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Summary

- In October 2010, the Premier, the Hon Mike Rann MP asked the Commissioner for Social Inclusion to develop a future plan for the Parks Community Centre.

- In balancing community sentiment with ageing infrastructure, cost considerations and expected population growth in the area, the Plan for the new Parks Community Centre provides a clear vision for meeting the needs of the community now and in the future.

- Throughout the ‘Active Listening’ consultation period from October to December 2010, more than 650 people provided input to the Commissioner.

- Meetings were held with the Mayor of the City of Port Adelaide Enfield and City Manager regarding a plan for the Parks Community Centre.

- State Government inter-agency groups were established to provide across-government advice on services and infrastructure.

- With the vision of changing the Parks Community Centre from a ‘welfare centre’ to a ‘community hub’, a Concept Plan was developed by consulting firm Connor Holmes (see page 6).

- The Plan includes: a Recreation and Sports Hub; a Children’s Centre; a Health Centre; a Library and Community Centre; and residential and retail options.

- Approximately 4.85 hectares of the western part of the site would be rezoned for housing. The south western part of the site would be rezoned for local shops, a car park and the Health Centre.

- 4.34 hectares of publicly usable open space is included in the Plan – increased from 3.35 hectares of current usable open space.

- This requires the construction of some new buildings, the refurbishment of others and the demolition of the remaining.

- This Plan recommends that the Government of South Australia funds the new Parks Community Centre at a total cost of $24.85M. The sale of land would recoup approximately $10.35M, making the total cost to the Government approximately $14.5M.

- The Plan also proposes that ultimately, the City of Port Adelaide Enfield, takes responsibility for management of the Parks Community Centre.
A practical approach for the future

The original Parks Community Centre was a progressive and innovative concept when it was conceived in the early 1970s. At that time, the area now known as 'the Parks' was faced with many social and economic challenges and was noted as amongst the most disadvantaged in the Adelaide metropolitan area.

The Parks Community Centre was an early model of integrated social, welfare and education services intended to service the needs of this local community.

Today, the area has been transformed through the completion of the Westwood Urban Renewal Project, which has increased home ownership and improved housing standards in the area; and the emergence of a range of human services in Woodville and Port Adelaide. This has led to a positive upward trend in socio-economic and social outcomes over the past two Census counts.

In accordance with the changing social and economic profile of the community, this Plan sets out a new vision for the Parks Community Centre. This is a vision that reflects the needs of a changing community, and removes the negative ‘welfare tag’ long associated with the centre.

It takes a practical approach to making the Parks Community Centre a valuable and sustainable resource for the local community, now and into the future.

The Plan includes five key elements: a Recreation and Sports Hub; a Children's Centre; a Health Centre; a Library and Community Centre; and, residential and retail options.

The Recreation and Sports Hub will include: a new indoor swimming pool; an upgraded fitness centre; squash courts; an expanded basketball/recreation centre; new tennis courts; shared use club rooms; two senior soccer/hockey pitches; and a football/cricket oval.

The Children's Centre will provide expanded day-care services for children in the local area, as well as provide programs and support services for parents.

The Health Centre will provide a range of integrated health services for the growing local community.

The Library and Community Centre will be a modern facility delivering library and other Council services to residents.

Residential and retail options will create affordable housing options and local shopping facilities.

Other features of the Plan include the creation of an ‘urban village’ atmosphere with: a new coffee shop; a town square; car parking; a new access road; pedestrian boulevards between buildings; water features; public artworks and landscaped outdoor areas.

4.34 hectares of usable open space is included in the plan – increased from 3.35 hectares of current usable open space.

The plan involves the construction of new buildings, the refurbishment of others and the demolition of the remainder. The total cost of the plan is estimated at $24.85M, with a recoup of approximately $10.35M from the rezoning and sale of land.
Recommendations

1. Part of Building 8 (Sports and Fitness Complex) be retained and brought up to modern standards. The remainder of the building should be demolished. Cost: $11M (approx).

2. A new indoor swimming centre to be constructed and linked to the refurbished Building 8 Sports and Fitness Complex. The pool will comprise a 25 metre pool and a children’s pool. Cost: $5.6M (approx).

3. The outdoor sporting facilities to be refurbished to provide increased outdoor recreation space. Cost: $4.6M (approx).

4. The Office of Sport and Recreation undertake a process to lease the outdoor recreation area to an appropriate club or association.

5. Building 11 (Children’s Centre) is retained and refurbished (including an extension) to bring it up to appropriate design standards. Cost: $644,000 (approx).

6. A new building is constructed for the provision of health services at the Parks Community Centre. Cost $6.6M (approx).

7. Funding for the Health Centre building is sourced from the private sector and the building leased back to SA Health (for a minimum of 12 years).

8. New universal general practice services are to be integrated into the current service model to ensure services meet the needs of the local community.

9. A parcel of land (2000sqm) is provided to the City of Port Adelaide Enfield to build a new library and community centre. Estimated land value is approximately $400,000.

10. Building 6 that houses the library and Building 10 that houses the meeting and function rooms to be demolished.

11. The Parks Community Centre is rezoned to incorporate residential and small retail on the western side of the site.

12. That government enter into a partnership arrangement to build a residential and retail area on the western side of the site. Ownership of land to transfer to the developer once terms of the development have been negotiated. A current financial estimate indicates a return of $10.35M in current market terms.

13. Rather than being returned to the State Treasury, income generated from the sale of land be directly invested into site works and infrastructure for the new Parks Community Centre.

14. The 16.18 hectares be split into two areas for sale which will result in the government having no ownership or financial obligation to the Centre once redevelopment is completed.

15. Area 1 in its entirety to be owned by the City of Port Adelaide Enfield and Area 2 to be sold to a private entity for development of a housing and small retail precinct (including the new Health Centre and the existing Children’s Centre).
16. Listed agencies (see section Relocation and transition) end their tenancies at the Parks Community Centre and relocate to an alternate location.

17. A relocation transition plan is developed by the Department for Families and Communities (DFC) (as site owners) with the relevant service providers as a matter of urgency to allow agencies time to secure other accommodation.

18. Negotiations between DFC and the City of Port Adelaide Enfield for ongoing service delivery of community development programs to commence immediately.

19. As a matter of urgency, retain the David Campbell Performing Arts Centre at Clearview.

20. Arts SA to seek an appropriate theatre and arts management provider to be contracted to manage the David Campbell Performing Arts Centre as a community theatre for the western suburbs.
Parks Development Feasibility Concept Plan
The Parks Community Centre

Yesterday and today
Since opening in November 1979, the Parks Community Centre was designed to meet the human, social and recreational needs of the inner-north western suburbs of Adelaide.

A vision of the Don Dunstan Government, the Centre was built on 13 hectares in the suburb of Angle Park on what was originally the site of the Angle Park Boys Technical High School and the Angle Park Girls Technical High School.

The suburbs around the schools were widely regarded as amongst the most disadvantaged in the metropolitan area and without adequate public facilities. In 1977, the two schools combined to become the Angle Park High School, which later became known as the Parks High School, and was officially opened in 1979.

The Centre featured the combined high school facility, an office of the (then) Department for Community Welfare, legal aid services, a health centre, swimming pools, arts and crafts, childcare, a library, and open space. At the time, it was a leading example of integrated service design.

In 1996, the Parks High School was closed. Over the next few years, the free space created by the school’s closure meant an increased number of welfare- oriented government agencies and non-government organisations would become based at the centre.

In the mid-2000s – in line with the Westwood Urban Renewal Project - the Port Adelaide Enfield Council and DFC embarked on a cosmetic upgrade of the Centre. This included improvements to lighting and signage at the centre, improvements to the gym, pool areas and an increase in site promotion.

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**History of the Parks Community Centre**

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**Funding & Governance**

The Parks Community Centre took six years to plan and build at a cost of $16M, with combined state ($12.05M), federal ($3.1M) and local government funding ($400,000), as well as funding from the University of Adelaide ($50,000).

From its inception to 1994, the Parks Community Centre was managed by an independent community board. The Department for Housing and Urban Development then assumed management of the Centre in anticipation of a transfer of ownership of the site to the local council.

This transfer did not eventuate and the site remains under the ownership of the Government of South Australia, managed by DFC.

Over that period, the Government of South Australia has provided $16.6M in grant funding to the City of Port Adelaide Enfield Council to provide a range of services at the Parks Community Centre. These include: the library; community development and participation programs; the swimming centre; and sports facilities.

DFC also manages lease agreements with a number of other government agencies and non-government organisations located on the site.

In addition to the grant funding, DFC expenditure on administration and maintenance for the Parks Community Centre over this time period was $25.7M – partially offset by rent.
The Parks Community Centre today

Currently the Parks Community Centre currently comprises: 12 buildings; swimming pools; sporting grounds; a playground; a model car and skating track; car parking; and general open space. At the centre of the site is an area known as ‘The Square’.

Six buildings at the Parks Community Centre contain purpose built facilities. They are: Building 6 (library); Building 7 (arts and crafts workshop); Building 8 (swimming pool, squash courts, fitness centre, basketball courts, change rooms); Building 10 (theatres, function room); Building 11 (Children's Centre); and Building 17 (mud hut).

Since the high school closed in 1996, much of the unused space has been rented out at low (or no) cost to a range of government and non government agencies. This includes services with a state-wide focus, services that provide outreach services and the use of office space for administration.

Despite a long held belief that the Parks Community Centre still offers an integrated service model, the service mix is now best described as ‘co-located’ rather than ‘integrated’. This is further evidenced by the limited knowledge between service providers about other services on the site aside from the sports centre, children’s services and health facilities.
**The local demographic picture**

In analysing the local demographic, the Plan has divided the local area into two zones according to proximity to the Parks Community Centre. Zone 1 suburbs are the six nearest suburbs of Angle Park, Athol Park, Mansfield Park, Kilkenny, Woodville North and Ferryden Park. Zone B suburbs are the further five adjacent suburbs of Regency Park, Croydon Park, Renown Park, Dudley Park and Wingfield.

Table 1 demonstrates that whilst at the 2006 Census, Zone 1 suburbs were below the Adelaide average on key socio-economic indicators, there was a vast improvement from the 2001 Census.

<table>
<thead>
<tr>
<th></th>
<th>PARKS ZONE 1</th>
<th>Adelaide</th>
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<tbody>
<tr>
<td></td>
<td>2001</td>
<td>2006</td>
</tr>
<tr>
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<td>15%</td>
</tr>
<tr>
<td>Housing Trust</td>
<td>38%</td>
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</tr>
</tbody>
</table>

Table 1. ABS Census Data 2001/2006, comparison of suburbs Angle Park, Athol Park, Mansfield Park, Kilkenny, Woodville North and Ferryden Park with Adelaide major statistical region 2006.

Until the results of the 2011 Census are released (in August 2012), it is difficult to determine the current levels of disadvantage in the Parks area. There is, however, evidence which suggests that social and economic disadvantage in the Parks area continues to decrease. A key driver of this has been the Westwood Urban Renewal Project.

Westwood was a $600M joint venture between international developer Urban Pacific Limited and DFC (Housing SA) in conjunction with the City of Port Adelaide Enfield and City of Charles Sturt. Located in the suburbs of Ferryden Park, Angle Park, Athol Park, Mansfield Park and Woodville Gardens, Westwood has transformed the area into a more vibrant and sustainable urban environment. This has involved replacing and upgrading older public housing with new houses, as well as better ratios of public and privately owned homes. At project completion in 2011 around 2700 new and refurbished homes will have been developed.

A significant implication of the Westwood project has been the shift in public housing in the area.

The Parks area has also been a place that many Aboriginal people call home and many families have a strong connection to the area. 328 Aboriginal/Torres Strait Islander people were listed as living in Zone 1 suburbs, representing 14.5% of all Aboriginal people in the Port Adelaide Enfield Council area.

Another important change to the area has been the influx of new migrant groups, particularly people from Afghanistan, Iran, Iraq and African nations. Some people have arrived through migration, some with refugee status and others under special protection visas - including women and children. The increased diversity in the region has seen changes in the variety of shops and places of worship in the area, as well as changing needs for services such as counselling and family support, social, cultural and recreational opportunities, English classes and other early settlement programs.
Over time, the buildings at the Parks Community Centre have deteriorated significantly.

In January 2011, private consultancy firm GHD was appointed to produce a report on the condition of the existing buildings on the site and make recommendations on potential future use. GHD also reviewed previous infrastructure reports and reviews commissioned over the past 10 years (including the report commissioned by the City of Port Adelaide Enfield in 2010). GHD’s brief was to:

• Undertake a "general overview" site inspection of all buildings.
• Undertake a more rigorous inspection of Building 8 which houses the sports and fitness complex, including the two swimming pools, as these are the most frequently used services on the site.
• Undertake a rigorous inspection of Building 10 with particular attention on the two theatres housed in the building to determine the condition.
• A specific site inspection of Building 11 that currently houses the Children’s Centre to determine its ongoing structural viability and options to expand - as it has been refurbished in recent years and was looking to expand its services at the site.

Most of the inspected buildings were found to be in a relatively poor condition. In addition, all buildings would need to meet current building code requirements and undergo modernisation. The estimate for this work is reasonably in the order of $1500 per square metre of floor space. Aside from the significant cost, such an upgrade or series of upgrades would not address a range of other issues that are inherent with the poor design and layout of the existing buildings.

Due to the assessed deterioration, cost to upgrade and poor layout of the existing buildings, demolition is the safest and most cost effective option for the majority of the buildings at the Centre – with the exception of Building 11 and parts of Building 8.

Buildings recommended for demolition:
• Buildings 1, 2, 3, 4 and 17 to make way for recreation space for the soccer pitches, football oval and tennis courts.
• Buildings 5, 6, 7, 10, 13 and 16 - to make way for the residential and retail area - including new public arts space and pedestrian boulevard.
• Portions of Building 8 (indoor and outdoor swimming areas) – once the new indoor swimming centre is constructed the current indoor swimming pool and section of the building that houses it will be demolished along with the outdoor swimming pool.

Buildings recommended for refurbishment:
• Portions of Building 8 (Sports and Fitness Complex) – comprising two new basketball courts and refurbishment of the two existing courts (including new sprung floors), upgrading existing squash courts, refurbishment of toilets and change rooms, refurbishment of weights room including flat screen televisions, mirrors, upgrade of cardio, aerobics and upstairs areas and allowance for a fit out of a new café.
• Building 11 (Children’s Centre) has been refurbished relatively recently and the building is in reasonably good condition. Provision has been made to cater for future expanded requirements generated by the expected increased demand on services. This includes extended indoor and outdoor space of 200sqm and additional car parks.
The Parks Community Centre

From today to tomorrow
“welfare centre” to “community hub”
Evidence base

In October 2010, the Premier announced that the Commissioner for Social Inclusion would facilitate an independent review to map out a future plan for the Parks Community Centre.

The Concept Plan (see pages 6-7) sets out a practical new vision for the future of the Parks Community Centre to make it a valuable and sustainable resource for the local community, now and into the future. This is a vision to make the Centre modern, vibrant and accessible to all - removing the ‘welfare tag’ long associated with the Centre. The vision and recommendations presented in this plan are based upon the following:

1. The demographic profile of the Parks area has changed considerably since the Centre first opened in 1979. Whilst the area remains lower than the Adelaide average on many socio-economic indicators, the need for welfare-based services at the Centre has significantly decreased.

2. Independent assessment reveals that the condition and design of many of the buildings is poor. Demolition or refurbishment has been proposed as the only viable option for many of the current buildings on site.

3. Sports facilities – particularly a swimming pool – are essential to the local community as there are no nearby alternatives.

4. Health and child care services are vital to retain due to the expected population growth in the region, a growing trend for couples and young families, and the linkages with family support and programs for people newly arrived to Australia (of which the Parks has a high proportion).

5. Community activities and a library are important because they bring the community together, as well as provide networks and friendships for people from various cultural backgrounds.

6. Outdoor recreation (open) space is in high demand and needs to be accessible to the whole community. The region currently has less usable outdoor space than any other metropolitan council area.

7. Rezoning of land for residential and retail options will create additional affordable housing options whilst enabling generated revenue to be reinvested in the Centre. The residential and retail site ensures minimal infringement on the sport and community aspects of the proposed new Centre ensuring maximisation of outdoor recreational space.

8. It is not viable to provide ongoing inexpensive office space in an upgraded Centre. A significant proportion of this space is used for administrative or outreach services that could be located elsewhere in the metropolitan area. Relocation/transition options for agencies affected need to be explored. Some agencies have also indicated a desire to relocate.

9. Co-location has done little to engender shared service practice or referral across the services— with the exception of the sports, health and childcare facilities.
The Parks Community Centre has been the subject of numerous reviews, studies, surveys and media interest. Over the years, questions have been raised about its location, the amount of money it cost to build, whether it has achieved success as an integrated service centre and if the concept and design remain appropriate.

In the 1980s and 1990s debate shifted to what services should be located there (including the decision to close the high school in 1996), what to do with the increasing empty spaces being created and who should own and manage the Centre.

By the late 1990s and into the 2000s, major concerns were being raised about the increased cost of maintaining the ageing infrastructure and the future viability of the centre. The local area was undergoing a major transformation through the Westwood Urban Renewal Project and significant changes in service delivery and engagement of communities became embedded into mainstream service design. Some people did not believe the Centre had relevance in this new environment, while others believed it could still become an integrated service hub meeting the needs of the local community.

In the development of this Plan, this historical information and variety of views were considered.

In addition, new views were sought about what services are most needed in the area, where they are best located and how to ensure that what is recommended is practical and sustainable.

In summary, the following processes were used to gather information:

- Online and phone surveys were active from 18 October 2010 to 19 November 2010 with 445 people taking part in the survey.
- Roundtable discussions were held with members of the community who had responded to the phone or online surveys.
- Interviews and meetings at the Parks Community Centre took place each Wednesday morning from mid-October to mid-December 2010. Approximately 150 individuals gave their views during this period.
- Correspondence was received from more than 90 individuals and organisations.
- A Parks Chief Executives Coordinating Committee was convened, chaired by the Chief Executive, Department of the Premier and Cabinet, with membership comprising Chief Executives from the: Department of Transport, Energy And Infrastructure; SA Health; Department for Families and Communities; and the Social Inclusion Unit.
- An across-government Social, Recreational and Infrastructure Working Group was convened comprising agency representation from: the Department of Transport, Energy and Infrastructure; Department for Families and Communities; Department of the Premier and Cabinet; Department of Education and Children’s Services; and SA Health.
• Private infrastructure specialists Conner Holmes, GHD and RyderLevettBucknall were commissioned by the Department of Transport, Energy and Infrastructure to provide expert advice and to develop infrastructure and financial modelling options.

• Meetings were held between the Commissioner for Social Inclusion and the Mayor of the City of Port Adelaide Enfield. Senior staff from the Social Inclusion Unit also met with the City of Port Adelaide Enfield City Manager.

• Communication with other local councils took place, including the City of Charles Sturt.

• Desktop research and a literature review was conducted, including archived material and digital media.

Three overarching themes emerged during engagement with stakeholders:

1. The Government needs to make and articulate a clear decision about the future of the Centre.
2. Priorities and needs of the community should be equally balanced with economic priorities in any decision that is made.
3. The Plan must be practical and able to be implemented within a reasonable timeframe.

The overwhelming majority of views gathered through this process indicated support for the Parks Community Centre to continue to provide services to the people of the north-western region. There were however, differing perspectives on how this could occur.

Ideas ranged from keeping the Centre exactly as it currently is, to totally rebuilding on the site. The common factor was the need to ensure all people in the north-western region have access to facilities that support a healthy and active community life.

The following key themes summarise these views, including ideas for improvement of the Centre:

• The Parks Community Centre is an important precinct in the area and helps to establish a strong sense of community belonging.

• Recreation and sport are important activities that should remain on the site, especially as there is limited outdoor recreation space in the region.

• With the emergence of nearby service centres, (e.g. Woodville and Port Adelaide), some of the targeted community services onsite are better placed within close proximity to them. Examples included Centrelink, Salvation Army, mental health and sexual health services.

• The services offered at the Centre should better reflect the changing demographic and demands in the area.
• It is important to have a range of human services operating from the site in order to create a ‘one-stop-shop’ – although it was largely acknowledged that there was little integration or shared knowledge of current services co-located at the site.

• The swimming pools are in urgent need of an upgrade. There were mixed views about whether both pools should be retained or only the indoor pool (given the low usage of the outdoor pool).

• Support for the arts and crafts workshops was mixed. Some people said that the workshops were important, while others questioned their ongoing viability given their low usage.

• There were mixed views about the two theatres at the Centre. The idea of having theatres was supported, but many people conceded they only have limited use in their current location. There have been difficulties attracting performers to the area during peak festival times and there are limited bookings throughout the year.

• Making the Parks Community Centre look more welcoming and safe by either major exterior and interior refurbishment or demolishing the existing infrastructure and constructing new buildings.

• Creating a place where people are engaged in activities during the day, evenings and weekends - not just peak times during business hours. This could be through the creation of small retail, appropriate nearby housing, weekend markets, and mixed program times.

• There is a lot of seemingly unused building space and outdoor “dead” space.

• Some land could be sold with the funds reinvested to assist in the renewal of the centre. However, some people were adamant that no land on the site should be sold as it is an important community asset.

• There has been a long held view by many people who use the Centre that there is a need for improved public transport to the Centre including weeknights and weekends.

• Better promotion of what the centre offers is needed to increase patronage.
1. *Recreation and sports hub*

A key element of the Plan is the expansion of recreation and sports facilities. This includes:

**Indoor facilities**
- A 25 metre indoor pool and children's pool (new)
- Four indoor basketball courts (two new, two refurbished)
- Squash courts (refurbished)
- Weights and aerobics rooms (refurbished)
- Change rooms (refurbished)
- A multi-purpose use indoor space (new).

**Outdoor facilities**
- A club room to service the outdoor playing field activities (new)
- Two soccer pitches (refurbished)
- One football/cricket oval (refurbished)
- Four outdoor tennis/netball courts (new)
- Outdoor water features and picnic area adjacent to indoor swimming pool (new)
- General open space – 100% to be retained.

The recreation and sports facilities were identified as the most important element of the Centre. Regular use of the current facilities is supported by attendance statistics for the 2009/10 financial year which showed 170,653 visits, or 9033 hours of use. Sports centre membership (which includes pool use) is currently at 1170 with an annual income of approx $576,000. More than 27 local schools (19,685 children per annum) currently use the swimming pool for learn to swim classes.

The new recreation and sports hub will be centrally located on the site with the entrance in the new town square. The entrance will be close to bus stops (community and public) with clear visibility and access from Cowan Street.

A new swimming pool has been widely identified as a priority for the Parks Community Centre. This plan allows the existing pool to remain in operation whilst the new pool is constructed. The outdoor pool will no longer be in operation given its low usage and safety concerns. Instead that space will include a water feature and seating areas.

The existing stadium with two basketball courts will be refurbished and expanded so that it is doubled in size. The current demand for stadium size basketball courts in the area is high, as there is a lack of indoor facilities across the greater Adelaide region putting pressure on smaller facilities such as the Parks. The new refurbished indoor stadium will provide a flexible option for a range of sports in addition to basketball, such as netball and indoor soccer, making it commercially viable as well as an important community facility.

Planned improvements to the soccer and football oval will involve new shared club rooms and closer car parking. This will improve the level of amenity for clubs and spectators.

100% of open space is to be retained under this plan and publicly usable open space will be increased. The retention of green/open space was identified as being very important, as the City of Port Adelaide Enfield has less than half the green space of other neighbouring metropolitan council areas.
The high demand for outdoor sporting grounds in the area has resulted in the Parks Community Centre soccer pitches and football oval being fully booked year round by a range of clubs and associations causing a number of other clubs to be turned away.

Since work on this review commenced, a number of sporting clubs and associations have put forward proposals to base their sport or programs at the rejuvenated Parks Community Centre. Many proposals have merit and it is considered more appropriate that the Office for Recreation and Sport determines the most appropriate options. In doing so, the following should inform selection of the preferred candidates:

• outdoor recreation space, including the soccer pitches and ovals, must remain accessible to the general community when matches are not being played
• the selected club/association should offer a range of organised and informal sporting activities and programs that are inclusive and target high need groups
• the successful club/association must have a clear long-term plan for the ongoing viability and sustainability of its activities at the Centre.

Maximising use of the outdoor sporting facilities with a focus on inclusive programs will not only offer important sport and recreation opportunities, but will also offer broader social benefits for people in the north western suburbs.

Recommendations

1. Part of Building 8 (Sports and Fitness Complex) be retained and brought up to modern standards. The remainder of the building should be demolished. Cost: $11M (approx).

2. A new indoor swimming centre to be constructed and linked to the refurbished Building 8 Sports and Fitness Complex. The pool will comprise a 25 metre pool and a children's pool. Cost: $5.6M (approx).

3. The outdoor sporting facilities to be refurbished to provide increased outdoor recreation space. Cost: $4.6M (approx).

4. The Office of Sport and Recreation undertakes a process to lease the outdoor recreation area to an appropriate club or association.
2. Children’s Centre

This plan recommends the expansion of the Children’s Centre. This will allow for a growth in services to meet current and emerging service demand.

The building extension will provide an additional 200sqm of indoor/outdoor space including meeting space for parent and community programs.

The Parks Children’s Centre for Early Childhood Development and Parenting (Children’s Centre) was established in October 2005 and provides a valuable service for local families. It is jointly operated by the Department of Education and Children’s Services (DECS) and SA Health.

The facility is currently licensed for 43 day care and pre-school places. A crèche program provides care while parents attend a range of parenting courses, family support services and community development activities onsite.

Currently, programs offered at the Children’s Centre include:

- Child care and pre-school education
- A home visit parenting network
- A child and youth health clinic
- An off-site TAFE campus for women from non-English speaking backgrounds in community services
- A paediatric clinic auspiced by the Women’s and Children’s Hospital
- Speech pathology and occupational therapy services for children.

The Children’s Centre is well established in the community as demonstrated by attendance figures. On average, 375 children participate in programs and 180 families are supported each week through onsite support programs.

The Children’s Centre has plans to expand its range of early childhood services in response to growing demands. New programs will include an occasional care program and an inclusive pre-school program for children with high support needs and disabilities. There is no specialist program in the region to cater to the needs of these children and families and the new program will assist in providing improved pathways into mainstream or specialist primary schools.

Both DECS and SA Health contributed funds for refurbishment of the building in 2005, but due to continued growth additional space is needed. Increased capacity to expand services will enable the Children’s Centre to better meet current demand, as well as anticipated emerging demands in the region.

Recommendations

5. Building 11 (Children’s Centre) is retained and refurbished (including an extension) to bring it up to appropriate design standards. Cost: $644,000 (approx).
This plan recommends that health services are delivered through a new purpose built facility at the Parks Community Centre. This facility would deliver a range of integrated health services, including:

- Primary health care (chronic disease management and support, low income dental services, nursing care)
- Expanded General Practitioner (GP) services
- Specialist outreach programs (Rapid Response Team, Supported Residential Facilities Team and Aboriginal and Torres Strait Islander outreach support services)
- Child and youth health specialist services
- Drug and alcohol support services.

The new building will consolidate health services at the site into one location near the corner of Trafford and Cowan streets. Car parking and bus stops are close by and the building is adjacent to the small retail complex.

The delivery of health services from the Parks Community Centre has been a key feature of the original service plan dating back to when the Centre opened in 1979.

Whilst there have been many changes to the local area over that time, Parks Health continues to provide an important access point to health services for many people in the western suburbs. This is especially important in light of evidence that suggests that the western area of Adelaide is under serviced with medical facilities and general practice services in comparison to other metropolitan regions.

Today, the demand for a range of services offered on site continues to be high with more than 2,000 people visiting the clinic during the 2009/10 financial year and a total of 7,568 services provided.

Primary health care services for 2009/10 and 2010 year-to-date includes:

- Dietician – 31 clients
- Children’s speech pathologist – 111 clients
- Podiatrist – 171 clients
- Physiotherapist – 132 clients
- Social workers – 59 clients
- Psychologist – 29 clients
- Medical officer – 853 clients
- Registered nurse – 1256 clients
- Dentist – 3327 clients (2009 calendar year).

There are currently two GPs employed at the Parks Health Service. The demand for these services is so high that appointments have been restricted to people with a health care card. As a consequence many local people must find alternative GP services outside of the area.

Increasing access to GPs at the Parks Health site will improve accessibility more generally in the region and will help to reduce the ‘welfare’ stigma associated with the Centre.

The building that currently houses the Parks Health Service is ageing, with a structural inspection of the building indicating demolition as the most appropriate option.

As has been demonstrated in other metropolitan locations, the best option is for a private provider to build and lease back the facility to SA Health. This reduces the capital investment required for the site, enables building work to commence quickly, and provides flexibility for health service provision in the region once the lease period expires.
Construction of the new facility has been based on the Playford North GP Plus and will cost approximately $5.1M with an annual net rental of $562,500 based on current market analysis.

**Recommendations**

6. A new building is constructed for the provision of health services at the Parks Community Centre. Cost $6.6M (approx).

7. Funding for the Health Centre building is sourced from the private sector and the building leased back to SA Health (for a minimum of 12 years).

8. New universal general practice services are to be integrated into the current service model to ensure services meet the needs of the local community.
The plan involves the construction of a new library and community centre, built, owned and managed by the City of Port Adelaide Enfield.

A new modern building to house the library and community centre with street frontage onto Cowan Street will create a welcoming ‘front door’ into the new Parks Community Centre and is an important feature of the new Plan.

While the City of Port Adelaide Enfield, as the owner of the building, will ultimately determine the services to be offered, it is important that there is continuity in the range of library and community services already available.

Library services currently include:
• library lending service (books and other media)
• children’s library area
• resources for people from non-English speaking backgrounds
• free internet access and lessons in basic computer skills
• loan of recreational equipment (footballs, cricket sets, basketballs etc)
• Small meeting rooms for community use.

Council services offered from the library include:
• lodgement of planning/building applications
• payment of rates, fines and fees
• information about the community bus, as well as other council and community services.

Since 1994, the City of Port Adelaide Enfield has been funded by the State government to provide a range of community programs including:
• youth services – including a drop-in centre
• management of two theatres
• programs for teens and children (including school holiday programs)
• a crèche
• programs for seniors
• arts and crafts groups (woodwork, cooking, pottery, visual arts, painting, mosaics and printmaking and knitters).

It is important that community activities and meeting spaces remain accessible and affordable for the community as they play an important role in developing community capacity and creating avenues for developing support networks and friendships.

Council also manage community meeting rooms and a large function room at the Centre which can be hired at low cost (or no cost in some instances). Recent structural reports (including the report commissioned by the City of Port Adelaide Enfield in December 2010), show that many of the buildings housing the library and community programs are beyond their current life and consequently have been recommended for demolition.
The library has a loyal local customer base but is hampered in its ability to expand or attract new members in its current form. It does not currently meet contemporary building and design standards, is not able to improve IT and audio visual capabilities due to ageing cabling and electrical systems and has no space to expand. In addition, its current location (in the middle of the centre with no street frontage) does not attract passing trade and is hidden away.

Recommendations

9. A parcel of land (2000sqm) is provided to the City of Port Adelaide Enfield to build a new library and community centre. Estimated land value is approximately $400,000.

10. Building 6 that houses the library and Building 10 that houses the meeting and function rooms to be demolished.
5. Housing and retail

This Plan proposes partial rezoning of land for residential and small retail options on the western side of the site. Currently, much of this land is used for car parking and has underutilised and decaying buildings which are to be demolished.

The housing and retail component would comprise:
• a mix of two and three storey townhouses, apartments, single storey housing and a range of block sizes
• a local shopping centre which could include a small supermarket and specialist shops.

Rather than being returned to the State Treasury, this plan proposes that income generated from the sale of land be directly invested into site works and infrastructure for the new Parks Community Centre.

Retail and residential options not only enhance the concept proposed for the centre, but also contribute to addressing predicted future housing and service demands in the western suburbs.

Current estimates show that western Adelaide will grow by approximately 83,000 people over the next 30 years. This growth would result in a demand for approximately 42,560 additional dwellings, with around 6,400 of these to be affordable for the low to middle income market.

This expected growth, in conjunction with improved road networks in the region, create a window of opportunity to open up the Parks Community Centre to a wider regional market.

A 15% affordable housing requirement should apply. This would ensure that affordable housing for low to middle income earners is available and could achieve some positive opportunities for first home buyers.

The retail component of the Plan includes a small shopping centre in the south western corner of the site (corner Cowan and Trafford streets) with provision for a small supermarket and specialty shops. Previous studies confirm that the predicted population growth and spending capability in the area would support this type of small neighbourhood shopping centre.

Recommendations

11. The Parks Community Centre is rezoned to incorporate residential and small retail options on the western side of the site.

12. That government enter into a partnership arrangement to build a residential and retail area on the western side of the site. Ownership of land to transfer to the developer once terms of the development have been negotiated. A current financial estimate indicates a return of $10.35M in current market terms.

13. Rather than being returned to the State Treasury, income generated from the sale of land be directly invested into site works and infrastructure for the new Parks Community Centre.
**Governance**

Proposed governance arrangements for the Parks Community Centre have been underpinned by the following:

- Options must be practical in their application and ensure the ongoing viability of the Centre.

- The longer term aim for ownership and management of the recreation and sport and the library and community facilities at the Centre should move from state government to local government.

- All opportunities for generating revenue to assist in the redevelopment of the new community facilities must be considered.

A range of models for ongoing ownership and governance of the Centre were considered. This included reviewing leading practice of local, national and international centres, as well as seeking advice from experts in the field. Ultimately, the preferred model provides for a lean, transparent governance structure and clear ownership divisions.

Evidence shows that local government is well placed to own and manage sports and recreation facilities. This has been a key feature of successful similar centres in South Australia such as the Noarlunga Pool and Leisure Centre at Noarlunga and the Aquadome at Elizabeth. National and international examples also exist and many of these models show attractive profit margins while ensuring affordable access to people on low incomes.

Development of the housing and shopping complex is best undertaken in partnership between state government and a private developer. Once plans for the site have been agreed, ownership is transferred to the developer who completes the development (in stages). Funds are returned to government at each stage of the development for the agreed amount.

There have been many variations and levels of success in state government partnering with private developers. Regardless of the agreed terms, the critical factor is to ensure that community expectations are met along with the best return to government to assist in funding the rejuvenation of the Centre.

In the longer term, following completion of the rejuvenated centre, ownership of the 16.18 hectares will be split into two distinct areas.

It is proposed that Area 1 in its entirety be owned by the City of Port Adelaide Enfield (approximately 9.35 hectares) and Area 2 (approximately 6.83 hectares) sold to a private entity for development of a housing and small retail precinct (including the new health facility and the existing Children’s Centre).
The Map on the left shows the proposed divisions.

Area 1 Key Points:
- Area 1 covers the recreation and sport precinct (including the indoor swimming pool and outdoor sports fields and club rooms).
- The City of Port Adelaide Enfield to own Area 1 in its entirety with caveats indicating community use in perpetuity.
- Area 1 to be given to council as part of a package of land aggregation currently under negotiation between the City of Port Adelaide Enfield and state government.

Area 2 Key Points:
- Area 2 covers the residential and retail area.
- The Land Management Corporation to release a public ‘Expression Of Interest’ for development of the land in its entirety (approximately six hectares) with a set of clear specifications.
  - The specifications must include:
    - Total number of houses including park frontage
    - Car parking requirements
    - The Children’s Centre to be part of the sale with a long-term lease back to the government or an option to omit the land and building from the sale (so government retains ownership).
    - The location of 15% affordable housing on the site
    - Requirements for retail area and new health building
  - A letter of commitment from SA Health to lease the building over an agreed long-term lease period
• Any other specification or outcome required of the site
• It is anticipated this would generate significant interest in the market and a range of development options would emerge.

In the event that this preferred option does not occur, alternative options have been proposed. While they are less preferable, they would still enable the new Parks Community Centre Plan to go ahead – albeit with slightly more government investment than is proposed in the preferred model.

Alternative for Area 1

The City of Port Adelaide Enfield has so far indicated that they have no interest in owning or managing the sports and fitness centre, but are willing to consider management of the outdoor recreation space. If they refuse to take over Area 1 in its entirety, the following is a second option:

• Area 1 is split into two areas: Area 1 and Area 1a
• Area 1 is the outdoor sports area and land proposed for the library and community centre
• Area 1a is the recreation and sports precinct
• Ownership of Area 1 to be transferred to the City of Port Adelaide Enfield
• Area 1a to be retained by the state government with an option to outsource day-to-day operations to a suitable provider
• An appropriate State Government department/agency, (i.e. the Office of Recreation and Sport or the Department of Transport, Energy and Infrastructure), to assume ownership and associated responsibilities of Area 1a
• Council ownership of Area 1 to be freehold title but with shared parking and pedestrian plaza share arrangements.

Alternative for Area 2

Should no preferred option be submitted through the ‘Expression Of Interest’, then the following alternatives could be considered:

1. DFC to release the land as surplus and the Land Management Corporation to offer the site for sale with no encumbrances (this reduces the ability to ensure appropriate design and development on the site).
2. DFC to retain the land and develop the site either on its own or in partnership with a private developer.

Recommendations

14. The 16.18 hectares be split into two areas for sale – this will result in the government having no ownership or financial obligation to the Centre once redevelopment is completed.

15. Area 1 in its entirety to be owned by the City of Port Adelaide Enfield and Area 2 to be sold to a private entity for development of a housing and small retail precinct (including the new health facility and the existing Children’s Centre).
Relocation and transition

In shifting the Parks Community Centre from a welfare focus to a community hub, it is important to ensure the right service mix remains onsite. In addition, the need to demolish many existing buildings will mean that low cost office space will no longer be available. As a consequence, some agencies and services will be required to relocate.

Whilst some agencies have signalled a desire to relocate, it is recognised that there are others which have had a long association with the Centre and may be inconvenienced by relocation. Therefore, the relocation of agencies must be dealt with in a sensitive and practical way. Critical to the process is a clear and agreed transition plan that ensures time is allowed to find suitable accommodation and an adjustment period for affected agencies.

The agencies required to relocate under this plan are:
Department for Family and Communities:
• Families SA Metropolitan Aboriginal Youth and Family Services
• Families SA C3MS Training Centre
• Housing SA Computer Training Centre
• Housing SA Parks Regional Office
• Families SA Safe Babies Team
• DFC Facility Services.

Other State government services:
• Talking Realities (SA Health).

Non-government organisations
• Individual Support Accommodation Services (ISAS)
• Quantum Housing Association
• Alzahra Association (inclusive sports programs for middle eastern and Afghani communities)

• Westside Community Lawyers
• Network SA and Aboriginal Resource Management Unit.

The relocation of state government agencies would create a budget impact, particularly for DFC.

Funding for alternative or new accommodation for DFC and other government services needing to relocate have not been costed in this proposal.

Recommendations

16. The above listed agencies end their tenancies at the Parks Community Centre and relocate to an alternate location.
17. A relocation transition plan is developed by DFC (as site owners) with the relevant service providers as a matter of urgency to allow agencies time to secure other accommodation.

Theatres and Arts and Crafts Workshops

The demolition of buildings will affect the mix of activities available at the Parks Community Centre. In particular, the building that currently houses the arts and crafts workshops (Building 7) and the two theatres (Building 10) will be demolished.
It is recognised that cultural development opportunities and activities are central to a healthy community’s sense of identity, place and cohesion. Therefore, while the theatres will no longer be based at the Centre, options to ensure the continuity of access for the community have been investigated.

The most practical option is the re-purposing of the theatre at Ross Smith Secondary School at Clearview - earmarked for closure in July 2011. The facility, called the ‘David Campbell Performing Arts Centre’ was constructed in 1997-98 and has modern features such as:

- a theatre area with retractable seating (approximately 100 seat capacity)
- a sound box area (with sound and lighting equipment),
- two separate sound stage areas (music labs) with permanent tiered seating
- three small music rehearsal rooms and a classroom
- storage area for musical instruments and associated wet areas
- dressing rooms at the rear of the performance area to the main theatre.

This space could enable a relatively easy transfer of current performers and patrons to this site, as well as the potential to expand services to include a facility for arts, music, children’s theatre and drama, recreational activities, meetings and functions.

The theatre is located on Hampstead Road at Clearview and has excellent access to public transport with a bus stop directly outside.

In order to take advantage of this opportunity, government must act swiftly to retain the theatre at Clearview. Once secured, Arts SA could negotiate arrangements for professional box office and theatre management to ensure ongoing viability. A similar model has been successfully implemented at the Hopgood Theatre at Noarlunga which is managed by Country Arts SA through an agreement with state government (as the owner).

The new council library and community centre will have space for arts and crafts programs as part of their community development program, however there may not be sufficient space for a wet area and equipment currently housed in Building 7 (such as a printing press, pottery wheel, woodwork equipment).

Again, the most practical option is to relocate the equipment and classes to the re-purposed Ross Smith Secondary School, where tech workshop facilities are available adjacent to the performing arts space.

Recommendations

18. Negotiations between DFC and the City of Port Adelaide Enfield for ongoing service delivery of community development programs to commence immediately.

19. As a matter of urgency, retain the David Campbell Performing Arts Centre at Clearview.

20. Arts SA to seek an appropriate theatre and arts management provider to be contracted to manage the David Campbell Theatre as a community theatre for the western suburbs.
Critical factors for success

In delivering this report to government it is important to note that there are a number of critical factors that must be realised if the new plan for the Parks Community Centre is to be fully achieved.

In summary, the critical factors for success are:

• Immediate negotiations between state and local government must occur regarding land aggregation. Without the City of Port Adelaide Enfield agreeing to submit the parcel of land adjacent to the Parks Community Centre, (on Cowan Street between the Centre and Greyhound Racing SA), this plan cannot be implemented in its current form.

• Rezoning of land will be required in order to develop the housing and retail components of this plan. The Land Management Corporation and the Department of Transport, Energy and Infrastructure must be tasked to move this work forward immediately as there are significant lead times required which could significantly delay work commencing on the site.

• A lead agency is determined immediately in order to carry out the transition plan and rebuilding required, including the development of a transition plan for services.

• It is recommended that DFC work in conjunction with other government and non-government agencies to secure suitable alternative accommodation for services that will need to move from the Centre. Without this, there is a risk that services will not be able to move and the Plan not able to be implemented.

• Negotiations with the City of Port Adelaide Enfield must commence soon in order to encourage them to manage and operate the Parks Community Centre.
## Budget

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**Total Estimated Net cost for plan of the Parks community Centre** $23,893,876.00

| Allowance for escalation 2012 to 2013 | $956,124.00 |

**Total Estimated cost to SA Government for plan of the Parks Community Centre** $24,850,000.00

**Estimated Land Sale Value** -$10,352,000.00

**Total Estimated cost to SA Government for the Parks Community Centre** $14,498,000.00

**Estimates for cost of buildings to be developed by the Private sector**

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