COMMUNITY AND CIVIC HUB INVESTIGATION – PHASE 2
SUMMARY REPORT

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1 - INTRODUCTION

1. Introduction

1.1. Background

Adelaide Plains Council has experienced an upsurge in housing development and population growth in recent years and is identified as one of the fastest growing Local Government Areas in the State. This unprecedented growth will have far reaching implications for the community and economy of the district and will drive changes in community expectations for local government service provision. As a result, Council initiated a detailed review of its existing staff accommodation and service provision, followed by a comprehensive community and stakeholder engagement process to identify community aspirations

The Community and Civic Hub Investigation – Phase 2 Summary Report

1.2. Council Accommodation and Service Review

In 2022, Adelaide Plains Council engaged Holmes Dyer Pty Ltd to undertake an independent assessment of Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district.

The findings of the independent assessment were documented in the Council Accommodation & Services Review Technical Report, which ultimately recommended a workplace model. The discussion paper and associated report recommendations were endorsed by Council on 27 June 2022.

The aim of the Technical Report was to consider the existing Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district. The Technical Report identified inefficiencies, inadequacies and changing usage needs, and concluded with the recommendation that the preferred approach is to consolidate Council's office and community activities into one Civic Centre.

1.3. Community and Stakeholder Engagement

Phase 1 of the Community and Civic Hub Investigation underwent a detailed process of community and stakeholder engagement. Feedback received during the workshops and community consultation formed the basis of recommendations made to Council regarding facility requirements, locations, delivery models, configuration needs, programming, and prioritisation.

The aim of engaging with community members and groups was to provide both an in-person opportunity and online channel to engage with the project team, understand the Community and Civic Hub Investigation and consultation process, and discuss their ideas and feedback for the future of Council facilities and services with the support of visual aids and examples.

The key insights from the engagement process included:

- Community needs placed at the forefront of any future community and civic space.
- Centralise community services and Council operations but retain limited services elsewhere.
- Flexible and adaptable spaces that can be multi-purpose and accessible to all.
- Open plan, green space, and large community areas.
- Retain and repurpose Council's current facilities and buildings, maintain and celebrate heritage.
- Foster synergies between community and civic spaces to maximise the usage of a space and the ability to provide efficient and effective services.
- Determining and adopting a workplace model is a critical component of delivering a harmonious workplace environment.

1.4. Community and Civic Hub Investigation – Phase 1

The Community and Civic Hub Investigations – Phase 1 was substantiated via a series of community and stakeholder consultation sessions in the form of workshops, site visits, drop-in sessions, and online material to explore the important considerations in future facility planning. The findings of this process would then facilitate the preparation of a prioritised scope and facility inclusion list that can be used to assess future site location and budget considerations, including options for staging and partnership.

1.5. Key Findings

The project vision developed as a key element of Phase 1 was underscored by the key insights identified during consultation with community members, Elected Members and Council staff and was used to guide Phase 2 of the investigation.

The vision for the Community and Civic Hub Investigation is:

"Creation of a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility with adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council's community, administrative and civic operations through building design and service delivery development".

Based on Council's vision for a community and civic hub, best practice trends in facility location, design and management, and the feedback and ideas shared by stakeholders and the community, seven principles were developed to guide the formulation of recommendations in Phase 1 of this investigation. These recommendations have been summarised under the headings 'Workplace Model', 'Service Provision Model' and 'Facility Requirements' and follow the guiding principles below. These principles and the recommendation have guided Phase 2 of the investigation, including location selection, procurement process, governance, and schedule of areas.

Optimise community and staff outcomes

Opportunities to optimise community and staff outcomes from a new community and civic hub can come from including complimentary uses such as health services, childcare or retail, generating private and public partnerships and investing in the surrounding infrastructure, including parks, plazas, or transportation. Improved quality of space, function and environmental performance can enhance outcomes for the community and staff alike.
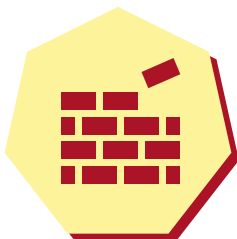
Improve and expand community facilities and services

Adelaide Plains Council is experiencing unprecedented population growth, and community and council administration facilities are reaching their capacity. Improving and expanding community facilities and services will assist the health, social wellbeing, and economic prosperity of APC. The community has identified particular areas of facility and service improvement including youth and aging services and facilities, better library facilities, more meeting spaces and inclusion of health care service in any future development.

Provide seamless customer service

Customer service in Adelaide Plains Council has been via a traditional front counter service, with limited space or facility and information access for customers. Streamlining the customer service experience should include introducing automation that reduces effort and the likelihood of errors or delays and providing front desk staff with the training and tools to respond to a multitude of requests and queries. Enlarged foyers with or without concierge services, opening up to the range of community facilities and services on offer, provide greater inclination to entice the community to utilise those services.

Seek best practice building and environmental outcomes

As the owner and operator of many different types of significant buildings, councils are uniquely able to demonstrate leadership in sustainability. Council should adopt best practice building standards and strive to achieve high NatHERS and Green Star ratings to minimise operational costs and contribute to the wellbeing of building occupants and visitors.
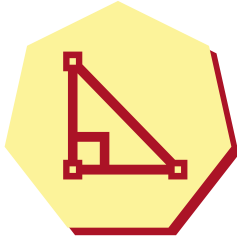
Optimise floor space usage and maximise efficiency

A number of best practice co-located library and civic projects explored as case studies have been developed with other government services, such as community health centres, employment services and council administration. The co-location of Council's civic services and community spaces is an opportunity to share resources, encourage wider public use, reduce duplication of resources and coordinate service delivery. Shared staff and community spaces provides further efficiency opportunities but will require buy-in from staff. Meeting spaces available for staff or community use provides an important space optimisation outcome.
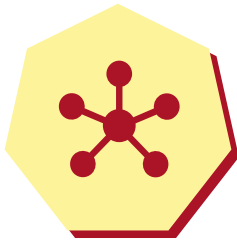
Provide future-proof flexible/adaptable/shared spaces

The community identified the desire for a multi-purpose community space integrated with key council services. Council should aspire to produce a new facility that is adaptable for different uses during its life cycle and incorporates both transient and fixed elements that can be temporarily disassembled, altered, or removed to maximise the various ways a space can be used. Development of commercial spaces that can be converted for council use as the Council grows is another flexible approach to accommodating an expanding staff workforce.

Free up existing Council sites and repurpose where possible

The inefficiency of some existing council facilities requires the rationalisation of single purpose community facilities to a smaller number of multi-purpose facilities. This would include disposal of some facilities, redevelopment of others and change of use for some community and council operated facilities to venues for hire or commercial uses.

1.5.1. Facility Distribution Model

Through our investigation into best practice facility design and operation, council consultation and engagement with the local community, the following recommendation for a facility delivery model have been proposed:

- Combined community and civic hub.
- Centralised but with minor outreach opportunities.
- Possible use of Mallala depot as an outreach facility.
- Relocation of Two Wells depot to an out of town centre near rural location.
- Conducting of occasional Council meetings outside the main hub.

It is recommended that the Adelaide Plains Council follow a "hub and spoke" model where there is a central headquarters (the hub) in the centre and small satellite offices in parts of the Council area serving smaller population concentrations (the spokes).

1.5.2. Workplace and Service Provision Model

It is recommended that the following considerations are made in terms of the workplace and service provision model across council and particularly in a new community and civic hub:

- Open plan with a limited number of offices.
- Flexible and adaptable workspaces.
- Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- Meeting rooms, pods, collaboration spaces, quiet spaces to support open work areas.
- Open plan to facilitate teams based and department based working.
- Staff open to some level of operational change but only commencing the journey.
- Limited hybrid working for Council staff (occasional work from home).
- Some fixed assets (servers, printers etc.) requiring specific fixed locations.
- Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- Cost constraints will force floorspace and operational efficiencies (e.g., providing for 0.6 or 0.8 desks/staff number).

It is suggested that the workplace style adopted by Council should reflect an activity-based working (ABW) model where employees divide their time between working remotely and in their primary workplace, with remote working generally limited to 1-2 days per week. Staff would not have an assigned desk in the office and instead share workspaces based on the particular activity. A typical ABW office has a sharing ratio of eight desks (or less) for every 10 people.

1.5.3. Facility Requirements

The use and usage groups of a community and civic hub are diverse and should foremost respond to community needs. As such, the community, Council staff and Elected Members have identified a number of key community facility requirements that should be included in the development of a new Community and Civic Hub. These include the following:

- Civic obligations can overlap with community facility needs.
- Must accommodate growing staff numbers and deliver practical and efficient workspaces.
- Community priorities are for multi-functional library, community spaces, meeting places, youth facilities and health services along with accessing traditional Council services such as paying rates etc.
- Commercial space provides flexibility for future Council growth requirements.
- Increased and formalised car parking with secure staff parking.
- Associated outdoor space e.g., Village Green

2 – EVALUATION OF FLOORSPACE REQUIREMENTS

2. Evaluation of Floorspace Requirements

2.1. Methodology

The methodology employed to establish future floorspace requirements has relied upon the following:

- An assessment of current floorspace provision and the efficiency of use of that floorspace;
- Comparison with other Council floorspace provision and size of facilities;
- Direct estimation of the specific floorspace requirements by intended use.

The following sections provide details of this analysis.

2.2. Existing Floorspace

Council currently occupies some 1,508m^2 of floorspace, excluding depot floorspace, for its civic, administrative and community functions at Two Wells and Mallala. Estimated gross floor areas of each existing building are as follows:

- Two Wells Service Centre   304m^2
- Two Wells Former Council Chamber   72m^2
- Two Wells Office Annex   89m^2
- Two Wells Library   299m^2
- Mallala Principal Office   463m^2
- Mallala Library   105m^2
- Mallala Council Chambers   176m^2
  Total   **1,508m^2**

2.3. Future Floorspace Requirements

With a projected doubling of the Council population over the next twenty years and a commensurate increase in staffing levels, it would be reasonable to anticipate a future need for twice as much floorspace as currently existing, say, around 3,000m^2. Indeed, theoretical floorspace standards would suggest a need for some 3,600m^2 of floorspace.

However, the current floorspace is highly inefficient and provides for an outdated accommodation model which we believe can be better organised to create a more efficient floorspace arrangement while providing increased floorspace to community uses. The following floorspace breakdown provides for an optimum development outcome for a single building on a single site. It demonstrates a total floorspace requirement of around 2,500m^2 to meet the identified needs of Council and the community over the next 20 years.

Table 1.   *Community and Civic Hub Floor Size Breakdown – Optimum Development*

Floor Size Breakdown (m^2)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	600		
Community Centre	1,600	800		
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	200	100%	Part of the Community Centre
Senior Centre	n/a	200	100%	Part of the Community Centre
Computer Centre	n/a	200	100%	Part of Library
Administration	1,200	900		
Staff Kitchen	n/a	30	100%	Overlap with Administration
IT Room	n/a	20	100%	Overlap with Administration
Meeting Rooms	n/a	370	100%	Overlap with Administration, Council Chambers and Community Centre
Informal Staff Gathering Space	n/a	30	100%	Overlap with Administration
Council Chamber	n/a	250	100%	Overlaps with Administration and Meeting Space
Elected Members Refuge	n/a	30		
Kitchen	n/a	20	100%	Part of Community Centre
Storage	n/a	150	100%	Part of Administration and Community Centre
Reception Circulation and Amenities	n/a	200	100%	
Total $^{(1)}$		2,500m^2		

(1)   Excludes all overlapping spaces

Conscious of likely constraints on funding of the proposed Hub, we have also prepared a minimum development option which actually reduces the floorspace requirement to just over 1,400m^2. This option relies upon the utilisation of existing buildings for the delivery of the community centre functions, reduces the library size to 450m^2 (but still 50% larger than the existing main library in Two Wells) and assumes inside staff occupancies will not exceed 80% at any given time and that the majority of staff would be part of a flexible seating arrangement.

This option allows the whole project to proceed on a capital cost basis which is likely to be only 60% of the optimum solution cost. It would anticipate some additional costs being allocated to the upgrade of existing buildings and an earlier requirement for floorspace additions in the future.

The proposed floorspace breakdown is as follows.

Table 2. *Community and Civic Hub Floor Size Breakdown – Minimum Development*

Floor Size Breakdown (m²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	450		
Community Centre	1,600	Nil	n/a	Utilise existing buildings
Performing Arts	Nil	Nil	n/a	
Arts and Culture Centre	Nil	Nil	n/a	Limited gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Utilise existing buildings
Senior Centre	n/a	Nil	n/a	Nil
Computer Centre	n/a	100	100%	Part of Library
Administration	1,200	550		Assume 80% occupation level and flexible seating arrangements
Staff Kitchen	n/a	35	100%	Overlap with Administration Expand to provide informal gathering space
IT Room	n/a	15	100%	Overlap with Administration
Meeting Rooms	n/a	220		
Informal Staff Gathering Space	n/a	Nil	n/a	Rely on kitchen space
Council Chamber	n/a	150	100%	Overlaps with Administration and Meeting Space. Accommodate overflow audience in adjacent public spaces / meeting areas
Elected Members Refuge	n/a	Nil	n/a	Delete as non-essential
Kitchen	n/a	Nil	n/a	Part of Community Centre – utilise existing buildings
Storage	n/a	50		
Reception Circulation and Amenities	n/a	150		Reduced as part of smaller building footprint
Total [(1)]		1,420m²		

(2)   Excludes all overlapping spaces

A third alternative is to remain committed to the optimum outcome but to build a first stage to that development. This would leave the new library and community centre until a later date and focus upon delivery of some administrative floorspace expansion and a new Council chamber / meeting facilities. This could reduce the initial floorspace construction to around 550m². The floorspace option for this option is contained in the following table.

Table 3. *Community and Civic Hub Floor Size Breakdown – Stage 1 of Optimum Development*

Floor Size Breakdown (m²)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	Nil	n/a	Later stage
Community Centre	1,600	Nil	n/a	Later stage
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Part of the Community Centre – Later stage
Senior Centre	n/a	Nil	n/a	Part of the Community Centre – Later stage
Computer Centre	n/a	Nil	n/a	Part of Library – Later stage
Administration	1,200	300		Accommodate relocated staff, limited additional staff and limited facilities
Staff Kitchen	n/a	Nil	n/a	Overlap with Administration – Later stage
IT Room	n/a	Nil	n/a	Overlap with Administration – Later stage
Meeting Rooms	n/a	Nil	n/a	Overlap with Administration, Council Chambers and Community Centre – later stage
Informal Staff Gathering Space	n/a	Nil	n/a	Overlap with Administration – later stage
Council Chamber	n/a	150		Flexible space to accommodate various sized meetings
Elected Members Refuge	n/a	Nil	n/a	Later stage
Kitchen	n/a	Nil	n/a	Part of Community Centre – Later stage
Storage	n/a	Nil	n/a	Part of Administration and Community Centre – Later stage
Reception Circulation and Amenities	n/a	100		Reduced as part of smaller footprint
Total [(1)]		550m²		

(3)   Excludes all overlapping spaces

The Stage 1 option addresses the acute need for administrative space and ensures that the executive team remains adjacent to the Council Chamber and Elected Members. However, this has only marginal benefits for the community, notably, freeing up the old Mallala Council chamber for an enlarged second library and community meeting space. A more equitable option might be to include a new library facility and computer centre, adding some 450m^2 to the floor area, bringing the total floorspace to this hybrid option to 1,000m^2. Refer to the following floorspace breakdown.

Table 4.   Community and Civic Hub Floor Space Breakdown – Hybrid Development

Floor Size Breakdown (m^2)				
Facility	Theoretical	Actual	Overlap	Comments
Library	800	450		
Community Centre	1,600	Nil	n/a	Later stage
Performing Arts	Nil	Nil	n/a	Amateur productions to use community space with rollaway stage or utilise an existing building (e.g., current library)
Arts and Culture Centre	Nil	Nil	n/a	Gallery Space can be created in entry, foyer or similar
Youth Space	n/a	Nil	n/a	Part of the Community Centre – Later stage
Senior Centre	n/a	Nil	n/a	Part of the Community Centre – Later stage
Computer Centre	n/a	100	100%	Part of Library
Administration	1,200	300		Accommodate relocated staff, limited additional staff and limited facilities
Staff Kitchen	n/a	Nil	n/a	Overlap with Administration – Later stage
IT Room	n/a	Nil	n/a	Overlap with Administration – Later stage
Meeting Rooms	n/a	Nil	n/a	Overlap with Administration, Council Chambers and Community Centre – later stage
Informal Staff Gathering Space	n/a	Nil	n/a	Overlap with Administration – later stage
Council Chamber	n/a	150		Flexible space to accommodate various sized meetings
Elected Members Refuge	n/a	Nil	n/a	Later stage
Kitchen	n/a	Nil	n/a	Part of Community Centre – Later stage
Storage	n/a	Nil	n/a	Part of Administration and Community Centre – Later stage
Reception Circulation and Amenities	n/a	100		Reduced as part of smaller footprint
Total [(1)]		1,000m^2		

(4)   Excludes all overlapping spaces

2.4. Car Parking Provision

Car parking standards identified by the Planning and Design Code are as follows:

- Library   4 spaces / 100m^2 floor area
- Community Centre   10 spaces / 100m^2 floor area
- Offices (including reception / circulation / ablutions etc.) 4 spaces / 100m^2 floor area

Note that these standards are desired car parking rates but they may be varied under a Performance Assessed proposal.

Based upon the floorspace delivery option outlined previously, the theoretical requirement for car parking provision can be summarised as follows:

- Optimum Development (2,500m^2)   148 spaces
- Minimum Development (1,420m^2)   66 spaces
- Stage 1 Development (550m^2)   31 spaces
- Hybrid Development (1,000m^2)   49 spaces

For all options other than the Optimum Development Option, an additional 53 spaces would be theoretically required to serve the retained existing facilities, hence car parking provision could vary from, say, 84 spaces to 148 spaces, depending upon the chosen development option.

Because of the complimentary nature of many of the uses of the Community and Civic Hub, it would be possible to argue for a reduced car parking provision under each scenario. In particular, major community events that occur out of regular office hours can utilise the car parking spaces typically occupied by Council staff. Further, the hybrid working arrangements prevalent across administrative functions means that probably only 80% of staff need to be catered for at any given point in time, and may be as low as 65% (Salisbury Council Study finding).

Accordingly, we suggest a provision of 80 – 100 formal car parking spaces, with capacity for occasional informal overflow if surplus vacant land is available nearby.

2.5. Meeting Spaces

The Community and Civic Hub relies upon the provision of key meeting spaces for Elected Members, staff and the community. The optimum development option relies upon the following meeting room delivery:

Table 5.   Optimum Development Option - Meeting Room Delivery

Optimum Development Option - Meeting Room Delivery		
Council Meeting Rooms	1 @ 200m^2 (1 @ 120m^2; 1 @ 80m^2)	Comprising two rooms of, say, 80m^2 and 120m^2 which link to provide a single space capable of holding 80 pp.
Staff Meeting Rooms	4 @ 10m^2	2 – 4 pp meeting spaces and quiet zones
	1 @ 30m^2	12 – 18 pp meeting space
Community Meeting Rooms	6 @ 5m^2	1 pp study pods
	4 @ 10m^2	2 – 4 pp meeting spaces and quiet zones
	2 @ 15m^2	6 – 8 meeting spaces capable of linking to deliver one 30m^2 space with capacity for 12 – 18 pp
Total	370m^2	

Note that under this scenario, both the community and the staff would have access to the 80m^2 and 120m^2 rooms used for Council meetings for the majority of the time. It is also possible for overlap between staff and community meeting use. Existing buildings, such as the former Council Chambers (72m^2) at Two Wells and the Council Chamber (176m^2) at Mallala could provide additional options for community and staff use. The proposed library (600m^2) and reception area (80m^2) also provide meeting and presentation spaces under the Optimum Option.

The minimum development option relies upon the following meeting room delivery:

Table 6.   Minimum Development Option - Meeting Room Delivery

Minimum Development Option - Meeting Room Delivery		
Council Meeting Rooms	1 @ 150m^2 (2 @ 75m^2)	Comprising two 75m^2 rooms capable of linking to make a single large space capable of holding 60 pp
Staff Meeting Rooms	2 @ 10m^2	2 – 4 pp meeting spaces and quiet zones
	1 @ 30m^2	12 – 18 pp meeting space
Community Meeting Rooms	2 @ 10m^2	2 – 4 pp meeting spaces and quiet zones
	2 @ 15m^2	6 – 8 pp meeting spaces capable of linking to deliver one 30m^2 space with capacity for 12 – 18 pp
Total	220m^2	

Note that under this scenario, both the community and the staff would have access to 2 @ 75m^2 rooms used for Council meetings for the majority of the time. It is also possible for overlap between staff and community meeting room use. Existing buildings, such as the former Council Chamber (72m^2) at Two Wells and the Council Chamber (176m^2) at Mallala could provide additional options for community and staff use. The proposed library (450m^2) and reception area (50m^2) also provide meeting and presentation spaces under the Minimum and Hybrid Options.

The Stage 1 option would include only 1 @ 15m^2 meeting space within the office floor area and would rely upon existing meeting spaces in the existing building stock which would continue to be utilised under this scenario.

All options assume a 4 pp meeting space within the CEO's office.

2.6. Office Space

Under all scenarios, the office space is open plan, with the exception of the CEO's office (1 @ 20m^2) and four Director's offices (4 @ 12m^2). The logic of providing some offices is that these staff will need to conduct confidential discussions from time to time.

For the remainder of the staff, there is an option of dedicated workspaces or hot desking. Under the smaller floorspace options, flexible seating arrangements become more critical. Furthermore, given the expectation of staff attendance at the office of only 65% - 80% at any given time, there is a significant cost efficiency in flexible seating arrangements. The cost of delivering new floorspace makes a flexible seating arrangement virtually essential in this development. A by-product of flexible (reduced) seating is the need for locker spaces and for maximum access to meeting rooms and quiet working spaces.

2.7. Long Term Floorspace Requirements

The foregoing discussion assumes an approximate doubling of staff numbers over the next 20 years. It is considered that 20 years is an adequate time horizon given that demand for floorspace may change in future decades in ways that cannot be anticipated.

That said, a twenty year horizon does not represent an end-state for Adelaide Plains Council. Indeed current growth estimates, based upon expanded urban land releases at Two Wells and Dublin (subject to EFPA amendments) anticipate a future population of some 34,000 residents, some 70% greater than the current "design" population of 20,000 residents.

2.8. Site Area Requirements

Calculation of anticipated floorspace and car parking requirements generates a basis upon which to identify a minimum and preferred site area for the proposed Hub. This figure will vary depending upon a range of factors, most notably:

- Whether the building is single storey or multi-storey construction;
- What level of car parking provision is required;
- How generous landscaping around the building and throughout the car park might be;

- Whether car parking is at grade or located within the building footprint (basement, undercroft or deck);
- The inclusion of external public space, for example, a town square;
- The willingness or otherwise to fund higher construction costs associated with more complex building forms;
- The regularity of the site and its ability to be utilised efficiently;
- The desirability of making provision for possible future facility expansion.

Based upon the Optimum Development Proposal (c. 2,500m^2 of floor area), a site area for a single storey building with at grade car parking, landscaping and a town square might reasonably require a site of at least 6,000m^2 and desirably 8,000m^2, with 10,000m^2 providing for growth beyond the current 20 year time horizon.

These areas are based upon the following calculations:

- Floor area   2,500m^2
- Car parking   2,500m^2 – 3,000m^2
- Landscaping   1,000m^2 – 1,500m^2
- Town Square   nil – 1,000m^2
- **Total**   **6,000m^2 – 8,000m^2**

A site expansion capability to one hectare would provide for a future ground level floorspace expansion of around 800m^2.

A minimum site area required to serve a 2,500m^2 Hub over two levels and served by basement / undercroft car parking could be expected to be as follows:

- Floorspace   2,750m^2 [1]
- Car Parking   2,875m^2 – 3,450m^2 [2]
- Landscaping   750m^2 – 1,000m^2
- Town Square   nil – 1,000m^2 [3]
- **Total**   **3,625m^2 – 5,450m^2**

(1) Floorspace is increased by 10% to allow for vertical movement between floors (elevators, stairs and services)

(2) Car parking is increased by 15% to allow for vertical movement of cars between floors, increased car park spacing for columns and movement of persons to different levels.

(3) Total site area is linked to the size of the car park footprint rather than the building footprint.

Calculation of site areas for the Minimum, Stage 1 or Hybrid options is probably not relevant because they all assume the need to accommodate future development and / or rely upon sites and floorspace already provided in other existing buildings and therefore only ever represent a portion of the required site area.

Any proposal that involves working with existing buildings is likely to introduce site area inefficiencies, resulting in the need for a larger overall site.

3 – LOCATION ASSESSMENT

3. Location Assessment

3.1. Facility Distribution Model

Based upon the finding form the Council Accommodation and Service Review and Community and Civic Hub Investigation – Phase 1, it is recommended that Adelaide Plains Council adopt a hub and spoke facility distribution model for their civic and community spaces and operations. The hub-and-spoke model enables a centralized "hub" for people to come together, while also providing the choice to work or interact with Council and it's services from "spokes." A spoke does not have to be a conventional office, but instead any place from which a person can be productive, or a service can be provided. This typology provides greater flexibility for workers and maximises cost and resources efficiencies.

3.2. Sites Under Review

Sites chosen as part of the assessment process were determined based broadly on their location, ownership and size. Council identified all sites under their ownership within the townships of Adelaide Plains, and a desktop evaluation determine the approximate size of a site, eliminating allotments that were undersized for any form of civic and community space development. This left a total of 24 sites to undertake the high-level assessment and then a detailed assessment of selected sites.

3.3. Location Assessment Tool

The basic assumption underlying the Multi-Criteria Matrix for the purpose of location assessment in the Adelaide Plains Council area, is that a decision-maker such as Council and the Elected Member body, choose the alternative (location) that yields the greatest multi-criteria score from a number of possible alternatives. Utilising the vision and guiding principles endorsed within Stage 1 of the Community and Civic Hub Investigation as a source for the creation of relevant criteria and priorities, Holmes Dyer has prepared a weighed set of criteria and balanced numeric scores to assess the refined site options and identify a preferred location that will best meet the community and administrative need of Adelaide Plains community and Council. Additional criteria, not generated from the vision and guiding principles, have been developed by the project team to reflect the known strengths and challenges, potential partners, and secondary development triggers of each site. It should be noted that the exact design/site placement of a Community and Civic Hub will likely evolve to some extent once an architect is engaged to develop the concept (but not the site itself).

The importance of each criteria is determined based upon feedback and discussions between Council, Elected Members, and the professional expertise of the project team. A weight estimation that represents the importance of a single criteria is applied to a criteria to generate a consistent ratio, in the form of a numeric score between 0.0 and 1.0. The overall multi-criteria score is achieved by multiplying the criteria score against the importance weights to produce an aggregated number for each alternative.

3.3.1. Criteria

The following table outlines the selection of criteria for the location assessment matrix. Criteria and sub-categories were selected based on case study examples, community space design guidelines, professional planning and design knowledge and information provided by Council and the Elected Member body. Each criteria has an accompanying description which outlines how the criteria will be applied to or evaluated against the site.

Table 7.   Criteria Selection Table

Site Criteria	Sub-Category	Description
Land Size	Space for car parking at grade	Could the site allow for the suitable number and configurations of car parks to service both staff and the community. The number of car parks should range between 80-100 and have a minimum dimension of 2400 mm wide by 5400m long. (Preferably 2500mm or 2600mm wide) o Library - 4 spaces per 100m2 of total floor area.

		o A hall/meeting hall - 0.2 spaces per seat.
		o All other community facilities - 10 spaces per 100m2 of total floor area.
		o Office - 4 spaces per 100m2 of gross leasable floor area.
		A site area of 25-30m² – per car park should be accommodated. (2,000-3,000m²)
	Space for under croft car parking	Could the site allow for the suitable number and configuration of car parks in an under croft space?
	Space for single storey building	Does the site allow for a single storey building of approximately 2,000-3,000² in size that is inclusive of all identified community and civic spaces?
	Space for multi-storey building	Does the site allow for a multi-storey building of approximately 2,000-3,000m² in size across two or more floors? Approximate floor space is inclusive of all identified community and civic spaces.
	Space for Town Square	Does the site allow for addition space for a town square or outdoor meeting space?
	Space for co-location of activities	Does the site allow for additional non-Council provided activities to operate on the site or within the floorspace?
Land Use	Current use	Does this site have any current land uses?
	Compatibility with intended use	Will the intended land use change be compatible with any activity existing and remaining on the site?
	Implications of removal of current use	Can any existing land uses easily be transferred elsewhere?
		Would there be significant implications if the currently land use is interrupted or terminated?
Zoning	Current suitability	Sites that are located within a Township, Main Street or Activity Centre Zone would be most complimentary to the development of a community facility, however, weighting of Zoning should remain low as the process of a rezoning is highly achievable in many cases.
	Capable of suitable rezoning	Will the site require rezoning prior to the development of any new community facility?
	Revocation of Community Land	Is the land currently classified as community land?
		If so, can the classification of community land be revoked, and can Council clearly demonstrate to the community that it has developed a specific strategy for the future use of the land?
Land Title	Ownership	There is an obvious advantage for any future Community and Civic Hub to be developed on Council owned land. Eliminating any need to purchase or acquire land will reduce the overall cost and time of the project. Land already in Council ownership should be scored high, land under the Crown- but capable of transfer being marginally lower and land in private or state ownership should be scored lower.

	Ability to own/ ease of transfer	Would the purchase or transfer of the site to Council ownership be a difficult task?	
	Easement/ ROW/ other restriction on the title	Are there any title notations that restrict the use of the site or limit design flexibility?	
	Heritage / Cultural Listings	Is the site free of heritage listings (built form or cultural)?	
		Can the listings be managed?	
Physical Characteristics	Topography	Is the land relatively flat or does the land have a significant slope or other topographic characteristics?	
	Vegetation	Is the site cleared or are there significant or regulated trees, native vegetation or other vegetation to be retained.	
	Site conditions/contamination risk	Is the site free of contamination or unlikely to be subject to significant contamination?	
	Site access	Does the site have good / safe vehicular access?	
		Does the site have clear and unobstructed access for pedestrians, including main street frontage and no potentially unsafe activities that might obstruct assess such as freeways or trainline?	
	Service access	Is the site served with or readily capable of being served with water, sewer, power, telecommunications etc?	
	Outlook	Is the site provided with a pleasant outlook such as a community space, green space or vegetated landscape?	
	Flooding	Does the site have a low flood risk and concerns of inundation can be readily managed.	
	CWMS Connection	Does the site have access to Community Wastewater Management System or will a onsite solution be required?	
Commercial Context	Linkages to Main Street	Is the site located in a Mainstreet environment?	
	Ability to activate locality	Can the site be used to activate the locality?	
		Does the site have capacity to include commercial enterprises that could activate the locality?	
		Does the site have any existing adjacent or neighboring activities that could enhance and be supported by the development of a community facility?	
		Would there be value add opportunities with adjacent activities or land uses?	

	Replacement of existing activities	Are there existing activities that would be displaced? Are these displaced activities important to the community?
	Not required for alternative purpose	Is the site free of obligation/ commitment for other purposes?
	Relocation effects on existing infrastructure	Will the selection of this site relocate existing Council operations and leave behind vacant infrastructure that will require further management?
Developability	Existing operations able to continue during construction	Can required existing on-site operations be maintained during construction?
	Ability to stage construction	Can construction be staged to facilitate construction around existing operations?
		Can construction be staged to manage delivery costs over time?
		Can construction be staged to allow for future growth?
	Ease of site access	Can construction vehicles readily access the site?
	Avoidance of remote construction penalties	Is the site likely to be subject to metropolitan building costs or some form of regional penalty?
Locational Context	Relationship to sensitive surrounding land uses	Would the development site fit comfortability in its context or would it potentially adversely impact its neighbours?
		Are there any adjacent non-complimentary activities that would require separation from sensitive land uses such as community facilities?
	Relationship to existing / future population base	Is/will the site be well located to serve the majority of the Adelaide Plains population?
	Relationship to commercial enterprises	Are there existing retail/commercial enterprises that would benefit from near proximity?
	Relationship to community groups/activities	Are there existing community groups/activities that would benefit from near proximity?
	Suitability of location to support other uses/activities (co-location)	Is the site location suitable for other community-based uses and activities to be co-located?

3.3.2. Weighting

A numerical scale such as the Multi-Criteria Matrix is an effective way to rate a site's suitability and quickly calculate it's standing against other sites. However, the accuracy of each site's final score will depend on the "weight" applied to selection criteria.

A challenge that sometimes occurs when using numerical rating scales is that a site scoring very well on less important criteria and poorly on essential criteria may achieve a greater total score and therefore end up being ranked higher in the order of merit than more suitable sites. This type of problem signifies that each criterion should have a different value depending on its relative importance. It is the process of "weighting" criteria to reflect their relative value that allows rating scores to be added or averaged without distorting the final outcome.

The weighting of each criteria for the Community and Civic Hub Investigation and corresponding subcategories is determined by an importance rating. The importance rating indicates the relative importance or priority in terms of its effect or influence on the site. Importance ratings have been developed by the project team and tested with Elected Members and Council staff to make comment and suggestion on their appropriateness.

Table 8.   Importance Weighting

Site Criteria	Sub-Category	Level of Importance	Importance Weight
Land Size	Space for car parking at grade	High (3)	1
	Space for under croft car parking	Medium (2)	0.5
	Space for single storey building	High (3)	1
	Space for multi-storey building	Medium (2)	0.5
	Space for Town Square	High (3)	1
	Space for Co-location of activities	Medium (2)	0.6
Land Use	Current use	Low (1) – Medium (2)	0.3
	Compatibility with intended use	Low (1) – Medium (2)	0.3
	Implications of removal of current use	Low (1) – Medium (2)	0.4
Zoning	Current suitability	Low (1)	0.2
	Capable of suitable rezoning	Low (1)	0.2
	Revocation of Community Land	Low (1)	0.2
Land Title	Ownership	High (3)	1
	Ability to own/ ease of transfer	High (3)	1
	Easement/ ROW/ other restriction on the title	High (3)	0.9
	Heritage / Cultural Listings	High (3)	0.9

Physical Characteristics	Topography	Medium (2)	0.5
	Vegetation	Medium (2) – High (3)	0.6
	Site conditions/contamination risk	Medium (2) – High (3)	0.7
	Site access	Medium (2) – High (3)	0.7
	Service access	High (3)	0.9
	Outlook	Low (1)	0.2
	Flooding	Medium (2)	0.5
	CWMS Connection	Medium (2)	0.6
Commercial Context	Linkages to Main Street	High (3)	0.9
	Ability to activate locality	Medium (2)	0.5
	Replacement of existing activities	Low (1)	0.1
	Not required for alternative purpose	Low (1)	0.1
	Relocation effects on existing infrastructure	Medium (2)	0.2
Developability	Existing operations able to continue during construction	Low (1)	0.2
	Ability to stage construction	Low (1)	0.2
	Ease of construction site access	Low (1)	0.2
	Avoidance of remote construction penalties	Low (1)	0.2
Locational Context	Relationship to sensitive surrounding land uses	Low (1) – Medium (2)	0.4
	Relationship to existing / future population base	High (3)	0.8
	Relationship to commercial enterprises	Medium (2)	0.6
	Relationship to community groups/activities	Low (1) – Medium (2)	0.3
	Suitability of location to support other uses/activities (co-location)	Medium (2)	0.5

3.4. High Level Assessment

Council owns a large number of sites within the Adelaide Plains Council area. To simplify the location assessment process a high-level analysis can be conducted to eliminate sites that are not in serious contention for the location of a future Community and Civic Hub. This elimination process includes all council or crown land sites and identifies if the size of the land is somewhat adequate for the intended purpose, whether the land is currently required for a high importance community use and therefore should not be altered and if the site is not geographically located in an areas close to services, infrastructure and the balance of the target or future target population. Sites that meet at least two out of three of the required size, land use or location criteria then progress to a detailed analysis and the remining sites are discounted from the evaluation process. A small number of sites that meet two of the criteria but are seriously at variance with one criteria have been evaluated in greater detail on a site by site basis to determine if they are appropriate for the detailed analysis.

Table 9.   Elimination of Sites not in Serious Contention

Site Criteria	Size of Land	Use of Land		Non-Urban Location	Comment	Nominated for Detailed Analysis
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation		Remote from services, facilities or infrastructure.	Comment	Nominated for Detailed Analysis
Lot 26 Avon Road, Dublin (CT5709/176)	No	No		Yes	Site considered too remote due to its separation from the main Dublin Township by the Port Wakefield Highway	No
11 Old Port Wakefield Road, Dublin (CT5551/510)	No	Yes		No	Site undersized for the required floor space. Currently used a community open space.	No
17 Old Port Wakefield Road, Dublin (CT5929/78)	No	Yes		No	Site undersized for the required floor space. Currently used a community open space.	No
Lot 637 South Terrace, Dublin (CT5392/9)	Yes	Yes		No	A significant Nature Reserve, generally inappropriate for major structures other than supporting recreation.	No
Lot 713 Buckland Park Road, Two Wells (CT6279/499)	Yes	No		Yes	Site located on the edge of the township and setback from main street.	No

Site Criteria	Size of Land	Use of Land		Non-Urban Location	Comment	Nominated for Detailed Analysis
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation		Remote from services, facilities or infrastructure.		
Lot 175 Old Port Wakefield Road, Two Wells (CT6279/498)	Yes	No		No	Greenfield site with frontage to main Street.	Yes
Lot 715 Wells Road, Two Wells (CR6274/80)	Yes	Yes		Yes	Currently used as a Resource Recovery Centre with no frontage to main street.	No
59 Old Port Wakefield Road, Two Wells	No	Yes		No	Two Wells Village Green site.	No
Lot 51 Old Port Wakefield Road, Two Wells (CR6215/365) 65 Old Port Wakefield Road, Two Wells (CT5724/124) 61 Old Port Wakefield Road, Two Wells (CT5813/134)	Yes	Yes		No	Current location of Council community facilities and administration operations.	Yes
Lot 53 Wells Road, Two Wells (CR5984/729)	No	No		Yes	Site undersized for the required floor space and setback from main street.	No
Lot 714 Old Port Wakefield Road, Two Wells (CR6274/80)	Yes	Yes		No	Currently used as a car park servicing the bowls club, adjacent recreation reserve and clubrooms.	No

Site Criteria	Size of Land	Use of Land		Non-Urban Location	Comment	Nominated for Detailed Analysis
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation		Remote from services, facilities or infrastructure.		
Lot 103 Port Wakefield Road, Two Wells (CR5753/647)	Yes	Yes		No	Current use as Two Wells Oval Complex. Difficult to provide frontage to main street but may be possible.	Yes
Lot 31 Canala Court, Two Wells (CT5060/221)	No	No		Yes	Site undersized for the required floor space and setback from main street. Site adjacent residential area.	No
41 Old Port Wakefield Road, Two Wells (CT5170406)	Yes	Yes		No	Site of Two Wells Cemetery.	No
Lot 812 Gawler Road, Two Wells (CR5755/746)	Yes	Yes		No	Community open space, setback from main street. Ongoing Hart Reserve Master Plan and Concept Designs	No
Lot 101 Longview Road, Two Wells (CT6232/861)	No	No		Yes	Site undersized for the required floor space and setback from main street.	No
21 Aerodrome Road, Mallala (CT5447/192), (CT5744/851), (CT5744/851), (CT5444/887), (CT5438/866), (CT5744/850), (CT5444/886)	Yes	Yes		No	Current Mallala Depot site. Large space but not situated in town centre.	Yes
13 Aerodrome Road, Mallala (CT5438/865)	No	No		No	Site undersized for the required floor space and used for stormwater collection.	No

Site Criteria	Size of Land	Use of Land		Non-Urban Location	Comment	Nominated for Detailed Analysis
Sub-Category	Adequate for intended purpose.	Required for recreation, open space, community use, cultural or environmental significance or preservation		Remote from services, facilities or infrastructure.		
Lot 762 Dublin Road, Mallala (CT5790/887)	No	Yes		No	Current Mallala Institute site, undersize for at grade development but well located.	No
1 Dublin Road, Mallala (CT5790/80)	Yes	Yes		No	Current Mallala Museum and Fire Station site. Challenges with heritage and current use.	No
2 Wasleys Road, Mallala (CT5161/129) 2A Wasleys Road, Mallala (CT5702/118) 2 Redbanks Road, Mallala (CT5530/65)	No	Yes		No	Current Mallala Council office and chamber. Disconnected and undersized by in key location.	Yes
8 Wasleys Road, Mallala (CT5455/37)	No	Yes		No	Australia Remembers Park has strong cultural significance.	No
Lot 14 Wasleys Road, Mallala (CT5862/8) Lot20 Wasleys Road, Mallala (CT6163/218)	Yes	Yes		No	Current Mallala Oval Complex with potential space for additional community facility.	Yes
Lot 21 Wasley Road, Mallala (CT6163/219)	Yes	Yes		Yes	Current Mallala Campground, somewhat removed from main street but large site.	Yes

3.5. Detailed Assessment of Selected Sites

See spreadsheet attachment in Appendix 1 Detailed Location Assessment.

3.6. Preferred Site

The detailed assessment of the selected sites has produced the following numeric result:

- Lot 175 Old Port Wakefield Road, Two Wells (Greenfield Site)   187.2
- Lot 51 Old Port Wakefield Road, Two Wells (Council Office and Library)   191.2
- Lot 103 Old Port Wakefield Road, Two Wells (Two Wells Oval Complex)   171.9
- 21 Aerodrome Road, Mallala (Mallala Depot)   158.2
- 2 Wasleys Road, Mallala (Council Office and Chamber)   143.4
- Lot 20 Wasleys Road, Mallala (Mallala Oval Complex)   162.5
- Lot 21 Wasley Road, Mallala (Mallala Campground)   170.3

The assessment results suggest that the existing Council Office and Library site at Two Wells represents the best site for the development of the Community and Civic Hub based upon the sites performance across the full range of criteria used to evaluate each site.

The Greenfield site at Two Wells, that Council is in the process of negotiating a development agreement over with a private development entity also scores highly and would represent a suitable alternative development site should the Council Office and Library site be unavailable for any reason, notably the failure of the transfer of the preferred site from Crown Land to Council ownership. However, the progression of negotiations with a private entity over this site is likely to render the site unavailable as a backup site.

The current Mallala Principal Office, Library and Council chamber site scores lowest of the seven sites investigated in detail. Its major shortfall is in the small size and different configuration of the site and the consequential requirement for a complex and expansive building outcome which is likely to involve basement and undercroft car parking with a two storey building above and with no room for future expansion. The site would perform well in activating the Mallala Main Street environs and linking to existing businesses but will be remote from the main population centre of the Adelaide Plains Council.

In particular, the Two Wells Office and Library site meets the land size required to facilitate cost effective construction, is highly compatible in terms of existing and surrounding land uses, can be expected to have the maximum impact on surrounding main street activation and linkages and will be relatively easy to develop.

Its greatest challenge is to integrate new development with existing heritage buildings/character buildings, albeit that the site could be developed without direct linkages to the heritage buildings. However, the ambiance of the development is likely to be greatly enhanced by the successful interfacing of old and new structures. Other issues include protection of significant trees on the site, possible contamination risks associated with the adjacent depot and continuation of on-site operations during construction.

While the Greenfields site represents a sound alternative site, we understand that negotiations may have progressed with the private development to a point where the insertion of a Community and Civic Hub into the project may jeopodise the financial outcome generated by the project and risk termination or substantial modification of the deal.

The Two Wells Oval Complex is sufficiently large to accommodate the Hub in the north west corner of the site, however, it could be expected to cause some disconnection between the existing sporting facilities and their current access and car parking arrangements. The site provides for good linkages to the main street and could assist in its activation, albeit less so than the Council Office and Library site.

The Mallala Oval Complex and the Mallala Campground could provide sufficient space to accommodate the Hub (subject to considerable re-arrangement of existing facilities on the oval site) but would compromise their existing uses to some degree and are located on the edge of the Mallala township in a location that would not enhance main street functions and linkages.

The Mallala Depot also has sufficient space for the development of the Hub, but with some compromise to the existing depot activity and potentially increased impact on surrounding housing. The site is poorly located in terms of making any contribution to business development and main street activity in Mallala.

4 – ORDER OF COSTS

4. Order of Costs

4.1. Preliminary Costing Advice

Holmes Dyer has engaged Rider Levett Bucknall (RLB), Cost Consultants, to provide some preliminary costing advice for the delivery of a Community and Civic Hub at Mallala or Two Wells. The brief to RLB encompassed the following:

- Probable cost for the delivery of 1,000m^2, 1,500m^2 or 2,000m^2 buildings containing the typical facilities of a Community and Civic Hub, car parking for, say, 80 vehicles and associated site works.
- Possible cost savings via alternative construction methods.
- Site preparation costs for a cleared site (unsealed car park) and for a site requiring demolition of existing buildings.
- Probable cost penalties for:
  - » Two storey construction (rather than single storey)
  - » Undercroft car parking (not mechanically ventilated)
  - » Integration with existing heritage buildings
- Any locational penalties for construction closer to Adelaide (Two Wells) or more distant (Mallala) locations.

The advice sought is deliberately generalised at this stage because the intent is to understand the order of magnitude of costs for the delivery of alternative floorspace amounts and configurations under a range of site circumstances rather than obtaining a specific cost for a specific building solution. This cost information will inform Council's decision regarding a direction for the project in terms of its scale and location. Once initial architectural plans have been prepared on a specific site as part of the next phase of the project (assuming Council resolves to proceed to the next phase), then detailed cost planning for the project will commence. This will be integral to the building design process (structural and architectural) so that cost considerations are at the core of the design process.

The cost estimates provided by RLB are summarized in the following table. Their full report, together with the underlying assumptions for their cost estimates are contained in Appendix 2.

Table 10. **Preliminary Cost Estimates**

	Option 1 1000m2 Building Assumed 4000m2 Site		Option 2 1500m2 Building Assumed 4000m2 Site		Option 3A 2000m2 Building Assumed 4500m2 Site		Option 3B 2000m2 Building incl Undercroft Assumed 2500m2 Site	
	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level
Demolition	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.
Site Preparation	300,000	281,250	281,250	281,250	337,500	337,500	250,000	250,000
Services Infrastructure	350,000	350,000	400,000	400,000	450,000	450,000	500,000	500000
Single Storey Building	3,750,000		5,625,000		7,500,000		7,500,000	
Double Storey Building		4,500,000		6,750,000		9,000,000		8,250,000
FFE	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
External Works / Landscaping	300,000	550,000	50,000	425,000	50,000	550,000	250,000	250,000
Carpark for 80 Vehicles on Grade	600,000	600,000	600,000	600,000	600,000	600,000		
Undercroft Carpark							3,000,000	3,000,000
Sub-Total	5,800,000	6,781,250	7,556,250	9,056,250	9,637,500	11,637,500	12,200,000	12,950,000
Design Development Contingency 5%	290,000	340,000	380,000	460,000	490,000	590,000	610,000	650,000
Construction Contingency 5%	310,000	360,000	400,000	480,000	510,000	620,000	650,000	680,000
Professional Fees 10%	640,000	750,000	840,000	1,000,000	1,070,000	1,290,000	1,350,000	1,430,000
Statutory Charges 0.5%	36,000	42,000	46,000	55,000	59,000	71,000	75,000	79,000
Escalation to Completion (Say late 2025)	500,000	580,000	650,000	780,000	830,000	1,000,000	1,050,000	1,110,000
Locality Loading	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sub-Total On-Costs	1,776,000	2,072,000	2,316,000	2,775,000	2,959,000	3,571,000	3,735,000	3,949,000
TOTAL DEVELOPMENT COST (EXCL GST)	7,576,000	8,853,250	9,872,250	11,831,250	12,596,500	15,208,500	15,935,000	16,899,000
Cost $/m2	7,576	8,853	6,582	7,888	6,298	7,604	7,968	8,450

Say $7.2 - $7.95M | $8.4 - $9.3M | $9.4 - $10.4M | $11.2 - $12.4M | $11.9 - $13.2M | $14.4 - $15.9M | $15.1 - $16.7M | $16.0 - $17.7M

The key observations from RLB's investigations are as follows:

- The current estimates provide for a comparison of the relative cost of a range of development options, however, they include a number of exclusions and unknowns that will only be determined once a concept

has been prepared for a specific site. Those unknowns include, but are not limited to demolition, service upgrades, contamination risks, rock excavation and staging implications.

- These "unknowns" can be expected to add to the cost of the Hub's delivery and, therefore, all costs quoted in the above table can be expected to rise.

- Development of the optimum 2,500m^2 facility over one level with at grade car parking can be expected to cost in excess of $15M.

- Development of a 1,500m^2 facility over one level with at grade car parking is likely to cost around $10M.

- Two storey construction will increase costs in all instances while inclusion of undercroft car parking will further increase delivery costs.

- Setting of a construction budget will determine the amount of floorspace capable of being delivered.

- Construction costs range from about $6,000/m^2 to $8,500/m^2 depending upon the form of construction.

- No loading for a non-metropolitan construction site is anticipated by RLB.

- Demolition costs will be site specific and have not been included in the estimates.

- Integration with heritage/character buildings will be subject to how the linkages will occur and the level of refurbishment requirement and have not been costed into the estimates.

It is essential to note that all quoted cost estimates by RLB are exclusive of GST.

4.2. Options for Cost Management

A number of cost management options are available to the Adeliade Plains Council to control the cost of delivery of the Community and Civic Hub. The most fundamental question is ownership versus leasing of the space. Assuming a private sector entity could be contracted to build the facility and hold it, leasing the space would require entering into a lease, probably for a minimum of ten years but possibly for a greater term given the limited alternative users of such a specialist space, and the payment of a predetermined rental and associated outgoings, together with predetermined escalation clauses (usually to market or CPI). We would anticipate rentals would commence at around $1,000,000 per annum for a $15M build, reflecting a yield of between 6% and 7% and would escalate from that base figure.

The key benefit is avoiding the need to fund the construction cost, however, given the favourable terms upon which a local council can borrow funds, we anticipate that this benefit is outweighed by the flexibility delivered by owner occupation, in terms of Council's ability to adapt and expand its facility, sublease portions of it or otherwise modify its use over time.

Other cost management options are far less impactful and might include the following:

- Conducting of a value management exercise at key points in the design development phase, notably a broad evaluation at the time of determining a preferred design option to progress to detailed design and a full value management exercise at the completion of the first cut of detailed designs.

- Tendering of the building construction to obtain the most competitive pricing for the defined works.

- Requiring a final value management exercise with the builders at the completion of draft building plans.

- The use of cost consultants to review the initial design options, at the completion of the preferred concept design development phase, and in reviewing tender proposals.

4.3. Additional Investigations

Valuation and property advice would be appropriately obtained for any Council properties becoming surplus to requirements as a result of the delivery of the new Hub, together with valuation and leasing advice pertaining to surplus floorspace provided in the Hub (if any) that might be utilised for commercial tenancies in the short or long term, and potentially impacting the financial outcome for the project.

5 – INCOME POTENTIAL

5. Income Potential

5.1. Disposal of Surplus Properties

While the decision to proceed with the development of a new Community and Civic Hub need not be contingent upon the sale of vacated properties, and, indeed, any sale is likely to occur subsequent to the construction of new floorspace so that staff can be seamlessly decanted from old to new floorspace, the opportunity is nevertheless available to ultimately recoup a portion of the construction cost of the new building through the sale of any surplus Council land holdings.

Under the locational scenario proposed in Section 3 above, that is, development of a new Hub on the Two Wells landholding containing the existing Service Centre and associated buildings, at least two properties currently owned and occupied by the Council at Mallala could become surplus to requirements. These are the Principal Council Office site and the Mallala Library site.

Current unimproved and improved values for these sites, as well as the Mallala Council Chambers, are as follows:

Site	Unimproved (Site) Value	Improved (Capital) Value
Mallala Principal Office	$130,000	$275,000
Mallala Library	$119,000	$167,000
Mallala Council Chamber	$97,000	$156,000

These values have been set as at 1 January 2023 and are provided by Land Services SA. Given the recognised conservative nature of Valuer General / Land Services SA values, it is reasonable to estimate current improved values to actually be as follows:

Site	Improved (Capital) Value
Mallala Principal Office	$360,000
Mallala Library	$220,000
Mallala Council Chamber	$200,000

Accordingly, the disposal of the Principal Office and Library sites might generate around $600,000 and the Council Chambers, if included, a further $200,000.

These values are likely to escalate over time, however, given the likelihood of construction cost escalation also occurring over the next few years, it is appropriate to simply compare current value estimates with current construction cost estimates to provide a broad understanding of the possible level of construction cost offset that might be delivered by surplus land sales.

In due course, it is likely that formal valuations will be required, particularly if the disposal of surplus land holdings plays a pivotal role in the level of funding sought for construction of the Hub and thus has financial consequences that will need to be identified in Council's prudential review of the project.

Any future disposal will be required to accord with Council's 'Disposal of Land and Other Assets Policy', and, if currently designated as 'Community Land', will need to be preceded by a process of revocation, which can be expected to require a lead time of 6-12 months.

Any buildings vacated by the development of the Hub at Two Wells, could also be leased or sold. However, there is a strong logic that Council maintains control of sites surrounding its main Hub so as to provide flexibility in their future use for community purposes or their incorporation into possible future expansion of the Community and Civic Hub building itself.

5.2. Commercialisation of Floorspace

Income generation from the project could occur through the sale or lease of additional floorspace created as part of the development of the Hub. Leasing is probably preferable because it provides flexibility to reuse the space if needed for future expansion.

Any leased floorspace would be expected to generate an income for Council to help offset the Hub's funding costs or to be returned to general revenue for employment on other Council initiatives.

In theory, if Council can borrow funds at a rate lower than the yield achieved through the leasing of the floorspace, then Council should be financially advantaged by such an arrangement. The favourable borrowing rate offered by the Local Government Finance Authority suggests that the leasing of space should provide a financial windfall to Council. However, this equation is potentially impacted by a range of factors, including:

- Maximum borrowing capacity of the Council;
- Repayment timeframes;
- Tenancy vacancy rates and tenancy failures;
- High building costs relative to current rental levels;
- Cost of any restitution works at the conclusion of the lease period.

Examples of tenancies that might be encouraged in association with the Hub could include:

- Café
- Co-working space
- Health services
- Government offices
- Private offices

6 – PROJECT RISK PLAN

6. Project Risk Plan

6.1. Risk Factors and Management Strategy

Any project brings with it risks and no project is risk free. The larger the project, the bigger the potential impact of a failure to foreshadow those risks and to set in place a management regime that minimises the likelihood of those risks being realised.

The major risks relate to legal, financial, management design, and construction factors. These are identified in the following table, together with the strategy proposed to manage that risk. There are also key social and community outcomes that need to be addressed.

Risk Factor	Management Response	Responsible Entity
Acquisition of preferred site	The acquisition of the portion of the preferred site that is controlled by the Crown needs to transfer to Council as a matter of priority. Council's CEO is progressing this matter.	CEO
Compliance will all legal obligations	All relevant matters should be scrutinized by Council's lawyers to ensure compliance and achievement of intended outcomes. Relevant matters include site acquisition, property related legal interests (e.g. easements, rights of way, leases, community land dedications), building contracts, contractor failure management, insurance, coverage etc).	Council lawyers
Sound project management	Careful selection of project client representative / project manager / project control group and clarity regarding reporting mechanisms, decision making responsibility and key milestone for decision making.	CEO / Elected Members
Management of key stakeholders	A communications plan has already been prepared, however, an updated engagement plan should form an early part of the Phase 3 delivery. Appointment of a media strategies may also be prudent.	Consultant
Maintain timelines	A program with milestones has been prepared as part of this report. Maintaining focus upon meeting project timeframes and providing an updated program at the time of building contractor procurement is appropriate.	Consultant
Manage finances and spending	Prepare a budget allocation for the next phase of the project. Seek competitive tenders for clearly enunciated consultant work packages during the pre-tender process. Provide clear instructions regarding pricing thresholds to building contractors as part of the tender process. Prepare professional cost estimates at the initial scoping, options development and concept delivery phases.	CEO / Consultant

Maintaining design integrity	Provide a clear brief to the architects and provide opportunities for Elected Member review at key milestones, including initial scoping, options development and preferred concept delivery.	Consultant / Elected Members
Maintain design flexibility	Ensure design options deliver cost effective future proofing / expansion capabilities to accommodate long term growth.	Consultant
Management of staff experience	Maintain information transfer. Consider involvement of a 'change manager' if the service delivery model is going to change from the current arrangements.	CEO
Disruption of on-going operations	Ensure that the construction program provides for the continuation of Council operations. For example, provision of a temporary decanting facility (e.g. a demountable) may be required. To be determined at the time of the awarding of the construction contract.	Contractor / Consultant
Transition to new facilities	Ensure that the program provides for the transition of staff and equipment to the new facilities.	Consultant
Achievement of social, community and economic outcomes	Manage community expectations through the stakeholder engagement program. Undertake market analysis to determine whether there are viable commercial spaces that should be delivered in association with the Hub. Engage with Main Street traders.	Consultants
Maintain coordination between Council consultants and contractors	Maintain, update and review budgets, timeframes and decision-making milestones. Employ superintendent to manage builder performance on behalf of Council.	Consultants

7 – PROJECT PROCUREMENT

7. Project Procurement

7.1. Procurement Options

There are a range of options available for the delivery of the Hub, from the traditional tendering of highly resolved architectural and structural plans to the open market, to a lesser resolution of the design which is then evolved with a preferred builder after a tender process to identify that builder, to an approach where the builder is responsible for the design and development of the plans and engages all consultant services from the outset.

Each of these options have their advantages and disadvantages, with the highly resolved approach providing Council with the greatest level of control and certainty over the design of the project but at greatest risk of confronting buildability issues due to the later involvement of the builder in the design process and higher construction costs as a result of design decisions that are difficult to change. At the other end of the spectrum, the builder / designer engagement at the outset should deliver maximum buildability and affordability in the outcome but with lesser Council influence in the design process and the uncertainty of any tender amount put forward at the beginning of the process (or conversely the cutting of design outcomes or floorspace areas to meet a fixed price).

7.2. Preferred Approach

The preferred approach is one in which the design is resolved to a level that provides a reasonable basis upon which to tender but which leaves much of the resolution of the construction detailing to the builder and the nominated team. The program outlined in Section 11 assumes this approach.

While further refinement of this approach is likely to occur in the next phase of the project, an industry benchmark for design development is typically 30% documentation.

8 – PROJECT GOVERNANCE PLAN

8. Project Governance Plan

8.1. Purpose

Sound project governance is fundamental to the successful delivery of a construction process, with a focussed, adroit governance regime delivering the following benefits:

- Identification and management of risks;
- Decision-making occurring at a level commensurate with the nature and importance of the decision;
- Timeliness of decision-making;
- Inclusion of relevant stakeholders in an advisory or informative role;
- Clarity regarding the role and function of the various stakeholders.

8.2. Governance Structure

The governance structure for the project is likely to vary under different delivery scenarios, for example, the direct day to day involvement of Council in a scenario where Council devolves responsibility for the design and delivery of the project to a developer is likely to be different to a scenario in which Council remains responsible for the development of a preferred concept and then tenders that concept to the market.

Based upon the project procurement approach recommended in the preceding section of this report, we anticipate a structure which closely involves the Elected Members, Council's Executive Team, the supporting consultant team and the community. This approach is detailed in the following paragraphs.

8.3. Roles and Responsibilities

8.3.1. Elected Members

Elected Members are the ultimate decision-makers and are responsible for the decision to proceed with the project, the choice of design and location of the project, and the selection of the contractor to build the project.

In each instance, they will be informed by professional staff and / or consultant advice regarding the choices available to them and the evaluation of those benefits and shortcomings of those choices.

8.3.2. CEO / Executive Team

It is the responsibility of the CEO and the Executive Team to bring all relevant facts to the attention of the Elected Members in their execution of their decision-making in respect of the aforementioned issues.

The CEO and the Executive Team will be responsible for the day to day management of the project, but may delegate that task to a principal consultant / project manager and / or construction manager / superintendent. A specific internal project control group could be appointed from this group.

The CEO and Executive Team will be responsible for the appointment of the consultant team to deliver the technical aspects and design of the project, but may delegate that role to a principal consultant / project manager.

The CEO and Executive Team will be responsible for staff tasks and inputs pertinent to their skill sets. This may include the Prudential Review, community land revocation and Crown Land dedication removal. All of these tasks can be outsourced if required. An internal project lead should be identified to implement or manage day to day tasks. The internal project lead would utilise the CEO / Executive Team as a sounding board.

8.3.3. Consultant Team

The consultant team will provide the technical input into the project, providing advice regarding the design of the building and the development of the site. Advice is likely to be provided to the CEO and Executive Team at regular intervals and directly to the Elected Members at points of key decision-making.

Given the complexity of project, a principal consultant / project manager is likely to assist in the coordination of consultant inputs into the project.

The project team is likely to require the following experts:

- Project manager
- Planner
- Community engagement expert
- Media advisor
- Civil engineer
- Surveyor
- Arborist
- Environmental engineer (contamination risk) / auditor
- Architect
- Structural engineer
- Traffic consultant
- Lawyer
- Quantity surveyor / cost consultant
- Property consultant
- Valuer
- Building services engineer
- Building sustainability engineer (environmental performance)
- Geotechnical engineer

The consultant team will assist in the evaluation of construction tenders. Once construction is ready to occur, a building construction superintendent should be appointed to represent the Council's interest on-site, including approval of programs, resolving contractual issues, variation reviews and direct liaison with the builder, as well as evaluating the builder's claims against the agreed budget.

8.3.4. Community

The community is the ultimate arbiter of the project through its ability to elect or remove its Council representatives at the four yearly Council elections. That said, the community could have a more direct and timely involvement through a combination of actions, including the following:

- Project information updates through media and Council website;
- Establishment of an interactive portal in which community views are monitored and considered in the design process;
- Establishment of a Community Representation Group which is regularly briefed on progress, providing opportunities for information dissemination to the community and direct feedback to the Council.

9 – COMMUNITY ENGAGEMENT

9. Community Engagement

The following engagement approach and engagement methods (section 9) are guided by the International Association for Public Participation (IAP2) Spectrum, Core Values and Code of Ethics. All tables, and key terminology have been modelled from IAP2 engagement course material.

9.1. Engagement Approach

Adelaide Plains Council supports community engagement as a process to make better decisions that incorporate the interests and concerns for all affected stakeholders and meet the needs of the decision making body. Ongoing engagement builds trust and credibility for the process among the participants and as such Adelaide Plains Council will undertake an Organisational Implementation course of engagement where Council leads the engagement and is responsible for defining and managing the engagement process

Council and the consultant team will lead the engagement and seek input to shape the function, design and services for which they are responsible. This is a traditional approach to concept development, project management and service delivery. Engagement is used to both inform the community about the proposed project and to provide some input to the shape and execution of concept design and other key elements of the project. The initial role of Council and supporting consultants as the project leaders is to design, plan and mange engagement before decision making can occur. Within these three domains there are specific steps and responsibilities. The first step is to design the engagement program to ensure a strong platform for engagement, a shared understanding and specification of core elements. In order to design an appropriate engagement program, the following questions should be answered:

Figure 1.   *Understanding the Context and Stakeholder Type*

Questions
What is the engagement context?
What is happening at the personal, organizational, community, political and world level that impacts on the engagement process?
What is the focus of the engagement?
Are there certain methods that are more likely to suit the focus?
What communities and stakeholders do we need to engage?
Are the community or stakeholders likely to want to participate in the method?
What is the purpose for engaging?
- Generating options   - What methods would enable informed decision making, and from a sample of the community that builds trust and reliability in the decision made.   - Relationship development   - Innovation
What level of influence will community and stakeholders have over the project and engagement program?
What methods suit the level of influence on the engagement spectrum?

The nature and focus of a project changes as the project progresses. Phase 2 of the Community and Civic Hub Invetigation was a project within the Specific Projects category. Phase 3 of this project will also fall within this category but have a significantly greater focus on community based stakeholders rather than organisational based stakeholders like in Phase 2.

Table 11.   Defining the Project Scope

	Project Type	Engagement Implications
Strategic Intent (scope is wide)	Projects where the understanding of the outcomes or possibilities is not fully developed, or project has a long-term horizon Opportunity to create the shape and direction of the solution to a problem or challenge or the aspiration and goals for a community service or space.	Strategic projects like Phase 1 of the Community and Civic Hub Investigation required real focus on activating participation and communicating and exciting stakeholder's and community alkie. As a long-term project, Phase 1 established strong collaboration between Council staff, Elected Members, and the wider community.
Specific Projects (scope is more defined)	In a specific project, parameters have already been set. The phase when the specific site and generally outcome have already been developed to enable implementation. There is an opportunity for stakeholders and the community to contribute to the design and implementation process of the project. Both Phase 2 and Phase 3 of the Community and Civic Hub project fall within this category.	Phase 2 focused on technical analysis and therefore had limited community consultation but critical collaboration with Elected Members. The next phase of this project (Phase 3) will require clear communication of the context and identification of stakeholder and target groups early in the project timeline. A clear statement of their roles and decision-making influence should be promptly communicated.
Delivery (scope is mostly fixed)	There is little room for the influence or impact of others in the delivery stage of the project. However, communicating the process, timeline, outcome, and impact is essential for the community to adapt and respond appropriately to the change.	The engagement goal for the Council at this stage would be to inform all the relevant stakeholders and community on the progress, desired outcome and intended process of delivery. A delivery-based project will occur at the start of Phase 4 of the Community and Civic Hub project

9.2. Engagement Methods

A detailed community engagement program will be produced to assist with the next phases of the Community and Civic Hub project. The engagement strategy will identify the relevant stakeholders, methods of communication and activities that should be undertaken. The following section outlines key components of the engagement strategy to ensure a clear understanding of the engagement process and level of detail required.

Engagement methods are the touch points of the project between the organisation and community/stakeholders. They help create and foster relationships and ownership in the project. The following section is a sample of the intended methods and activities that will be employed in Phase 3.

1. Nominate a community reference group (CRG) from key community organisations and spokespersons to be the main source of ideas discussion and the channel to disseminate information.

    »   Reference groups are a method of providing a deliberative forum for members to discuss issues of community interest; draw on local knowledge and enhance community voice in decision making processes and outcomes; and build community understanding of council's Community and Civic Hub project.

- » The reference group should remain small, however represent a diverse range of demographics, interests, and knowledge.
- » A process of selection will be undertaken as part of the engagement strategy which considers the aforementioned points and ensures reference group members are:
  - ▪ Over 18 years of age.
  - ▪ A resident, businesses owner, landowner, or employee within the Adelaide Plains Council area.
  - ▪ Not a current state or federal member, staff member or councillor.

2. Council information website

   - » A dedicated webpage that is regularly updated with actions completed to date, current steps being undertaken and future stages.
   - » Information such as FAQ and Council endorsed documents should be downloadable from this site.
   - » Highly visual page that is easy to read and clear to access information.
   - » QR code and URL link used on all media that directs people to this page.

3. Prepare Frequently Asked Questions (FAQs) response sheets.

   - » A FAQ sheet will be a summary of the investigation to date accessible on Council's website and distributed at Council locations. The FAQ will contain the following:
     - ▪ Context of project
     - ▪ Summary of steps taken to date
     - ▪ Key messaging
     - ▪ Role of the community in the decision making process
     - ▪ Opportunities to be involved
     - ▪ Next Steps

4. Periodic media updates

   - » Ongoing updates across a number of media outlets including Council's social media, media releases on stage updates and all decision making actions, and newspapers and Council's communicator newsletter.
     - ▪ Tool to ensure there is timely and accurate information being shared between all stakeholders.
     - ▪ Simple action to keep community involved in the process.

5. Periodic CRG briefing sessions

   - » Nominate key points within the Phase 3 program where touch points with the CRG should occur.
     - ▪ Prior to key decision-making points to gage stakeholder opinion and relay to Elected Members as a consideration for their decision making process.

6. Concept consultation

   - » Undertake a course of community consultation including online survey and drop-in sessions on the final suite of concept designs.
     - ▪ This step should be decided by Elected Members as to the timing and level of detail the consultation requires.

10 – SERVICE DELIVERY MODEL

10. Service Delivery Model

10.1. Service Delivery Options

Local government service provision has transformed significantly over recent decades. Councils have moved beyond a narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of communities. At the same time community expectations of local government have increased along with the cost of providing services and maintaining infrastructure and the access and influence of technology in the workplace. The overall effect is that councils must provide a greater range of services while endeavouring to meet higher standards.

10.2. Preferred Model

The facility distribution model previously identified in the Phase 1 investigations remains valid, namely:

- Combined community and civic hub
- Centralised but with minor outreach opportunities
- Possible use of Mallala depot as an outreach facility.

This approach follows a "hub and spoke" model where there is a central headquarters (the hub) in the centre and small satellite offices in parts of the Council area serving smaller population concentrations (the spokes).

The workplace and service provision model previously identified in the Phase 1 investigations remains valid, namely:

- Open plan with a limited number of offices.
- Flexible and adaptable workspaces.
- Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- Civic obligations to overlap with community facility needs.
- Delivery of multi-functional library, community spaces, meeting places, youth facilities, seniors facilities, and health services along with accessing traditional Council services such as paying rates etc.
- Meeting rooms, pods, collaboration spaces, quiet spaces to support open work areas.
- Open plan to facilitate teams based and department based working.
- Limited hybrid working for Council staff (occasional work from home).
- Some fixed assets (servers, printers etc.) requiring specific fixed locations.
- Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- Accommodation of growing staff numbers through practical and efficient workshops.
- Provision of for 0.65 to 0.8 desks / staff number.
- Consideration of commercial space to provide flexibility for future Council growth requirements.
- Increased and formalised car parking with secure staff parking.
- Associated outdoor space e.g., Village Green.

The workplace style adopted by Council should reflect an activity-based working (ABW) model where employees divide their time between working remotely and in their primary workplace, with remote working generally limited to 1-2 days per week. Staff would not have an assigned desk in the office and instead share workspaces based on the particular activity. A typical ABW office has a sharing ratio of eight desks (or less) for every 10 people.

11. Preliminary Program and Budget

11.1. Project Program

A draft project program is included in Appendix 3. It is a draft insofar as we would expect the program to be monitored and revised as appropriate as each phase of the program progresses.

The program addresses the following key tasks and expected outcomes:

- Report received by Council
  - » Decision by Council to progress to Phase 3 – Investigations
- Agreement of tasks
  - » Prepare outline of Phase 3 work to be undertaken by the Principal Consultant and update the Community Engagement Strategy
- Implement consultation and engagement strategy
  - » Implement strategy and manage communications with stakeholder group
- Finalise purchase of land
  - » Ensure the purchase and transfer of the Crown land to Council
- Investigations and design development
  - » Appoint consultant team to undertake site and market investigations
- Preliminary design investigations
  - » Prepare design options for the site
- Evaluation of options
  - » Evaluate the design options from a community, staff, civic, buildability and affordability perspective
- Surplus site review
  - » Investigate opportunities and values of land surplus to Council requirements
- Council review
  - » Agree the design direction so detailed investigations can commence
- Community land revocation / Crown land dedication removal
  - » Ensure the subject land is fit for purpose
- Design concept development
  - » Evolve design concepts and agree a preferred concept
- Prudential review
  - » Undertake formal prudential review to substantiate whether project should proceed
- Preparation of design concept(s)
  - » Detailed design to underpin tender process
- Council decision
  - » Decision by Council to proceed to Phase 4 – Tendering and Construction
- Phase 4 – Appointment of contractor
  - » Identify preferred contractor and negotiate delivery
- Building approvals
  - » Obtain all approvals prior to construction
- Construction program
  - » Undertake construction
- Occupation
  - » Council occupies the new building and community use commences.

11.2. Key Milestones and Decision Points

There are a number of key points at which the Elected Member body will input into the process to make key decisions to progress the project. These are summarised as follows:

- February 2024 – Decision to proceed with designs and site investigations
- February 2024 – Decision to proceed with the purchase of the Crown land at Two Wells
- July 2024 – Agree the design direction for the project
- August 2024 – Agree the preferred concept
- October 2024 – Acceptance of Prudential Review
- December 2024 – Decision to proceed to tender
- March 2025 – Decision to appoint a contractor

Clearly, these dates are subject to achievement of a relatively tight design development timeframe which relies upon matters going to Council at the earliest available meeting date and decisions being made at those meetings.

A three month allowance in this timetable may be prudent to address longer decision-making timeframes. This would see the building contractor appointed by June 2025.

11.3. Key Responsibility

The following table identifies the responsible entity for each task.

Task	Responsibility
1. Report Received by Council	
1.1. Decision to progress to Phase 3	Elected Members
2. Phase 3 - Agreement of Tasks	
2.1. Provide brief for Phase 3 work	Consultants
2.2. Provide updated Community Engagement Strategy	Consultants
3. Implement Consultation and Engagement Strategy	
3.1. Appoint Community Representation Group (CRG)	EMs / Staff / Consultants
3.2. Prepare Frequently Asked Questions (FAQs) response sheets	Consultants
3.3. Council information website	Consultants
3.4. Periodic media updates	Consultants
3.5. Periodic CRG briefing sessions	Consultants / Staff
4. Finalise Purchase of Land	
4.1. Council resolution to purchase	Elected Members
4.2. Confirm terms with State Government	Staff
4.3. Settle on property	Staff

5. Investigations and Design Development	
5.1. Prepare briefs for initial site investigations, review tenders and appoint consultants	Consultants
5.2. Site survey	Consultants
5.3. Preliminary site engineering investigations	Consultants
5.4. Site contamination risk evaluation	Consultants
5.5. Tree assessment	Consultants
5.6. Market review of commercialisation options	Consultants
6. Preliminary Design Investigations	
6.1. Prepare design options	Consultants
6.2. Confirm floorspace	Consultants
6.3. Composition and spatial requirements	Consultants
6.4. Explore alternative site development approaches	Consultants
7. Evaluation of Options	
7.1. Community and Civic benefits	Consultants
7.2. Preliminary buildability issues - structural advice	Consultants
7.3. Flexibility / expansion capability	Consultants
7.4. Preliminary costing advice	Consultants
7.5. Operational savings potential - building services advice	Consultants
8. Surplus Site Review	
8.1. Market review of reuse / renewal of potential surplus Council landholdings	Consultants
8.2. Valuation of potential surplus Council landholdings	Consultants
8.3. Timing of disposal	Consultants
9. Council Review	
9.1. Review preliminary design options	EMs / Staff / Consultants
9.2. Review preliminary costings advice	EMs / Staff / Consultants
9.3. Council Workshop	EMs / Staff / Consultants
9.4. Agree direction to move forward	Elected Members

10. Community Land Revocation / Crown Land Dedication Removal	
10.1. Confirm which parcels require revocation / removal	Staff / Consultants
10.2. Council resolution to commence revocation	Elected Members
10.3. Prepare report	Staff / Consultants
10.4. Conduct public consultation	Staff / Consultants
10.5. Review submissions	Staff / Consultants
10.6. Seek Minister's approval	Staff / Consultants
10.7. Council revokes classification	Staff / Consultants
11. Design Concept Development	
11.1. Prepare design concept(s)	Consultants
11.2. Review concepts with Council	EMs / Staff / Consultants
11.3. Agree preferred concept	EMs / Staff / Consultants
12. Prudential Review	
12.1. Confirm level of Due Diligence / need for external consultant	Staff
12.2. Prepare full prudential report	Staff / Consultants
12.3. Evaluate whole of life costs / financial risk / management strategies	Staff / Consultants
12.4. Information input from design and costing exercise	Staff / Consultants
12.5. Prospective income sources	Staff / Consultants
12.6. Implications for Risk Management, Long Term Financial Plan and Asset Management Plan	Staff / Consultants
12.7. Present report to Elected Members for Adoption	Elected Members
13. Preparation of Design Concept(s)	
13.1. Develop preferred design concept details	Consultants
13.2. Develop supporting documentation	Consultants
13.3. Prepare documents suitable for Tendering	Consultants
13.4. Prepare costing of preferred concept	Consultants
13.5. Prepare draft tender package for builders	Consultants
14. Council Decision	

14.1. Present package to Council	EMS / Staff / Consultants
14.2. Workshop package with Council	EMS / Staff / Consultants
14.3. Refinement of design	Consultants
14.4. Council resolution to proceed with tender package and process	Elected Members
15. Phase 4 – Appointment of Contractor	
15.1. Construction Tender Process and Respond to Enquiries	Staff / Consultants
15.2. Tender Review and Evaluation	Staff / Consultants
15.3. Value Management Process	Staff / Consultants
15.4. Council Decision to Appoint Contractor	Elected Members
16. Building Approvals	
16.1. Document preparation and approval	Contractor
16.2. Asbestos / hazardous materials plan	Contractor
16.3. Site access arrangements	Contractor
16.4. Service connections / civil infrastructure requirements	Contractor
16.5. Construction Management Plan preparation and approval	Contractor
16.6. Tree protection zone implementation	Contractor
16.7. Any other permit requirements	Contractor
17. Construction Program	
17.1. Mobilisation	Contractor
17.2. Temporary Accommodation Provision	Contractor
17.3. Demolition	Contractor
17.4. Construction	Contractor
18. Occupation	
18.1. Occupation	Staff / Contractor

11.4. Pre-development Budgeting Requirements

While all costs will be subject to obtaining quotations from the various consultants required to input into Phase 3 tasks, we anticipate costs for delivering Tasks 1 – 14 are likely to be as follows. Note that these costs assume only partial documentation of the project to the pre-tender stage and that full documentation would be completed, possibly as part of the building contract.

- Completion of Tasks 1 – 8 during 2023 / 2024   c. $140,000 + GST
- Completion of Taks 9 – 14 during 2024 / 2025   c. $160,000 + GST

Note that a contingency of 10-20% may be warranted to allow for unforeseen circumstances.

Task 10 is excluded on the basis that it may not be required.

If timeframes slip then parts of these costs may move into a subsequent financial year.

Furthermore, it should be noted that RLB have included consultant costs in their preliminary cost estimates, as is standard procedure. Council should therefore note that the $300,000 + GST estimate for Tasks 1 – 14 forms part of the overall delivery cost of the project. RLB's cost estimates assume an overall cost for professional fees of between $640,000 and $1,430,000, depending upon the detail of the proposed construction and its overall budget. The options tested by RLB range from $7.576M + GST through to $16.899M + GST.

12 – RECOMMENDATIONS / NEXT STEPS

12. Recommendations / Next Steps

It is recommended that Council resolve to endorse the Two Wells Office and Library site as the preferred location for the development of the Community and Civic Hub.

It is recommended that Council pursue a Community and Civic Hub option of up to 2,500m2 with the option of reducing overall floorspace needs through utilization of the Two Wells Library and Offices as community spaces for a range of uses including a youth facility and seniors facility and the former Council Chamber utilized as an additional meeting space for both the community and administration.

It is recommended that the options presented to Council at the time of 'Task 9 – Council Review' include optimum and reduced floorspace options and costings so that Council can then make an informed decision on which concept to progress to design development.

It is recommended that a Principal Consultant be appointed to coordinate the appointment and inputs of the design development team over the course of Phase 3 investigations.

It is recommended that the Community Engagement Strategy be endorsed and implemented following the appointment of the Principal Consultant and the Community Engagement Team.

Unless already completed at the time of receiving this report, it is recommended that Council proceed to the transfer of the Two Wells Crown Land into its ownership as a matter of priority.

All other matters can occur subsequent to the appointment of the consultant team.

Appendix 1.Detailed Location Assessment

Site Criteria	Sub-Category	Sites														EM Importance Weighting	Importance Weighting
		Lot 175 Old Port Wakefield Road, Two Wells (CT6279/498)		Lot 51 Old Port Wakefield Road, Two Wells (CR6215/365) (1)		Lot 103 Old Port Wakefield Road, Two Wells (CR5753/647)		21 Aerodrome Road, Mallala (CT5447/192) (1)		2 Wasleys Road, Mallala (CT5161/129) (1)		Lot20 Wasleys Road, Mallala (CT6163/218)		Lot 21 Wasley Road, Mallala (CT6163/219)			
	Reference Number	1		2		3		4		5		6		7			
	Common Name	Greenfield Site		Adelaide Plains Council Office and Library		Two Wells Oval Complex		Mallala Depot		Mallala Council Office and Chamber		Mallala Oval Complex		Mallala Campground			
	Score Type	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted	Criteria	Weighted		
Land Size	Space for car parking at grade	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1
	Space for under croft car parking	10	5	10	5	10	5	10	5	3	1.5	10	5	10	5	M	0.5
	Space for single storey building	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1
	Space for multi-storey building	10	5	10	5	10	5	10	5	1	0.5	10	5	10	5	M	0.5
	Space for Town Square	10	10	10	10	10	10	10	10	1	1	10	10	10	10	H	1
	Space for co-location of activities	10	6	10	6	10	6	10	6	1	0.6	10	6	10	6	M	0.6
Land Use	Current use	10	3	10	3	5	1.5	5	1.5	10	3	5	1.5	8	2.4	L	0.3
	Compatibility with intended use	10	3	10	3	7	2.1	8	2.4	10	3	7	2.1	5	1.5	M	0.3
	Implications of removal of current use	10	4	10	4	3	1.2	3	1.2	10	4	3	1.2	8	3.2	M	0.4
Zoning	Current suitability	10	2	10	2	3	0.6	7	1.4	10	2	3	0.6	3	0.6	L	0.2
	Capable of suitable rezoning	10	2	10	2	4	0.8	10	2	10	2	4	0.8	4	0.8	L	0.2
	Revocation of Community Land	10	2	10	2	10	2	10	2	10	2	10	2	10	2	H	0.2
Land Title	Ownership	10	10	10	10	5	5	10	10	10	10	10	10	10	10	H	1
	Ability to own/ ease of transfer	10	10	10	10	7	7	10	10	10	10	10	10	10	10	H	1
	Easement/ ROW/ other restriction on the title	10	9	10	9	10	9	7	6.3	10	9	5	4.5	10	9	H	0.9
	Heritage / Cultural Listings	10	9	10	9	10	9	10	9	10	9	10	9	10	9	M	0.9
Physical Characteristics	Topography	10	5	10	5	8	4	10	5	9	4.5	9	4.5	10	5	M	0.5
	Vegetation	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	7	4.2	H	0.6
	Site conditions/contamination risk	10	7	8	5.6	10	7	3	2.1	8	5.6	10	7	10	7	H	0.7
	Site access	10	7	10	7	10	7	8	5.6	10	7	10	7	10	7	H	0.7
	Service access	10	9	10	9	10	9	10	9	10	9	10	9	10	9	L	0.9
	Outlook	8	1.6	10	2	10	2	5	1	5	1	10	2	8	1.6	M	0.2
	Flooding	5	2.5	8	4	9	4.5	10	5	10	5	10	5	10	5	M	0.5
	CWMS Connection	5	3	5	3	5	3	10	6	10	6	10	6	10	6	H	0.6
Commercial Context	Linkages to Main Street	8	7.2	10	9	9	8.1	5	4.5	10	9	5	4.5	5	4.5	M	0.9
	Ability to activate locality	9	4.5	10	5	9	4.5	5	2.5	10	5	5	2.5	5	2.5	L	0.5
	Replacement of existing activities	10	1	10	1	5	0.5	6	0.6	10	1	5	0.5	8	0.8	L	0.1
	Not required for alternative purpose	10	1	10	1	4	0.4	5	0.5	5	0.5	5	0.5	5	0.5	M	0.1
	Relocation effects on existing infrastructure	5	1	10	2	5	1	5	1	10	2	5	1	6	1.2	L	0.2
Developability	Existing operations able to continue during construction	10	2	7	1.4	5	1	7	1.4	1	0.2	5	1	7	1.4	L	0.2
	Ability to stage construction	10	2	10	2	10	2	10	2	10	2	10	2	10	2	L	0.2
	Ease of site access	10	2	10	2	10	2	5	1	10	2	10	2	10	2	L	0.2
	Avoidance of remote construction penalties	10	2	10	2	10	2	10	2	10	2	10	2	10	2	L	0.2
Locational Context	Relationship to sensitive surrounding land uses	10	4	10	4	10	4	5	2	10	4	10	4	10	4	M	0.4
	Relationship to existing / future population base	10	8	10	8	10	8	5	4	5	4	5	4	5	4	M	0.8
	Relationship to commercial enterprises	10	6	10	6	10	6	5	3	7	4.2	4	2.4	4	2.4	L	0.6
	Relationship to community groups/activities	9	2.7	10	3	10	3	5	1.5	7	2.1	4	1.2	4	1.2	M	0.3
	Suitability of location to support other uses/activities (co-location)	9	4.5	10	5	9	4.5	5	2.5	7	3.5	5	2.5	5	2.5	M	0.5
Multi-Criteria Score			187.2		191.2		171.9		158.2		143.4		162.5		170.3		

Appendix 2.RLB Cost Estimates

10 November 2023

Holmes Dyer Pty Ltd
Level 3, Reid House, 15 Featherstone Place
Adelaide SA 5000

Attention: **Stephen Holmes**
Director

Dear Stephen

ADELAIDE PLAINS COUNCIL COMMUNITY AND CIVIC HUB PRELIMINARY COST ESTIMATES

Our Preliminary Cost Estimates for the proposed Adelaide Plains Council Community and Civic Hub to be located at either Mallala or Two Wells are summarised as follows:

	Option 1 1000m2 Building Assumed 4000m2 Site		Option 2 1500m2 Building Assumed 4000m2 Site		Option 3A 2000m2 Building Assumed 4500m2 Site		Option 3B 2000m2 Building incl Undercroft Assumed 2500m2 Site	
	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level	1 Level	2 Level
Demolition	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.	Excl.
Site Preparation	300,000	281,250	281,250	281,250	337,500	337,500	250,000	250,000
Services Infrastructure	350,000	350,000	400,000	400,000	450,000	450,000	500,000	500000
Single Storey Building	3,750,000		5,625,000		7,500,000		7,500,000	
Double Storey Building		4,500,000		6,750,000		9,000,000		8,250,000
FFE	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
External Works / Landscaping	300,000	550,000	50,000	425,000	50,000	550,000	250,000	250,000
Carpark for 80 Vehicles on Grade	600,000	600,000	600,000	600,000	600,000	600,000		
Undercroft Carpark							3,000,000	3,000,000
Sub-Total	**5,800,000**	**6,781,250**	**7,556,250**	**9,056,250**	**9,637,500**	**11,637,500**	**12,200,000**	**12,950,000**
Design Development Contingency 5%	290,000	340,000	380,000	460,000	490,000	590,000	610,000	650,000
Construction Contingency 5%	310,000	360,000	400,000	480,000	510,000	620,000	650,000	680,000
Professional Fees 10%	640,000	750,000	840,000	1,000,000	1,070,000	1,290,000	1,350,000	1,430,000
Statutory Charges 0.5%	36,000	42,000	46,000	55,000	59,000	71,000	75,000	79,000
Escalation to Completion (Say late 2025)	500,000	580,000	650,000	780,000	830,000	1,000,000	1,050,000	1,110,000
Locality Loading	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sub-Total On-Costs	**1,776,000**	**2,072,000**	**2,316,000**	**2,775,000**	**2,959,000**	**3,571,000**	**3,735,000**	**3,949,000**
TOTAL DEVELOPMENT COST (EXCL GST)	**7,576,000**	**8,853,250**	**9,872,250**	**11,831,250**	**12,596,500**	**15,208,500**	**15,935,000**	**16,899,000**
Cost $/m2	**7,576**	**8,853**	**6,582**	**7,888**	**6,298**	**7,604**	**7,968**	**8,450**

Say $7.2 - $7.95M $8.4 - $9.3M $9.4 - $10.4M $11.2 - $12.4M $11.9 - $13.2M $14.4 - $15.9M $15.1 - $16.7M $16.0 - $17.7M

Basis of Estimate

This estimate is based upon measured areas to which we have applied rates and conditions we currently believe applicable as at November 2023. We assumed that the project will be competitively tendered under standard industry conditions and form of contract.

This cost estimate does not at this stage provide a direct comparison with tenders received for the work at any future date. To enable monitoring of costs this estimate should be updated regularly during the design and documentation phases of this project.

Scope of Works / Assumptions

In preparing this estimate we, in conjunction with the project team, have assumed the following scope of works;

- Building Options of 1000m2, 1,500m2 and 2,000m2
- Site areas to suit the proposed development options

Limitation of Estimate

This estimate should be viewed as a Concept Cost Plan for use in strategic master planning review and options analysis.   It should **not** be used for decision making analysis to commit to a project (including acquisition, finance approval, equity approval or the like). We recommend that a more detailed elemental cost plan be prepared before such commitment is to be considered.

The majority of the cost allowances are estimates based on similar projects, and as such, potentially do not yet reflect the design that will be developed in the future.

In regards to the cost of integration of new build to existing heritage, the costs are dependent on the extent of refurbishment to be undertaken and the how the buildings will link to each other in terms of circulation and function. This can be further explored in the next phase of design.

Items Specifically Included

This estimate specifically includes the following:

Professional Fees

Professional fees based on a 10 percent allowance.

Contingencies & Escalation

The estimate includes the following contingency allowances:

- Design Development Contingency which allows for issues that will arise during the design and documentation period as the design team develops the design through to 100% documentation
- Construction Contingency which allows for issues that will arise during the construction period including for latent conditions, design errors and omissions, design changes, client changes, extension of time costs and provisional sum adjustments.
- Escalation which allows for rise and fall in costs from the stated base date of the estimate to the stated future delivery program as stated in the report.

Items Specifically Excluded

The estimate **specifically excludes** the following which should be considered in an overall project feasibility study:

Project Scope Exclusions

- Demolition
- High Load floor areas
- Murals and works of art
- Stormwater storage tanks
- Work outside site boundaries

Risk Exclusions

- Relocation and upgrade of existing services
- Contaminated ground Removal and Reinstatement
- Asbestos and Hazardous Materials Removal
- Piled foundation systems
- Rock excavation
- De-watering
- Staging / Phasing costs

Other Project Cost Exclusions

- Land costs
- Legal fees
- Goods and Services Taxation
- Holding costs and finance charges
- ESD provisions beyond current good practice
- Locality Loading (assuming local contractors and noting proposed sites are adjacent to the northern suburbs of Adelaide)

We trust this is of assistance and will be pleased to provide any further information upon request.

Yours faithfully

John Drillis
Director
Rider Levett Bucknall
john.drillis@au.rlb.com

Appendix 3.Program

Community and Civic Hub Investigations - Stage 2
Preliminary Program

HOLMES DYER

Week Commencing Monday

Task	Feb 05/02	12/02	19/02	26/02	Mar 04/03	11/03	18/03	25/03	Apr 01/04	08/04	15/04	22/04	29/04	May 06/05	13/05	20/05	27/05	Jun 03/06	10/06	17/06	24/06	Jul 01/07	08/07	15/07	22/07	29/07	Aug 05/08	12/08	19/08	26/08	Sep 02/09	09/09	16/09	23/09	30/09	Oct 07/10
1. Report Received by Council																																				
1.1. Decision to progress to Phase 3			●																																	
2. Phase 3 - Agreement of Tasks																																				
2.1. Provide brief for Phase 3 work				█																																
2.2. Provide updated Community Engagement Strategy				█	█																															
3. Implement Consultation and Engagement Strategy																																				
3.1. Appoint Community Representation Group (CRG)						█	█																													
3.2. Prepare Frequently Asked Questions (FAQs) response sheets								█																												
3.3. Council information website									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
3.4. Periodic media updates																								█												
3.5. Periodic CRG briefing sessions																								█												
4. Finalise Purchase of Land																																				
4.1. Council resolution to purchase								●																												
4.2. Confirm terms with State Government									█	█	█	█	█																							
4.3. Settle on property																				█	█															
5. Investigations and Design Development																																				
5.1. Prepare briefs for initial site investigations, review tenders and appoint consultants (survey, engineering, site contamination, trees, market, achitectural, structural, building services, costings, operations, valuation)						█	█	█																												
5.2. Site survey										█	█																									
5.3. Preliminary site engineering investigations - services / stormwater / flooding / access										█	█	█	█	█	█	█																				
5.4. Site contamination risk evaluation										█	█	█	█	█	█	█	█																			
5.5. Tree assessment										█	█																									
5.6. Market review of commercialisation options										█	█																									
6. Preliminary Design Investigations																																				
6.1. Prepare design options														█	█	█																				
6.2. Confirm floorspace																	█																			
6.3. Composition and spatial requirements																	█																			
6.4. Explore alternative site development approaches																		█	█																	
7. Evaluation of Options																																				
7.1. Community and Civic benefits																		█																		
7.2. Preliminary buildability issues - structural advice																		█																		
7.3. Flexibility / expansion capability																			█																	
7.4. Preliminary costing advice																		█																		
7.5. Operational savings potential - building services advice																		█	█																	

Week Commencing Monday

Task	05/02	12/02	19/02	26/02	04/03	11/03	18/03	25/03	01/04	08/04	15/04	22/04	29/04	06/05	13/05	20/05	27/05	03/06	10/06	17/06	24/06	01/07	08/07	15/07	22/07	29/07	05/08	12/08	19/08	26/08	02/09	09/09	16/09	23/09	30/09	07/10
8. Surplus Site Review																																				
8.1. Market review of reuse / renewal of potential surplus Council landholdings																█	█																			
8.2. Valuation of potential surplus Council landholdings																█	█	█																		
8.3. Timing of disposal																			█																	
9. Council Review																																				
9.1. Review preliminary design options																						█	█													
9.2. Review preliminary costings advice																					█															
9.3. Council Workshop																							●													
9.4. Agree direction to move forward																							●	█												
10. Community Land Revocation / Crown Land Dedication Removal																																				
10.1. Confirm which parcels require revocation / removal				█	█																															
10.2. Council resolution to commence revocation								●																												
10.3. Prepare report									█	█	█	█																								
10.4. Conduct public consultation													█	█	█	█	█	█	█	█																
10.5. Review submissions																					█	█														
10.6. Seek Minister's approval																							█	─	─	─	─	─	─	─	─	─	─	─		
10.7. Council revokes classification																																		█		
11. Design concept development																																				
11.1. Prepare design concept(s)																									█	█	█									
11.2. Review concepts with Council																													●							
11.3. Agree preferred concept																													█							
12. Prudential Review																																				
12.1. Confirm level of Due Diligence / need for external consultant																							█													
12.2. Prepare full prudential report																								█	█	█	█	█	█	█	█	█				
12.3. Evaluate whole of life costs / financial risk / management strategies																								█												
12.4. Information input from design and costing exercise																							─	─	─	─	─	─	─	─	─	─	─			
12.5. Prospective income sources																																				
12.6. Implications for Risk Management, Long Term Financial Plan and Asset Management Plan																													█							
12.7. Present report to Elected Members for Adoption																																				●

Task	Month																							
	Aug	Sept	Oct	Nov	Dec	Jan 2025	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan 2026	Feb	Mar	Apr	May	Jun	Jul
13. Preparation of Design Concept(s)																								
13.1. Develop preferred design concept details		■																						
13.2. Develop supporting documentation		■																						
13.3. Prepare documents suitable for Tendering		■																						
13.4. Prepare costing of preferred concept		■	■																					
13.5. Prepare draft tender package for builders			■																					
14. Council Decision																								
14.1. Present package to Council			■																					
14.2. Workshop package with Council				●																				
14.3. Refinement of design				■																				
14.4. Council resolution to proceed with tender package and process					●																			
15. Phase 4 - Appointment of Contractor																								
15.1. Construction Tender Process and Respond to Enquiries					■	■																		
15.2. Tender Review and Evaluation							■																	
15.3. Value Management Process							■	■																
15.4. Council Decision to Appoint Contractor								●																
16. Building Approvals																								
16.1. Document preparation and approval									■	■	■													
16.2. Asbestos / hazardous materials plan										■	■													
16.3. Site access arrangements											■													
16.4. Service connections / civil infrastructure requirements											■													
16.5. Construction Management Plan preparation and approval											■	■												
16.6. Tree protection zone implementation											■													
16.7. Any other permit requirements									■	■	■													
17. Construction Program																								
17.1. Mobilisation													■											
17.2. Temporary Accommodation Provision													■	■										
17.3. Demolition														■	■									
17.4. Construction															■	■	■	■	■	■	■	■	■	
18. Occupation																								
18.1. Occupation																								■

● Council Decision / Direction