1</u>	<u>External Electric Light and Power</u>				
1	Allowance for 1000lux light towers compete	4	No	600,000.00	2,400,000
2	Allowance for additional substation equipment	1	Item	150,000.00	150,000
3	Allowance for transformer	1	Item	150,000.00	150,000
4	Allowance for 1000kVA generator	1	Item	100,000.00	100,000
5	Allowance for enclosure upgrade / screening etc	1	Item	50,000.00	50,000

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
14	External Electric Light and Power				<i>(Continued)</i>
14.1	External Electric Light and Power				<i>(Continued)</i>
6	Allowance for solar panels to roof	1	Item	100,000.00	100,000
7	Allowance for new SMSB	1	Item	50,000.00	50,000
8	Allowance for Electrical Infrastructure Upgrades	1	Item	75,000.00	75,000
					<u>3,075,000</u>
					3,075,000
15	External Communications				
15.1	External Communciations				
1	Allowance for incoming communications and reticulation	1	Item	25,000.00	25,000
2	Allowance for PA to ground	1	Item	150,000.00	150,000
					<u>175,000</u>
					175,000
16	External Special Services				
16.1	External Special Services				
1	Allowance for Security/CCTV	1	Item	150,000.00	150,000
2	Allowance for 100sqm Display Screen (10mm SMD Pixel Pitch)	100	m2	6,000.00	600,000
3	Allowance for LED perimeter signage ribbons	260	m	4,000.00	1,040,000
4	Provisional Allowance for Control, Transport and Digital Signage Solution	1	Item	250,000.00	250,000
5	Allowance for lighting to paved areas	1	Item	150,000.00	150,000
	<u>Value Engineering</u>				
6	Reduce extent of LED Ribbon by 50%	130	m	-4,000.00	-520,000
7	Reduce specification of above	130	m	-500.00	-65,000
					<u>1,605,000</u>
					1,605,000
17	Loose Furniture and Equipment / ICT				
17.1	Loose Furniture and Equipment / ICT				
	<u>Allowance for Loose FFE</u>				
	To Main Building				
	Ground				
1	Lecture	84	m2	900.00	75,717
2	F&B	68	m2	1,000.00	67,580
3	Athlete Wellness	51	m2	300.00	15,306
4	Change	342	m2	300.00	102,543
5	Lift	21	m2		Not Applicable

Elemental Breakdown

Project: Fremantle Oval
Building: Feasibility

Details: 2022-02-25 Feasibility

Auto code	Description	Quantity	Unit	Rate	Total
17	Loose Furniture and Equipment / ICT				(Continued)
17.1	Loose Furniture and Equipment / ICT				(Continued)
6	Medical	40	m2	300.00	12,000
7	Patron Amenties	45	m2	300.00	13,524
8	Recovery	20	m2	300.00	5,988
9	SFFC Coach Office	40	m2	500.00	Excluded
10	SFFC Gym	99	m2	2,000.00	Excluded
11	SFFC Meeting	22	m2	500.00	Excluded
12	Trainers / Massage / Strapping	60	m2	300.00	18,006
13	Void	100	Note		Excluded
14	Warm Up	350	m2	300.00	Excluded
15	Wet Areas	101	m2	250.00	25,140
16	Reception	239	m2	500.00	119,600
17	Umpire Change	48	m2	300.00	14,343
18	Core/Stairs	53	Note		Excluded
19	Ground Drug Test	20	m2	300.00	5,979
20	Ground SFFC Property and Laundry	45	m2	1,000.00	Excluded
21	Circulation	355	m2	50.00	17,750
	First				
22	Bar F&B	91	m2	1,000.00	90,560
23	Function	88	m2	1,000.00	87,700
24	Function Main	538	m2	500.00	269,055
25	Pre Function Lounge	19	m2	1,500.00	28,740
26	Primary Production Kitchen	80	m2	10,000.00	802,600
27	Services	84	Note		Excluded
28	Patron WC	80	m2	300.00	24,120
29	First Sports Bar	92	m2	900.00	82,485
30	Circulation	285	m2	50.00	14,250
	Second				
31	Boardroom	51	m2	1,000.00	51,140
32	Camera Deck	39	m2	500.00	Excluded
33	Coaches Box	40	m2	500.00	20,040
34	Production Suite	35	m2	500.00	17,500
35	SFFC Admin	165	m2	500.00	Excluded
36	Shared Lounge	108	m2	500.00	53,890

Elemental Breakdown

Project: Fremantle Oval	Details: 2022-02-25 Feasibility
Building: Feasibility	

Auto code	Description	Quantity	Unit	Rate	Total
17	Loose Furniture and Equipment / ICT				<i>(Continued)</i>
17.1	Loose Furniture and Equipment / ICT				<i>(Continued)</i>
37	Statitician Box	50	m2	500.00	24,920
38	Tenancy	79	Note		Excluded
39	Timekeeping Box	15	m2	500.00	7,375
40	TV Commentary	67	m2	500.00	33,730
41	Umpires Box	15	m2	500.00	7,370
42	Community	160	m2	300.00	Excluded
43	Radio Box	48	m2	300.00	14,475
44	Shared Amenity	61	m2	300.00	18,201
45	Written Press	20	m2	300.00	6,063
46	Stephen Michael Room	214	m2	750.00	Excluded
47	Corridor	320	m2	50.00	16,000
					<u>2,163,690</u>
					2,163,690
0					33,636,987



DONALD CANT WATTS CORKE

www.dcwd.com.au

ADELAIDE BRISBANE CANBERRA DARWIN MELBOURNE NEWCASTLE PERTH SYDNEY TOWNSVILLE

Appendix G – Economic Impact Assessment



Paatsch Group

Fremantle Oval Redevelopment Economic Impact Assessment

Document Control				
Document Version	Description	Prepared By	Approved By	Date Approved
v 1.0	Draft	Reid Quekett	Elli Gemmo	16 th March 2022

Disclaimer

This report has been prepared for **Paatsch Group**. The information contained in this document has been prepared with care by the authors and includes information from apparently reliable secondary data sources which the authors have relied on for completeness and accuracy. However, the authors do not guarantee the information, nor is it intended to form part of any contract. Accordingly, all interested parties should make their own inquiries to verify the information and it is the responsibility of interested parties to satisfy themselves in all respects.

This document is only for the use of the party to whom it is addressed and the authors disclaim any responsibility to any third party acting upon or using the whole or part of its contents.

CONTENTS

1	Executive Summary	4
1.1	Project Context.....	4
1.2	Construction Impact.....	4
1.3	Operational Impact	5
1.4	Economic Benefits	5
2	Background	7
3	Economic Impact Assessment.....	9
3.1	Input-Output Table Methodology.....	9
3.2	Construction Output Impact	10
3.3	Construction Employment Impact.....	11
3.4	Operational Output Impact.....	11
3.5	Operational Employment Impact	13
4	Economic Benefits	14
4.1	Methodology Overview.....	14
4.2	Assumptions.....	14
4.3	Additional Visitation	15
4.4	Additional Expenditure.....	15
4.5	Employment Opportunities.....	17

1 EXECUTIVE SUMMARY

This Economic Impact Assessment (EIA) has been prepared for Paatsch Group to identify and quantify, where possible, the likely economic impact of redeveloping the infrastructure at Fremantle Oval located in the City of Fremantle, Western Australia (the Project). Pracsys has estimated the impact of the construction and operation of the redeveloped Fremantle Oval on employment and expenditure in Fremantle and in the wider economy.

1.1 Project Context

The iconic Fremantle Oval has stood for over 125 years in the heart of Fremantle, supporting community sporting, cultural, and music events and attracting visitors from all over Western Australia and Interstate.

However, many of the facilities constructed over 60 years ago are now in need of major repair or replacement, and it has been determined that a larger redevelopment of the facility is the preferred option to expand the capacity and facilities and allow the Fremantle Oval to become a significant sporting and community hub.

The Project will benefit the City of Fremantle and the broader community in numerous ways, including:

- Improving the functionality of Fremantle Oval
- Increasing employment opportunities in Fremantle
- Supporting increased visitation to the City
- Increasing expenditure in the City of Fremantle

This report includes estimates of the construction and operational impact of the redeveloped facility, as well as the estimated economic impact on the City of Fremantle.

1.2 Construction Impact

The Project will directly inject **\$67.5 million** (cost excluding contingency and escalation) into the local economy over the two-year build, directly creating 60 Full-Time Equivalent (FTE) jobs each year. It will also indirectly stimulate an additional **\$150.8 million** of expenditure in the wider economy, supporting up to 197 jobs indirectly each year over the construction period.



Direct Employment

60 FTEs

Indirect Employment

197 FTEs



Direct Output

\$67.5 million

Indirect Output

\$150.8 million

1.3 Operational Impact

Once operational, the redeveloped Fremantle Oval will directly support an additional 49 FTE jobs each year over the life of the completed development, resulting in a direct operational output of **\$9.6 million** per year. There will also be up to **\$19.1 million** of output indirectly stimulated, supporting 64 FTE potential employment opportunities in the broader economy annually.



Direct Employment

49 FTE per year

Indirect Employment

64 FTE per year



Direct Output

\$9.6 million per year

Indirect Output

\$19.1 million per year

1.4 Economic Benefits

Economic impacts were assessed through impact pathways development, describing the process by which value is created through the Project. The identified impacts are then monetised using the 'benefit transfer' method – drawing values from high-quality studies and applying them to the context in question.

The project is expected to generate the following economic benefits for the City of Fremantle each year:¹

Economic Benefits		Value
	Additional Expenditure from Community Event Visitors	\$2,102,000
	Additional Expenditure from Fremantle Football Club (FFC) Visitors	\$647,000
	Additional Expenditure from General Precinct Visitors	\$273,000
	Additional Expenditure from Tenant Employees	\$94,000
Total Economic Benefits		\$3,116,000

The \$3.1 million of additional expenditure captured in the City of Fremantle through the increase in venue users will directly create an additional 21 FTE jobs each year, while also indirectly supporting up to 16 FTE employment opportunities in the wider area.

¹ For details please see Section 5 Economic Benefits

*Direct Employment*

21 FTEs

Indirect Employment

16 FTEs

Additional employment opportunities attract/retain population which increases the retail expenditure pool in the City. Because of this, there is likely to be additional retail expenditure from new residents to the City of Fremantle driven by the increase in local jobs, but this has not been quantified as to keep the economic benefit estimation conservative. Overall, the Project is expected to inject at least **\$3.1 million** into the local economy each year.

2 BACKGROUND

This Economic Impact Assessment (EIA) has been prepared for Paatsch Group to identify and quantify (where possible) the likely economic impact of redeveloping the infrastructure at Fremantle Oval in Western Australia (the Project). Pracsys has estimated the impact of the construction and operation of the redeveloped Fremantle Oval on employment and expenditure in Fremantle and the wider economy.

The iconic Fremantle Oval has stood for over 125 years in the heart of Fremantle, supporting community sporting, cultural, and music events and attracting visitors from all over Western Australia and Interstate.

However, many of the facilities constructed over 60 years ago are now in need of major repair or replacement, and it has been determined that a larger redevelopment of the facility is the preferred option to expand the capacity and facilities and allow the Fremantle Oval to become a significant sporting and community hub.

The Fremantle Oval Redevelopment will bring the venue up to code for hosting a larger selection of sporting events, such as WAFL and AFLW games, night broadcast matches, and AFL Preseason games, while also integrating the venue and enhancing connections with the community through a wider variety of events.

The Redevelopment will include²:

- Football ground realignment with stronger connection to Victoria Pavilion
- Upgraded lighting infrastructure to suit televised AFL pre-season, AFLW, and WAFL matches
- Infrastructure to support match day requirements as per AFL guidelines
- Spectator areas – covered and open terrace seating, and grass embankments with walkways around the playing field
- New multipurpose club and community facilities for South Fremantle Football Club
- New entry plazas/public open spaces to improve community connectivity with the city centre
- Nature play area with community BBQ and picnic area
- Community activation area (multipurpose area) for outdoor activations and events

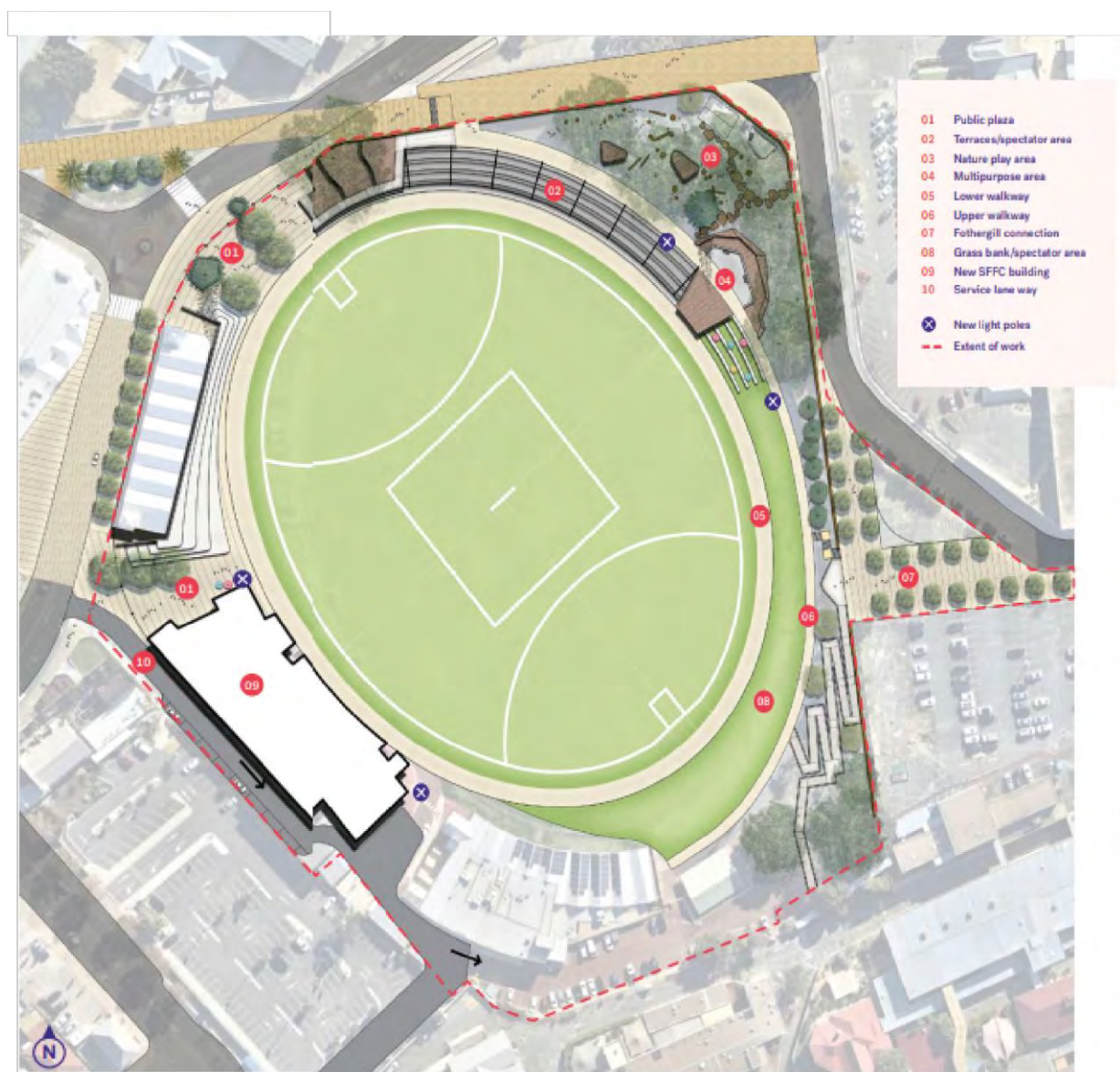
And will cater for the following activities:

- South Fremantle Football Club
 - o WAFL Matches
 - o WAFLW Matches
 - o District Junior Matches and Community Football
 - o Weeknight training
 - o Member and club functions
 - o Club Administration Headquarters
- Health Club
 - o Annual operation of Gym and Group Fitness
- Childcare facility
- Food and Beverage
 - o New Food and beverage outlet in the ground floor of the Victoria Pavilion

² Fremantle Oval Redevelopment Masterplan

- Fremantle Football Club
 - o AFLW Matches
 - o Potential AFL Preseason Matches (1 per year) Community/Member Fan Days
- Stephen Michael Foundation'
 - o Administration Headquarters
 - o Program hosting
- SEDA College
 - o Year 11 and 12 Program Delivery
- o 350 pax Function Centre in the new Pavilion
- Tenancies
 - o Potential home for Perth Glory administration and training headquarters
 - o Potential usage by Notre Dame University as a complementary facility
 - o Bendigo Bank branch
- Nature play playground

Figure 1. Fremantle Oval Redevelopment



Source: City of Fremantle

3 ECONOMIC IMPACT ASSESSMENT

The construction impact of the redevelopment has been assessed using ABS National Input-Output tables at an Input-Output Industry Group (IOIG) level.³ The methodology involves estimating the total direct and indirect employment and output arising from the Project.

3.1 Input-Output Table Methodology

Input-Output tables provide information about the supply and disposition of commodities in the Australian economy as well as the structure and inter-relationships between industries.⁴ The National Input-Output tables were used to derive total multipliers, which consider the total supply-chain of goods and services for the activity in question. Impact multipliers were calculated for employment and output. The obtained multipliers were then combined with annual construction expenditure data to estimate the direct and indirect economic effect of the project on the economy.

Assumptions and Limitations

The following assumptions and limitations apply to the model:

- Results of the model represent the gross impacts in the absence of capacity constraints
- National Input-Output table approximates the actual patterns of linkages between industries in the regional economy
- Analysis assumes that the industrial structure of the economy is fixed. Considering the scale of the project, it is likely that this assumption stays true
- Estimates the employment impact based on the average output per Full-Time Equivalent (FTE) employee. It is likely a significant component of the impact will result in an increase in the number of hours worked by existing employees, with some additional employment created

³ Industry grouping used by the ABS for constructing National Input-Output Tables

⁴ ABS, 1995, Australian National Accounts: Introduction to Input-Output Multipliers Information paper

3.2 Construction Output Impact

The economic impact of the Fremantle Oval Redevelopment is based on an estimated construction cost of \$67.5 million (total price excluding contingency and escalation). This expenditure was applied to the appropriate industry sector based on the breakdown of costs by construction activity (Figure 2).

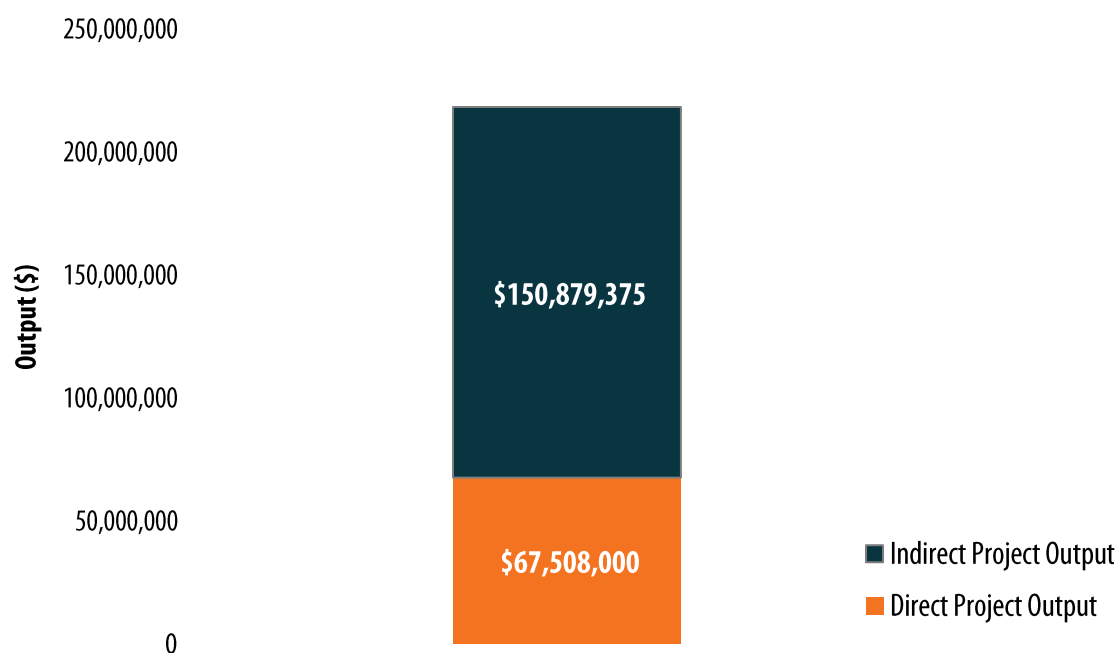
Figure 2. Construction Type and Corresponding Industry

Construction Activity	Industry
Building Cost	Non-Residential Building Construction
External Works	Construction Services
External Services	Heavy and Civil Engineering Construction
FEE / ICT	Wholesale Trade
Professional Fees	Professional, Scientific and Technical Services

Source: Pracsys 2022

The costs are split between 2 years over an expected construction period of 18 to 24 months. The Fremantle Oval Redevelopment will directly inject approximately **\$67.5 million** into the local economy. This construction expenditure will stimulate an additional **\$150.8 million** of output indirectly, generating a total output of **\$218.3 million** (Figure 3). This large multiplying effect on total output is indicative of the significant amount of industry-to-industry inputs within the construction sector e.g. purchasing of materials that must be manufactured within Australia.

Figure 3. Construction Output Impact

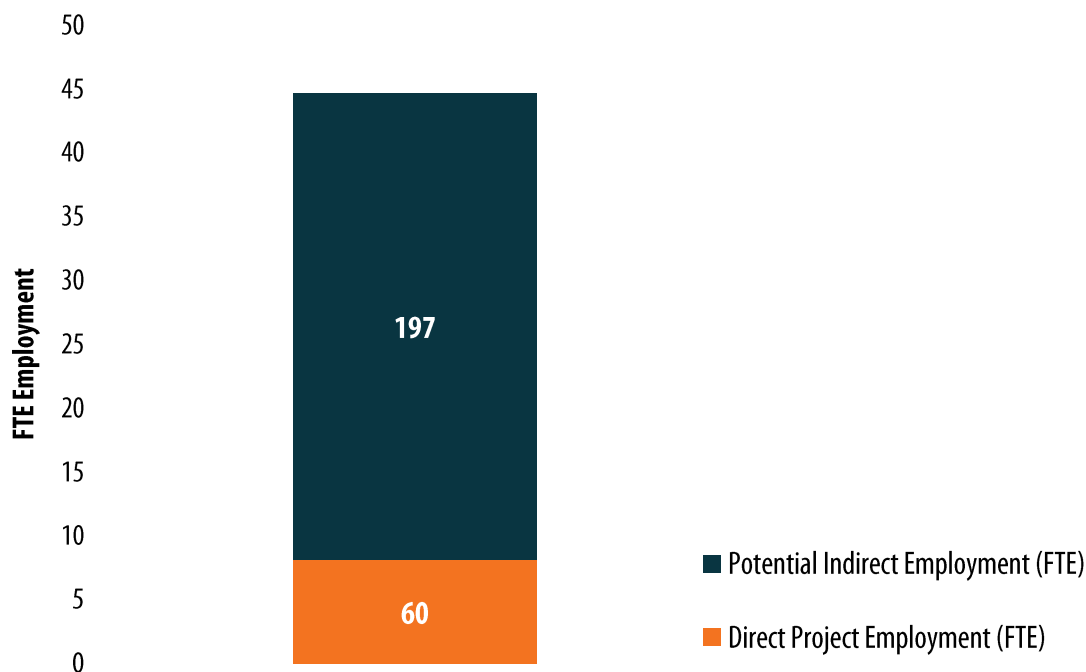


Source: Pracsys 2022

3.3 Construction Employment Impact

Employment generation associated with the project has been estimated through national average output per Full-Time Equivalent (FTE) estimates in the relevant industries (Figure 4).

Figure 4. Construction Employment Impact



Source: ABS I-O Tables (2015-16); Pracsys 2022

The project is expected to create 60 direct FTE employment opportunities in the local area each year of the two-year construction phase. The project will also stimulate 197 indirect FTE employment opportunities in the broader economy over the same period for a total impact of 258 FTE employment opportunities.

3.4 Operational Output Impact

The estimated increase in direct employment at the completed Fremantle Oval provided by Paatsch Group was used to calculate the value of output directly and indirectly induced by the operating activities of the redeveloped Fremantle Oval.

Provided employment data was converted to FTE based on the average percentage of full-time workers per worker in respective industries using ABS tables⁵. Figure 5 below shows a breakdown of the employment estimates for each operation of the Oval Redevelopment, their sector classification, and the percentage of the workforce that is full time in that sector. This was then used to calculate the amount of direct and indirect output driven by the operation of the Fremantle Oval.

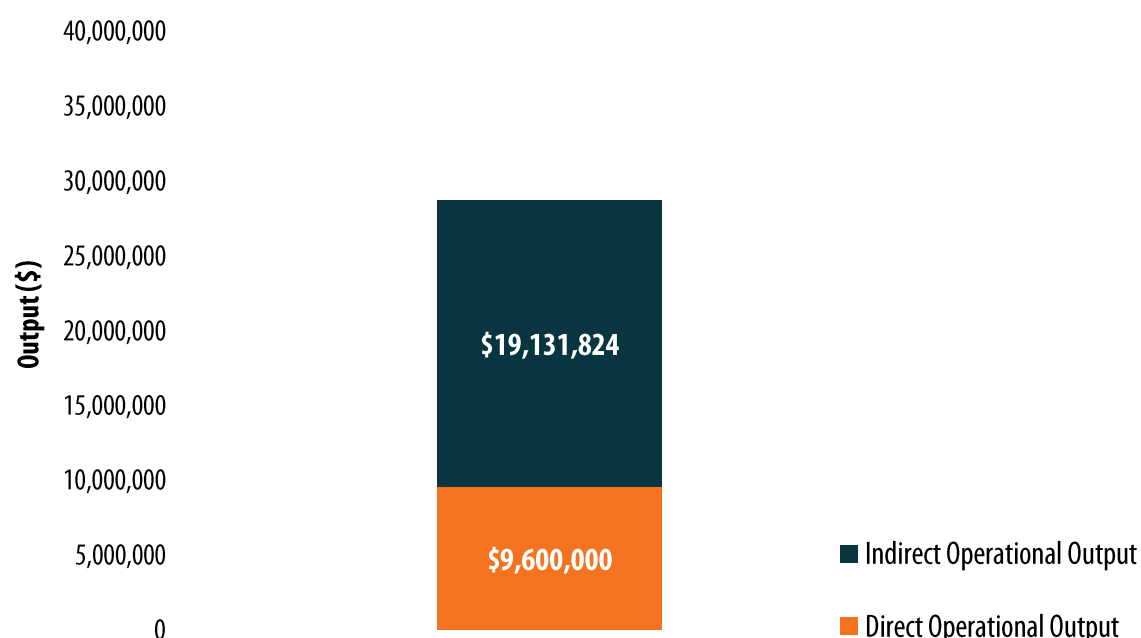
⁵ ABS Table 06. Available at: <https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia-detailed/latest-release#hours-worked>

Figure 5. Operational Employment

Operation	Employment Estimate	Sector	FTE Percentage	FTE
Facility Management and Operations	4 (FTE)	Administrative Support Services	74%	4
Health Club	14	Arts Recreation Services	43%	6
Childcare	15	Health Care Social Assistance	52%	8
Food and Beverages	60	Accommodation Food Services	37%	22
Stephen Michael Foundation	15	Health Care Social Assistance / Administrative Support Services	52% / 74%	9 ⁶

Source: Paatsch Group, Pracsys 2022

Based on the average output generated per FTE worker in each industry⁷, direct output generated by the operation of the Fremantle Oval Redevelopment will be approximately **\$9.6 million** each year. This expenditure will stimulate an additional **\$19.1 million** of output indirectly, generating a total output of **\$28.7 million** each year (Figure 6).

Figure 6. Operational Output Impact

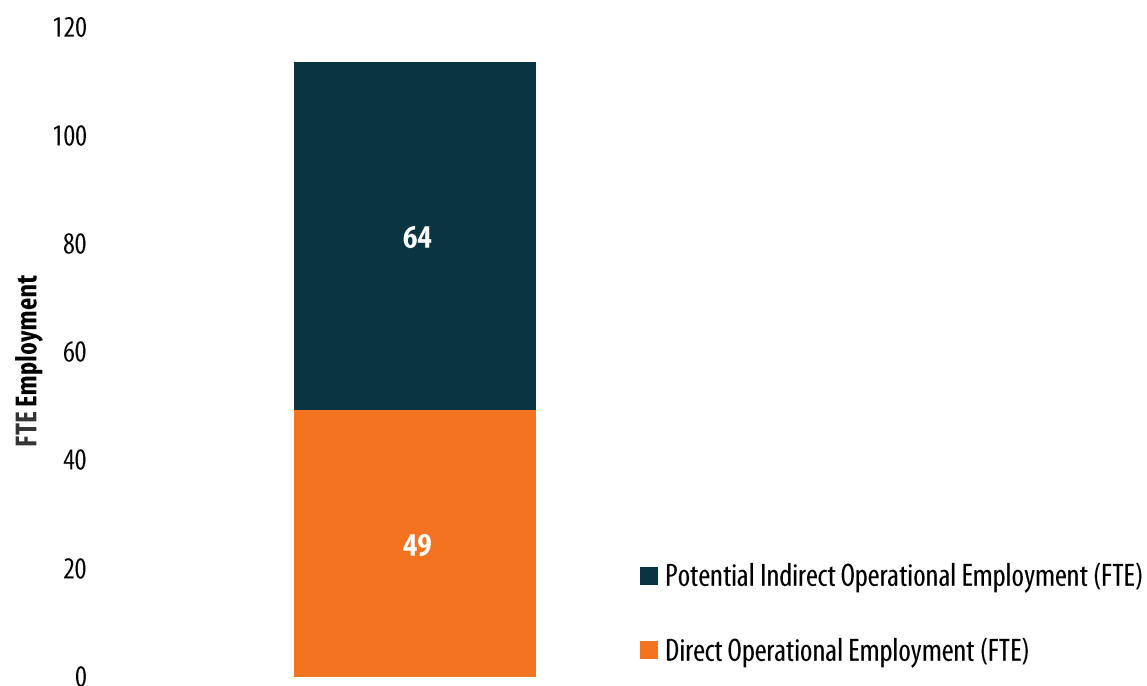
⁶ Under the assumption of 8 social assistance workers and 7 administrative workers (based on the full time/casual split of employment at Stephen Michael Foundation)

⁷ ABS I-O Tables (2015-16)

3.5 Operational Employment Impact

Direct employment figures provided by Paatsch Group were converted to FTE to determine the total direct FTE operational employment generation associated with the project (Figure 5). The national average output per FTE for each industry has been used to estimate the potential indirect employment supported by the operation of the redeveloped Fremantle Oval (Figure 7).

Figure 7. Operational Employment Impact



Source: ABS I-O Tables (2015-16); Pracsys 2022

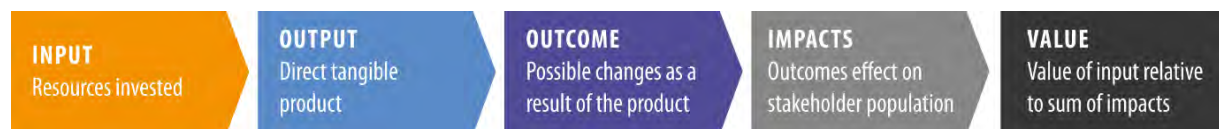
The project is expected to create 49 direct FTE employment opportunities at Fremantle Oval each year. The project will also stimulate 64 indirect FTE employment opportunities in the broader economy each year for a total impact of 114 FTE employment opportunities.

4 ECONOMIC BENEFITS

4.1 Methodology Overview

Impact Pathways are central to the economic impact assessment. Impact Pathways are a method of summarising the process by which benefit is created through a Project (Figure 8).

Figure 8. Impact Pathways Approach



Source: Pracsys (2017) based on the SROI Network International's Guide to Social Return on Investment 2015

The values of identified impacts are then monetised by using the 'benefit transfer' method – drawing values (through financial proxies) from high-quality studies and applying them to the context in question.

4.2 Assumptions

For the purposes of the analysis, only the additional benefits that would not have occurred but for the project were evaluated. This means that only the benefits from additional visitors (above the projected business-as-usual level) were included in the report. It is assumed that only visitors to the Fremantle Football Club (FFC), Community Events, General Precinct Visitors, and Tenant Employees will contribute additional expenditure in Fremantle due to their visit. Further specific assumptions used in the quantifying of values for each area are listed in Figure 9.

Figure 9. Assumptions

Assumption	Result	Source
Event median spend	\$49	Culture Counts event survey database
Percentage of attendees spending time in Fremantle after events due to their attendance at Fremantle Oval (Additionality)	66%	Fremantle Oval Masterplan (WAFL) Grand final survey
Average daily spend of Australian workers	\$18.52	McCrindle ⁸
Average day-trip expenditure in WA	\$114	Tourism Research Australia, National Visitor Survey December 2020
Average weekly household retail expenditure	\$422 (\$2016)	Household Expenditure Survey, Australia: Summary of Results, 2015-16
Average output per FTE worker in retail trade and food and beverage services	\$151,960	ABS Input-Output Tables

⁸ <https://mccrindle.com.au/insights/blogarchive/the-cost-of-work-what-we-pay-to-work/>

Source: Pracsys 2022

4.3 Additional Visitation

The Fremantle Oval Redevelopment is expected to vastly increase the potential for events and visitors to the City of Fremantle. Data provided by Paatsch Group highlighting the predicted increase in visitation from each area of the development expected to drive additional expenditure is presented in Figure 10.

Figure 10. Additional Visitation

Area	Attendance per activity	Games /Sessions/Days	Weeks/Events	Total Attendance
Fremantle Football Club (FFC)				
AFL Pre Season	10,000	1		10,000
Fan Days/AFL Training/Events	5,000	1	2	10,000
			Sub Total	20,000
Tenants				
SMF - Programs	20	1	30	600
NDU	30	5	30	4,500
			Sub Total	5,100
Community Events				
Large	10,000	1	2	20,000
Medium	5,000	1	5	25,000
Small	2,000	1	10	20,000
			Sub Total	65,000
Precinct General				
Nature Play	25	7	52	9,100
General Visits	25	7	52	9,100
			Sub Total	18,200
			Total	108,300

Source: Paatsch Group 2022

4.4 Additional Expenditure

Fremantle Football Club (FFC) Visitors

The Fremantle Oval Redevelopment will allow for the Fremantle Football Club (FFC) to host additional events throughout the year, including an AFL preseason game and multiple fan days/open training/events. It is expected that these events will draw a total of 20,000 additional visitors to the Fremantle Oval each year and assumed that a percentage of each of these visitors will go on to spend time and money in the City of Fremantle before/after the event.

To understand the economic impact of the Fremantle Oval Redevelopment through increased FFC visitation, it is assumed that 66% of visitors will spend time in Fremantle and the median spend of visitors to the Oval is \$49 (Figure 9).

Based on these assumptions, it is calculated that the 20,000 extra FFC visitors due to the Oval Redevelopment will spend an estimated **\$647,000** in the City of Fremantle on retail trade and food and beverages because of their visit each year. This is a conservative estimate as it does not include the potential larger expenditure from overnight visitors such as those coming from Regional WA and Interstate.



Community Event Visitors

The expanded Fremantle Oval will allow for a range of community events to be held at the venue, including small, medium, and large events accommodating up to 10,000 people. The expected event total and visitation estimate provide by Paatsch suggests that these community events will increase annual visitation at the oval by 65,000 people.

It is assumed that the percentage spending time in Fremantle and median spend of visitors to community events will be the same as FFC visitors, being 66% and \$49 (Figure 9).

Based on these assumptions, it is calculated that the 65,000 visitors to Community Events due to the Oval Redevelopment will spend an estimated **\$2,102,000** in the City of Fremantle on retail trade, food, and beverages due to their visit each year.



Tenant Employees

The expansion of tenant facilities at the redeveloped Fremantle Oval will increase the economic activation of the area and the amount of people visiting the City of Fremantle during the day. These include employees of the Stephen Michael Foundation and students from Notre Dame University.

In order to quantify the economic benefit of this increased visitation, it is assumed that both the employees and students will spend the Australian average of worker expenditure of \$18.52 on food and beverages per day, as show in in Figure 9.

Using the estimated total visits from tenants to Fremantle Oval of 5,100 from Figure 10, it is calculated that the total expenditure in the City of Fremantle from this visitation amounts to a total economic benefit of **\$94,000** of additional expenditure.



General Precinct Visitors

The redevelopment will include the construction of new community facilities including a nature play area and community BBQ and picnic areas, as well as an increase in public open space. It is projected by Paatsch Group that these general precinct areas will receive a total of 18,200 visits per year.

The average day-trip expenditure in WA amounts to a total of \$114 (Figure 9), and it is assumed that the total amount of time spent on a day trip is 10 hours, which results in a total expenditure per hour of \$11.4. If we assume that the average time spent on a general precinct visit is 1.5 hours, under the assumption of an average spend of \$11.4 an hour the expected general visit average expenditure would amount to \$17.1.

In order not to overestimate the expected benefit it is assumed that the average expenditure in the City of Fremantle from general precinct visits will amount to \$15 dollars, which includes expenditure at Cafes, Restaurants, Retail, and general shopping. Based on this, the total amount of expenditure in the City of Fremantle from the 18,200 visits per year will be **\$273,000**.



4.5 Employment Opportunities

Based on the total additional expenditure of \$3,117,000 and an average output per employee in related industries (retail trade, food and beverage services) of \$151,960 per FTE (Figure 9), the additional expenditure arising from additional visitors to Fremantle Oval can directly support 21 FTE retail and hospitality jobs in the City each year over the life of the project, and indirectly stimulate up to 16 FTE in the wider economy.

Additional employment opportunities attract/retain population which increases the retail expenditure pool in the City. Because of this, there is likely to be additional retail expenditure from new residents to the City of Fremantle driven by the increase in local jobs, but this has not been quantified as to keep the economic benefit estimation conservative.

Appendix H – Risk Assessment

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
1.0 SHE / Safety in Design											
1.1	Injury or Death of staff, users, member of public as a result of inadequacy in designs.	5	2	10	H	Ensure that all contractors comply with OSH Act & relevant regulations COF is indemnified against liability. Safety in design process to be implemented with reporting at each project gateway. Requirements for design consultants in place. Non-negotiable must happen. Appropriate insurance strategy in place.	Arch, COF	5	1	5	M
1.2	Injury or death of construction worker during construction phases.	5	2	10	H	Monitor that all contractors comply with OSH Act & relevant regulations COF is indemnified against liability. Non-negotiable must happen. COF to ensure a OHS plan in place and that COF's responsibilities under the contract are addressed. Appropriate insurance strategy in place.	COF , PM to Mntr, Contr to impl	5	1	5	M
1.3	Injury or death of member of public during construction phases.	5	2	10	H	Monitor that all contractors comply with OSH Act & relevant regulations COF is indemnified against liability. Non-negotiable must happen. Health and Safety Management Plan developed. Traffic Management Plan developed. Construction Management Plan developed. COF to ensure a OHS plan in place and that COF's responsibilities under the contract are addressed.	COF , PM to Mntr, Contr to impl	5	1	5	M
1.4	Scope and design too elaborate resulting in build ability/cost issues.	4	3	12	E	•Functional Brief and Accommodation Schedule sign off by Project Partners. Regular cost reviews and market testing. Experienced cost consultant and industry experienced turf consultant brought on-board during design process. Consider procurement route to allow for Contractor comments on design (should procurement option allow). Safety in design process implemented. Consultant and contractor pre-selection process implemented on the basis of OH&S systems and track record. COF Strategy for contractor procurement and standards adherence aligned with requirements	PM, Arch	3	3	9	H
1.5	Design inadequacies such as poor materials selection resulting in corrosion/advanced deterioration/user dissatisfaction or lack of consideration of wind etc.	3	3	9	H	Specialist turf consultant engaged and utilised for routine works under construction inspections. Experienced team to be selected for design works. Commissioning plan and QA procedures in place. Construction methodology to be detailed by contractor. Specialist turf contractor to be utilised. Warranties in place during defects liability period. Safety in design process implemented.	PM, Arch	3	1	3	L
2.0 Stakeholder/Political											
2.1	Project Partner requests scope changes or alters previously agreed position which increases costs or introduces delays to the project and creates team tension.	3	2	6	M	Project Partners have already expressed their commitment to the project. Gateway signoff/approval procedure implemented and Design endorsed to Business Case Level.	COF	2	1	2	L

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
2.2	Stakeholders not able to provide sufficiently clear information for brief resulting in additional effort in later design stages to make building fit for purpose.	4	3	12	E	Engage appropriate specialists, Build a strong stable team and engage effectively with stakeholders at each phase.	COF	3	2	6	M
2.3	COF approvals causes delay i.e. Council timing or unexpected feedback, lack of cohesiveness.	3	3	9	H	Maintain existing internal project reference group. Progressive updates to inform Board decision making including via project reference group. Implement established quality procedures.	COF	2	1	2	L
2.4	Promises' made to Stakeholders through satellite meetings that cannot be implemented resulting in Stakeholder disappointment.	3	3	9	H	Communications plan implemented and emphatic clarification of current objectives and project strategy. Clearly dispel any prior misconceptions.	COF	2	2	4	M
2.5	Stakeholder/Project Team Member provides information that results in unwanted press attention and/or breaches confidentiality.	4	4	16	E	Communication plan implemented and emphatic clarification of current objectives and project strategy. Clearly dispel any prior misconceptions. Establish and implement strict media policy.	COF	2	3	6	M
2.6	Project Funding Partners - disagreement over design/brief development.	4	2	8	H	Project Governance Framework to be developed with Funding Partners that defines a clear design approval gateway process including stakeholders approvals, role definitions, scope definition and approval procedures. Allow sufficient time for stakeholders to sign off.	COF	2	2	4	M
2.7	One of the primary tenant groups withdraws support for the project.	3	3	9	H	Secure confirmation in writing for support. Create a masterplan which is flexible and achieves multiple uses therefore, if one of the groups withdraws, their dedicated space can be easily re-adapted.	COF	2	2	4	M
2.8	Stakeholders or community groups who could be accommodated within the facility are missed during the early consultation process.	3	2	6	M	When the business plan and masterplan is advertised for public comment, allow the opportunity for feedback to be given regarding other community groups which could be co-located. Ensure the design allows for flexible space which could be used adhoc or on a permanent basis by other groups, otherwise could be commercially leased.	COF	2	1	2	L
2.9	Negative feedback from surrounding businesses or residents regarding the impact the impact design will have on them (e.g. noise coming from the café/function room, additional traffic on surrounding roads).	3	3	9	H	Ensure that endorsement is received on the business and masterplan from the Council and all accommodating clubs. Allow for community feedback to be sought on the masterplan. Ensure elements are included within the design to mitigate impact on residents (e.g. noise reducing walls in the function room). Get support from the COF to help promote and 'champion' the project within the community.	COF	2	1	2	L

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
2.10	Lack of broader community engagement with the correct groups to agree needs of the diverse population leading to failure to deliver expected community benefits.	4	2	8	H	Stakeholder Engagement Plan to be prepared and implemented which outlines the stakeholder consultation process. Project objectives to be clearly defined and endorsed during early planning process. Community engagement process for the project implemented identifying the key groups for consultation and the degree of influence on the project agreed. Communication plan implemented to include media regarding the project to create effective translation of the vision to the community. Communications and Stakeholder Management Strategies put in place.	COF	3	1	3	L
3.0 Financial											
3.1	Cost estimate exceeds budget requiring re-design and / or programme overrun (pre construction).	4	2	8	H	Client contingency to be maintained in the budget Cost review during design development, team process to be implemented and managed. Experienced cost and specialist consultants to be engaged. Scope defined early. Risk analysis and contingency allowances incorporated. Procurement methodology tailored to suit scope and deliver tight cost control.	PM & COF	2	2	4	M
3.2	Budget Increase - Cost overruns due to variations (during construction).	3	3	9	H	Scope definition and design developed pre-tender. Thorough documentation and robust tender assessments against market rates. Sufficient programme time to allow design QA and considered pricing. Budget limitations implemented. Project governance and control group. Scope management process maintained by the PM. Project definition process for acceptance. COF has engaged an environmental and infrastructure engineering consultant to analyse and develop a detailed risk report. Procurement methodology selected to allow optimum cost control during construction. Establish tight project control and contract administration processes.	PM & COF	2	2	4	M
3.3	10 Year operating financial cashflow projections for the facility are incorrect and the facility is not financially viable.	4	2	8	H	Ensure that the financial model is based on existing income/expenditure key tenants and industry benchmarks. Allow for sensitivities within the model to understand the worst case scenario. Ensure that there is adequate commercial amenity within the design to improve the financial viability of the facility.	COF	3	2	6	M
3.4	External funding - Insufficient funding from external sources to achieve project objectives, leads to potentially reduced support in council for project to proceed.	3	3	9	H	High quality and compelling submission for funding and continuation of Funder engagement by COF demonstrating the community outcomes/objectives.	COF	3	2	6	M

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
3.5	COF required to loan money in order to fund their contribution of the project.	3	3	9	H	Ensure that the COF borrows money directly from the State in order to receive a below commercial interest rate. Undertake adequate financial modelling of the facility to inform it is financially viable and could service the loan. Allow for sensitivities on the model to inform a worst case scenario. Let the outputs of the financial model inform the quantity of the loan.	COF	3	1	3	L
3.6	Opportunities missed during design/procurement phases resulting in unnecessary higher construction cost.	3	2	6	M	Procurement workshop to be held, preferred route to be detailed within Procurement Management plan. Specialist consultants to be engaged for procurement advice based on previous knowledge and lessons learned. QC and QA process maintained throughout project lifecycle. Time associated with contractor pricing realistic. Ensure documentation and construction methodology match market skills.	COF, Arch	3	1	3	L
3.7	Project partners unable to agree to commercial terms for the new facility.	3	4	12	E	Project partners have been working collaboratively on Project - strong existing relationships. Valuations provided by experts.	COF	2	3	6	M
4.0 Environmental											
4.1	Impact on surrounding residents/business - Noise, vibration and dust pollution caused by construction	2	4	8	H	Communications and Stakeholder Management Strategies. Develop realistic expectations about impacts and inform local business and councils about processes and procedures. Construction Management Plan, Environmental Management Plan and Traffic Management Plan in place at construction.	COF	1	2	2	L
4.2	Lack of design considerations for acoustic treatments leading to stakeholder dissatisfaction	2	2	4	M	Engage acoustic consultant to confirm compliance of external spaces and materials utilised, equipment etc.	COF	2	1	2	L
4.3	Unexpected discovery of site contamination leading to cost overruns and time delays	4	2	8	H	Desktop study has identified minimal risks. Further geotechnical and environmental investigation to be progressed in the future design stages.	COF	3	1	3	L
4.4	Unanticipated changes to surrounding environment not considered in project planning.	2	2	4	M	Mitigation subject to site selection. Measures to focus on recognising constraints and environmental considerations necessary to protect flora, fauna and the habitat.	COF	2	1	2	L
4.5	Sustainability initiatives not incorporated into the design.	3	2	6	M	Sustainable design to be a key component within all consultant design briefs. ESD Consultant to be appointed within the project design stage to identify and present potential options for endorsement.	COF	2	1	2	L
5.0 Organisational											
5.1	Loss of key personnel resulting in loss of continuity and IP (e.g. within the Board/s or within external service provide groups).	3	3	9	H	Reserve resources planned for as part of succession planning. Thoroughly document and record all aspects of the project (including procedures and approvals) and maintain thorough Quality Assurance processes. Manage relationships proactively and engage positively with all team members.	COF	2	3	6	M

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
5.2	Unclear governance for overall project resulting in poor project outcome.	4	2	8	H	Establish corporate and project protocols with key focus on joint processes and integrated project delivery. Project Control Group to provide the forum for this. Project Management Plan (PMP) to be a catalyst to commence this process and manage it.	COF	3	1	3	L
5.3	Inadequate resourcing results in delay, staff loss or poor project implementation	3	2	6	M	Develop resourcing plan as component of PMP or PDP. Resourcing review at project Gateways, including output review in line with Project management plans. Dedicated project team to be established, internal and external. Organisation chart developed for COF and Project.	COF	3	1	3	L
5.4	Major event/catastrophe (outside of project) impacts on ability of Project Team Organisation to focus on project.	4	1	4	M	Dedicated project team to be established and focused on Project.	COF	3	1	3	L
6.0 Planning (DA)											
6.1	Unduly onerous Planning Conditions applied.	3	2	6	M	COF have undertaken preliminary discussions with Department of Land regarding land tenures to clarify any use of land restrictions. Early engagement with COF Planning and Design Review Panel if required. Develop broader stakeholder engagement strategy including key authorities for identification of key conditions and approach.	COF	3	1	3	L
6.2	Objections to DA from disenfranchised stakeholders.	3	3	9	H	Thorough community engagement planning (further mitigations included in Planning Delays).	COF	3	1	3	L
7.0 Project Delivery											
7.1	Project not delivered within target timescale.	3	3	9	H	Flexibility in timing available to maintain suitable process to completion. Allow adequate time in programme for planning, Gateway approvals and strong cost control. Use of float in programme. Milestone process implemented with key dates defined from COF.	PM, COF	3	2	6	M
7.2	Documentation errors result in abortive works, additional costs or delays.	4	2	8	H	Step by step process with gateway approvals and design reviews. Responsibility for documentation retained with project design team. Experienced design consultants engaged with relevant industry experience. COF has engaged an environmental and infrastructure engineering consultant to analyse and develop a detailed risk report. Pre-award reviews with preferred Contractor.	PM, Arch	3	2	6	M
7.3	Quality of finish not achieved resulting in excessive defects and ongoing maintenance issues.	3	2	6	M	Well defined brief, accurate documentation and competent contractors. On-going specialist design consultants review works under construction. Preferred contractor process implemented. Documentation to be detailed to reflect current market capabilities.	PM	3	1	3	L
7.4	Inadequate commissioning resulting in patron/staff complaints.	4	3	12	E	Commissioning plan to be developed. Incorporating lessons learned from previous projects. Implement COF project quality procedures and protocols.	PM, COF	3	2	6	M

Item	Risk Event	INITIAL RISK				Mitigation Strategy	Action by	UPDATED RISK			
		Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)			Consequence (1,2,3,4,5)	Likelihood (1,2,3,4,5)	Assessment	Risk Rating (E,H,M,L)
7.5	Contractor goes into liquidation during works.	4	3	12	E	Ensure during tender process that detailed reference checks are carried out, credit/liquidity checks, cash flow ability, sub-contractor checks and appropriate retentions and bank guarantees are in place. Need to be aware of current risk and keenness in pricing and understanding margins. Conscious of commerciality of tender offer. Ongoing monitoring of Contractor during contract. e.g. contacting subcontractors to confirm payment (via accepted contractual process).	PM, COF	4	1	4	M
7.6	Contractors and Subcontractors do not comply with National Code of Practice requirements with loss of funding.	3	2	6	M	Compliance requirements included in pre-selection process/tender procedures.	PM, COF	3	1	3	L
7.7	Excessive running costs for building impacting business case.	4	2	8	H	Full review of available options with local and interstate examples reviewed. Whole life costing to be detailed as part of the design process.	COF	2	2	4	M
8.0 Incoming Services Delivery											
8.1	Incoming services suppliers fail to deliver to programme.	3	3	9	H	Establish procedure for early identification of needs and early involvement of relevant authorities with advance works as appropriate. Early notification on programming requirements advised to services suppliers.	PM, COF	2	2	4	M
8.2	Inadequate existing capacity resulting in excessive connection costs for new development.	3	3	9	H	Subject to site selection. To assist with early identification of needs, communication with relevant authorities with investigations as necessary to confirm availability. Early advice of service requirements, loads etc. to allow sufficient supplies and obtain formal quotations as appropriate.	COF	3	2	6	M
8.3	Unexpected existing services (location, capacity or condition) on the site impacting timescales and costs.	3	2	6	M	Dial before you dig reviews and thorough service identification process with specialist investigation contractors as necessary. Contractor assume responsibility for identification and rectification of affected services.	COF, Eng, PM	2	2	4	M
9.0 Sporting Venue/Site Specific Design Issues											
9.1	Incorrect core functions resulting in failure to attract target users.	3	3	9	H	Market analysis to be completed and progressed through the next planning process. Project objectives clearly defined prior to design development. Procurement route established and detailed.	COF, Arch	3	1	3	L
9.2	Building success exceeds expectations with high demand impacting availability/user experience.	2	3	6	M	Building design to accommodate flexibility for expansion zones to allow for future capacity.	COF, Arch	1	2	2	L
9.3	Facility Manager, private operator and/or Subject Matter Experts brought on board too late in process resulting in missed opportunity and functional/operational management issues.	3	3	9	H	Early market engagement of Facility Manager or engagement of peer reviewer from another similar facility to provide advice	COF	3	2	6	M
9.4	Site is unable to be identified or procured that meets the requirements of the project including scope and ownership requirements.	4	3	12	E	Engagement and collaboration with the State and the process that has been undertaken. Detailed options analysis of site requirements. Detailed analysis of ownership and tenure options and requirements.	COF	3	2	6	M

Appendix I - Financial Benchmarks

Stadium / Venue:	Melbourne Cricket Ground
Stadium / Venue Ownership:	- Owned by Victorian State Govt - Administered through MCG Trust
Lease Arrangements:	- AFL has 40 year standard commercial lease on Southern Stand offices (AFL not located at MCG) - Subleases office space to Football Victoria, AFL Group Training Scheme and Melbourne Football Club - MCG has major agreement with AFL for staging program of football season
Tenants:	AFL and Melbourne Football Club lease office space
Users:	- Home clubs (Melbourne, Collingwood, Richmond, Hawthorn) for match day only - Clubs occasional train at ground (prior to game) depending on conditions of ground - Other training facilities, gym etc are off site. - Other events include major sporting events (Olympic soccer games, Commonwealth Games) - MCC has 10 year deal with Victorian Cricket Association and ACB for staging domestic and international one dayers and test matches - Clubs have operational arrangements with MCG for match day requirements
Revenue Streams:	- Ticket sales & corporate boxes - Sponsorship and signage - MCC membership revenue (main revenue source, 90,000 members with 180,000 on waiting list) - Event hire revenue – hirers pay flat fee plus % of ticket sales depending on size of event - Licence fees from major contracts including catering, sponsors, suppliers, merchandising
Costs:	- All grounds and facility maintenance costs are borne by MCC / MCG - All capital upgrade and refurbishment costs borne by MCC / MCG, State Government – AFL contributed to northern stand redevelopment - Clubs on game days bear % of various costs including staffing & security, cleaning etc. Clubs receive % rebate on catering revenues based on volume of turnover.

Venue Summary

Stadium / Venue:	Melbourne Sports and Aquatic Centre and State Netball Hockey Centre
Stadium / Venue Ownership:	▪ Venues owned by Victorian State Govt ▪ Administered and managed through State Sports Centres Trust
Lease Arrangements:	▪ Tenants not on standard commercial leases ▪ 3 Year licencing agreements which provide organisations with office space and access to facilities on an agreed timetable basis
Tenants:	▪ MSAC has Table Tennis Victoria, Victorian Squash Federation, Badminton Victoria, Swimming Victoria, Victorian Basketball Association, Victorian Diving Association, Victorian Water Polo Association ▪ SNHC has Hockey Victoria and Netball Victoria as tenants ▪ State Sports Centres Trust also manages and offers personal training services, gymnasium & courts, and health and wellness services
Users:	▪ Above tenants on a time agreed basis ▪ Community sporting groups ▪ General public ▪ Event hirers
Revenue Streams:	▪ Ticketing Revenue ▪ Fees for specific events and functions ▪ Sponsor revenue ▪ Licence fees from contract caterers, merchandising ▪ Concessions ▪ Trust businesses (gymnasium, health and wellness services)
Costs:	▪ All maintenance and capital costs are borne by the State Sports Centres Trust

Venue Summary

Stadium / Venue:	Melbourne and Olympic Parks Trust
Stadium / Venue Ownership:	▪ Owned by Victorian State Govt ▪ Administered and managed through the Trust ▪ Melbourne Park Includes: - o Rod Laver Arena – 15,000 seat capacity tennis facility - o Melbourne Arena – 10,000 seat capacity (used for cycling, tennis, basketball and concerts) - o Function Centre - o Home of Tennis Australia inclusive of administration, high performance, training and facilities and indoor and outdoor tennis courts ▪ Olympic Park includes: - o AAMI Park 20,000 seat stadium – league, soccer, and athletics - o Holden Centre– Home to Collingwood Football Club
Lease Arrangements:	▪ All tenants have standard commercial leases and pay standard outgoings
Tenants:	▪ Tennis Australia has lease which includes Australian Open management, Tennis Australia and Tennis Victoria ▪ Melbourne Storm, Melbourne Rebels and Melbourne Victory have lease at AAMI Park/Olympic Park ▪ Cycling Victoria hires facilities at Melbourne Arena but is headquartered offsite ▪ Olympic Park Sports medicine is a tenant
Users:	▪ See previous
Revenue Streams:	▪ Revenue is basically bare walls hire plus costs
Costs:	▪ Maintenance and Capital and refurbishment costs are borne by the Trust

Venue Summary

Stadium / Venue:	WIN Entertainment Centre
Stadium / Venue Ownership:	▪ Owned by NSW State Govt ▪ Managed and administered by Wollongong Sports Ground Trust appointed by govt ▪ Trust operates under auspices of Dept of Land and Water Conservation and is a govt trading enterprise
Lease Arrangements:	▪ No lease arrangements with clubs, clubs not tenants of facility, all have headquarters offsite. ▪ Clubs are event organisers only ▪ Clubs use facility as training centre on an agreed time basis
Tenants:	▪ See previous
Users:	▪ Home to Wollongong Hawks (NBL)
Revenue Streams:	▪ Trust revenue includes: - o Venue hire fees - o % of Ticketing revenue - o Cost recovery (fees for security, ushers, cleaners etc) - o Catering - o Advertising & % of signage ▪ Hirer revenue includes - o Ticket Sales - o Box sales - o Merchandising - o Venue Signage - o Corporate Dining
Costs:	▪ Trust bears all capital costs which are passed on in part to hirers in hiring charges ▪ Trust responsible for grounds and facilities maintenance

Venue Summary

Stadium / Venue:	Ikon Park
Stadium / Venue Ownership:	▪ Crown land administered by the City of Melbourne ▪ Stands and buildings owned by the Carlton Football Club
Lease Arrangements:	▪ Carlton Football Club has a 35 year lease with the City of Melbourne for the site ▪ The CFC use the facilities with all the Clubs administration and operations based at Ikon Park ▪ Strictly speaking, the lease is for the benefit of the social club members and for “sporting or cultural activities” and no commercial operation should occur under the terms of the lease ▪ Onerous conditions for potential commercial application of Clubs services including gymnasium and medical clinic – club would like to make services available to general public on a commercial basis, when not used by Club.
Tenants:	▪ Carlton Football Club
Users:	▪ As above
Revenue Streams:	▪ Minor Ticket Sales ▪ Advertising and sponsors ▪ Catering licence ▪ Venue Hire
Costs:	▪ Ground maintenance costs are borne by the CFC

Appendix J – Base Model Cashflow (excl. Finance)

	Financial Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Operating Year	1	2	3	4	5	6	7	8	9	10
PRECINCT	REVENUE										
	Rental Income	\$1,319,486	\$1,332,681	\$1,346,008	\$1,359,468	\$1,373,062	\$1,386,793	\$1,400,661	\$1,414,667	\$1,428,814	\$1,443,102
	Events and Function Centre Income	\$473,564	\$483,035	\$492,696	\$502,550	\$512,601	\$522,853	\$533,310	\$543,976	\$554,856	\$565,953
	Share of Commercial Profit Income	\$136,022	\$150,651	\$157,202	\$163,959	\$170,928	\$178,117	\$185,533	\$193,181	\$201,070	\$209,208
	Car Parking Net Profit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL REVENUE	\$1,929,072	\$1,966,367	\$1,995,905	\$2,025,976	\$2,056,592	\$2,087,763	\$2,119,503	\$2,151,825	\$2,184,740	\$2,218,263
	INDIRECT COSTS	-\$868,195	-\$851,581	-\$864,355	-\$877,320	-\$890,480	-\$903,837	-\$917,395	-\$931,156	-\$945,123	-\$959,300
	FFC EVENT PROCUREMENT COSTS	-\$110,000	-\$112,200	-\$114,444	-\$116,733	-\$119,068	-\$121,449	-\$123,878	-\$126,355	-\$128,883	-\$131,460
	NET OPERATING INCOME	\$950,876	\$1,002,586	\$1,017,106	\$1,031,923	\$1,047,044	\$1,062,477	\$1,078,231	\$1,094,314	\$1,110,735	\$1,127,503
	Lifecycle Cost	\$0	\$0	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000	-\$630,000
	Cashflow after Lifecycle Costs	\$950,876	\$1,002,586	\$387,106	\$401,923	\$417,044	\$432,477	\$448,231	\$464,314	\$480,735	\$497,503
	SFFC Precinct Distribution (cost)	-\$285,263	-\$300,776	-\$305,132	-\$309,577	-\$314,113	-\$318,743	-\$323,469	-\$328,294	-\$333,220	-\$338,251
	Cashflow After Distribution	\$665,613	\$701,810	\$81,975	\$92,346	\$102,931	\$113,734	\$124,762	\$136,020	\$147,514	\$159,252