

**A Concept Plan for a
World Class South Australian
Sporting and Entertainment
Stadium**

By

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Foreword

Stephen Baker, former State Treasurer and Deputy Premier, accepted the invitation of the State Opposition Leader to chair a small working group to examine the feasibility, and to develop a concept plan, for a new sporting and entertainment stadium located at the City West rail-yards.

Stephen presided over the repair of the State finances from 1993-1997 following the State Bank collapse. His other portfolios included State Services, Information Technology, Police, Urban Planning and Housing, and Mines and Energy.

Stephen has spent much of his time since leaving politics in Asia and the Pacific working on budget and governance reforms for emerging economies. He was also on the Essential Services Commission of South Australia for a period. He brings a highly developed financial analysis and fact finding capacity to the stadium debate.

The other major author of this Concept Plan is Adam Steinhardt. While once an elite athlete, Adam has proven ability to envision, develop and run a multi-million dollar business.

He has broad executive experience with special expertise in marketing, IT, sales, advertising, retail, branding and positioning, and business development. In 1995, Adam founded Next Byte, a business with 140 staff and \$70 million turnover that he sold in 2005. In 2007, Next Byte was sold to an ASX listed company for \$31 million.

As a track and field athlete, Adam represented Australia at the 1990 and 1994 Commonwealth Games. His passion for sport has seen him tour the globe attending major sporting events, including the FA Cup, FIFA World Cup 2006, Rugby Union World Cup, Sydney Olympics 2000, and Athens Olympics 2004. In the last 20 years, Adam has visited as a spectator or competed at over 70 different major stadia throughout the world.

Stephen and Adam have prepared this comprehensive report to add further rigour to the stadium debate.

Executive Summary

The State Liberals have announced their intention to provide South Australians with a world class sporting and entertainment stadium in Adelaide.

South Australia has not built any new sporting or entertainment infrastructure in recent decades. Meanwhile other states continue to invest in world class facilities.

In relation to Australian Rules Football, the issues facing AAMI Stadium at West Lakes are its location, accessibility, exposure to weather conditions and lack of facilities for patrons. As a result, patronage has been declining in recent years. AAMI Stadium is now a tired piece of infrastructure and unable to attract major events on a national or international scale.

An audit of the State's current sporting facilities reveals that Adelaide will require a new stadium to host an international event such as the Commonwealth Games, FIFA World Cup or Rugby World Cup. South Australia needs to focus on competing in the growing international sporting environment over the next 20-30 years.

Moreover, with improvements continually being made to sporting venues interstate (most recently proposed in Perth), South Australia runs the risk of being left well behind.

A new stadium located at the Adelaide rail-yards at City West would act as a catalyst for a profound rejuvenation of the surrounding precinct. This site is ideal due to its proximity to the CBD and access to public transport.

The stadium would incorporate AFL, SANFL finals, soccer, rugby, athletics, concerts and other entertainment events. Analysis of stadia in other comparable cities and given Adelaide's sporting code presence, suggests a maximum seating capacity of 55,000 (which includes a tier of 5,000 reconfigurable seats) is desirable. The stadium should include a retractable roof.

International experience suggests the most likely procurement option for such a stadium is for the State Government to be the major financier and

owner through a trust. Under this arrangement, the venue would be hired out to sporting codes and other groups.

Expert advice provided to the Stadium Working Group suggests an approximate cost for the stadium of \$900 million. This includes site preparation, construction, retractable roof, car parking and contingency allowances. However there are a number of savings/offset measures which could reduce to net capital funding requirement to around \$550 million.

Financial analysis suggests that all sporting code tenants of the stadium will experience increased returns from hiring the venue compared to the status quo.

A new stadium would re-cast South Australia as a national leader and an international force in sporting and entertainment facilities.

1. The Concept

1.1 Statement of Intent

The State Liberals have announced their intention to provide South Australians with an international class sporting and entertainment stadium in Adelaide. This concept plan details what the people of South Australia can expect.

1.2 Disadvantages of the Current Site

There are a range of issues raised regarding AAMI stadium and its suitability as South Australia's key sporting venue. The most prominent of these include:

Accessibility

- Distance from the CBD
- Inadequate public transport – no trains and trams and an over-reliance on private vehicle transport
- Distance from major restaurants, hotels and motels
- Limited post match entertainment options

"Brisbane's Suncorp Stadium is fantastic. Its convenient location next to Caxton Street and the city makes for an entertainment filled day."

Conditions

- Exposure of patrons during adverse weather conditions
- Outer seating too far from the playing arena
- Tired architecture

"The beauty of Melbourne's Docklands is that the comfort of guaranteed good weather, easy to reach facilities and a stunning viewing angle makes it a great game regardless of who is playing."

Facilities

- Pre and post game entertainment is lacking
- Inadequate food and beverage services
- Inadequate memorabilia and other retail facilities
- Corporate hospitality facilities (including superbox location behind goals) fall short of what is offered interstate

"The MCG experience is sensational. Shops in the morning, pub lunch then a quick walk with the 'G' on the horizon makes the spine tingle."

Game Times

- Saturday and Sunday afternoons are unfavourable for parking due to shopping centre use
- Sunday matches have failed to draw strong crowds
- Wet and cold night games during winter can be daunting for all but the most enthusiastic of supporters
- Friday night games present challenges for workers getting from the CBD and elsewhere to the match on time

"A direct train to the Olympic Stadium in Sydney makes getting there from the city so quick and easy, making the event so much more enjoyable."

Parking

- Since the introduction of seven day trading, the Westfield car park access opposite AAMI Stadium has been limited
- Parking around the ground is mostly confined to members, corporate permit holders and early arriving patrons
- Many patrons park up to three kilometres away

- Spectators intrude into residential areas

"Upon visiting the stadiums of the world, you quickly discover that Adelaide is missing out on significant economic and cultural benefits by not having an inner city stadium."

1.3 Features of Modern Australian Stadia

Australian cities have some of the most modern sporting and entertainment facilities in the world. Successful Australian modern stadia and surrounding precincts provide an outing beyond a mere sporting or cultural event.

Modern Australian stadia exhibit the following features, which deserve strong consideration in the scoping work for a new Adelaide facility:

- **Maximising the event experience for patrons**

The focus of maximising a stadium experience goes beyond seating and a playing arena. A stadium should be a destination for patrons to not only watch an event but also enjoy dining, entertainment, retail and community facilities. Melbourne's Docklands is the prime example of a stadium which has been turned into a broader precinct.

- **Optimal viewing conditions for patrons**

Spectators need to feel close to the action, and any new stadium design should follow the example set by Docklands and Suncorp Stadium. To cater for corporate patrons and those willing to spend more on game day, a new stadium should look to the Docklands' Medallion Club or the corporate facilities at the MCG where an event can be combined with fine dining and interactive media to enhance the viewing experience.

- **All weather protection**

Stadia today aim to provide cover to the majority of patrons (as measured by the 'drip line'). Any new stadium should aim to cover over 80% of patrons from rain, with the potential for a fully enclosed retractable roof e.g. Docklands. Maximum weather protection will encourage patrons to attend an event under any weather conditions.

- **Variety of revenue streams**

National and international sporting seasons do not produce year-round fixtures. To ensure that the stadium receives year-round use, it should cater for a variety of sports (AFL, soccer, rugby) as well as concerts and other events. Docklands has some 70 events annually, and while it is more heavily utilised during the AFL season, it also caters for large concerts, A-League Soccer and Rugby Union matches. Function centres and commercial facilities provide further revenue streams and greater stadium use. A new Adelaide stadium could look to increase convention and function capacity to add to the existing capacity at the Adelaide Convention Centre.

- **Flexibility for all events**

Australia has the need for stadia to cater for combined oval and rectangular pitch sports. A new stadium should have a flexible seating configuration, similar to ANZ Stadium (Sydney) and Docklands to enable AFL, soccer, rugby and other sports to use the surface. By building a multi-purpose stadium, Adelaide can be a focal point for all major events.

- **Easy transport access**

The success of Docklands, Suncorp Stadium and the MCG is in part due to their ease of access via public transport. A new centrally located stadium in Adelaide would provide the perfect opportunity to further integrate public transport with the CBD, encouraging use of public transport not only on match days but also at other times.

- **Effective ownership structure**

It is essential that any new stadium achieve the optimal mix in terms of development, ownership and management to ensure the long-term viability of the facility as well as a harmonious interaction between all stakeholders. Docklands experienced difficulties with its private ownership and management structure, but has subsequently succeeded after significant financial restructuring. Chapter 8 and Appendix 1 provide more information on an effective stadium ownership structure.

- **Legacy of facility use**

Such an important investment will put Adelaide on the international sporting map. A state-of-the-art inner city stadium with a retractable roof will provide Adelaide with decades of major event hosting capabilities. Melbourne Park and the MCG precinct now host international events of the highest calibre. Sydney with its Olympic precinct can cater for any international event for which it bids. Adelaide has an inner city site to rival all other Australian cities which is prime for the creation of a sporting hub which will leave a legacy lasting many decades to come.

- **Enhanced city environment**

Ideally, a new stadium should be a 'gateway' to the city of Adelaide, providing not only a sporting and entertainment arena but a whole precinct (e.g. Docklands) to be enjoyed by South Australians and its visitors. In the Adelaide context there is further potential to rejuvenate Adelaide's West End with hotels, restaurants, bars and open space. Other improvements include connectivity with other North Terrace facilities and the River Torrens.

- **Options for patrons pre/post event**

Game day is an exciting day as fans treat big sporting events as major social occasions. There is a need for comprehensive pre and post game facilities to cater for such excitement.

In Brisbane, Caxton Street traders enjoy booming economic conditions thanks to the Suncorp Stadium. In Sydney, Aussie Stadium and the SCG feed a network of restaurants and bars in the city fringe area. Melbourne CBD comes to life on the morning of game day, with shops filled with eager sports fans, before heading off to the match.

Necessary facilities include restaurants, cafes, bars, nightclubs, retail outlets and hotels. With short walks to all forms of entertainment, stadium patrons will have a significant impact on the city.

- **Value for money**

Another important issue which has received considerable attention in the building, renovation and management of stadia around the country is value for money for facility patrons (which can stem from the value for money of the public/private sector investment). A successful model is one where patrons can enjoy their experience at an affordable price.

1.4 The International Flavour

In choosing the right type of stadium there are many and varying international examples from which to gain knowledge.

In the search for the best possible solution for a future stadium for Adelaide, research has focused on stadia that conform to the stringent requirements of FIFA World Cup standards¹. It is widely recognised that these are the toughest standards for stadia. This has unearthed a range of world class larger stadia (capacity over 45,000 seats), which have most seats under cover. New, internationally renowned stadia (those built or renovated since 2000) have been the main focus of this report².

1.4.1 Toyota Stadium, Japan

Toyota Stadium is a 45,000 seat retractable roof stadium located in Toyota, Japan. It was built in 2001 and is home to soccer and rugby. The roof is unique in that it folds much like an accordion. This design provides an open stadium with minimal shadowing as well as a closed roof and is less expensive than a retractable dome roof.

¹ Her Majesty's Treasury (2007): *Hosting the World Cup: A Feasibility Study, England, 2007*

² World Stadiums (2008), <http://www.worldstadiums.com/>



Toyota Stadium, Japan



1.4.2 Amsterdam Arena, Netherlands

This retractable roof stadium was completed in 1996 for €140 million. It is used mainly for soccer and concerts. It has a capacity of about 52,000 for sporting events.



Amsterdam Arena, Netherlands



Appendix 2 expands upon international best practice in retractable roof and open air stadia.

1.5 The Rationale for a New Approach

1. The State needs to focus on competing in the growing international sporting environment over the next 20-30 years.
2. An assessment of SA's current sporting facilities reveals that Adelaide would require a new stadium to host an international event the calibre of the Commonwealth Games, FIFA World Cup or Rugby World Cup.

3. AAMI Stadium's use is limited to AFL football – it is not suitable for other sports and has not provided strong support for the entertainment industry.
4. South Australia has for some time failed to provide a full range of first class sporting and entertainment facilities. The State's premier sporting venue, AAMI Stadium was built in 1974, and is now outdated.
5. The site selection for AAMI Stadium was arrived at through a series of unfortunate compromises and access for the broad community remains problematic.
6. AAMI Stadium is only a sporting venue which has little synergy with its surrounding area thus limiting its broader economic potential.
7. The venue has inadequate weather protection for patrons.
8. AAMI Stadium doesn't cater well for younger generations and deters parents from bringing children to AFL games.
9. With improvements continually being made to sporting venues interstate (most recently proposed in Perth³), SA is being left well behind.
10. Adelaide needs to expand current convention facilities, particularly in the CBD to avoid falling behind other states. A new stadium precinct could not only include these facilities but Adelaide CBD based businesses could treat their corporate clients to sporting events more readily.
11. A new stadium would act as a catalyst for a profound rejuvenation of City West.

³ Note that the Perth's proposed stadium has been postponed for at least two years due to the impact of the global financial crisis on the Western Australian Government's budget. See <http://www.news.com.au/perthnow/story/0,,24998293-2761,00.html>

12.A new stadium would link into Adelaide Oval and Memorial Drive tennis and adjacent facilities to create a world class sporting precinct.

13.By its design, a new stadium could cater equally well for crowds of 50,000+ as well as smaller crowds of 20,000 without the latter case making the stadium look bare.

14.A new stadium would re-cast South Australia as the "Can Do State".

1.6 What are we Striving to Achieve?

The key objectives are to build a facility which is:

- Functional for a broad range of sports and entertainment activities
- Able to meet existing and emerging needs over the next 20-30 years
- Spectator friendly (comfortable and well protected)
- An affordable infrastructure investment for public/private sectors
- Affordable for event patrons of modest means
- Easily accessible
- Of a nature that encourages investment in the surrounding precinct and acts as an entertainment hub
- Efficiently managed
- Attractive to interstate and international leisure tourists
- Environmentally smart

2. The Stadium

2.1 Site Selection: Adelaide Rail-yards

The Adelaide rail-yards site offers an exciting opportunity to accommodate a new international sporting and entertainment stadium. Specifically the site offers⁴:

- Capacity to accommodate a large stadium and other facilities - 19.07 hectares land area (Lands Titles Office). The North-South length of the site between North Terrace and the nearest (Belair) railway line is approximately 265 metres.⁵ Industry advice suggests the stadium can be built within this space but if deemed appropriate there can be an extension over the rail line.
- Potential road access to the site from a number of points including Morphett Street, North Terrace, the North Terrace/West Terrace intersection and Port Road.
- Prior State Government funded remediation. The Government is presently remediating the site at a total cost of \$157 million (due for completion June 2011)⁶ for their proposed hospital at the rail-yards and in the process excavating approximately 720,000 tonnes of earth down to eight metres below the current surface area. The signing of the contract for the hospital build is not scheduled until after the March 2010 State election.⁷
- Geographic appeal in that east of the North Terrace/West Terrace intersection is the natural high point of the site and the Torrens riverbank area is the lowest point of the site.
- An existing rail corridor.
- Land owned by governments. The main site is crown land and a linear parcel of land extending from the Port Road Bridge to Morphett Street

⁴ SA Government (2008): *Marjorie Jackson-Nelson Hospital Precinct Final Master Plan, July 2008*

⁵ SA Government (2008): *Department for Environment and Heritage*

⁶ SA Government (2008): *South Australian Budget, 2008-09*

⁷ SA Government (2008): *Partnerships SA*

is owned by Adelaide City Council. Thebarton Police Barracks and Adelaide Gaol at the western end of the site are also on Crown Land.

- No fauna species of national conservation significance identified.
- Two Adelaide City Council storm water drains which run through the site from West Terrace & Morphett Street. These drain the entire north-western part of the CBD.
- Electricity supply options available including a 33kV supply from the city 33kV network.
- Existing gas mains located on West Terrace.
- Direct access to water mains on North Terrace.
- An existing sewer that would need to be assessed prior to commencement of works but is expected to be accommodated within the remediation process.

There is a fault line near the preferred site. While there has been no record found of any serious earthquake disturbance in the past, this would need to be properly researched and appropriate action taken in the building of a new stadium in the event of any risk.

2.2 Site Advantages

- Proximity to CBD
- Significant growth opportunities for surrounding retail
- Access to public transport
- Exciting real estate which is ripe for further development
- Strengthens the streetscape character of North Terrace
- Enhanced safety for what is a neglected part of the CBD
- Prominent inner city site appealing to corporate activity

- Close to hotel accommodation
- Minimal environmental impact in construction process
- Opportunity to create improved pedestrian and cycling links to North Terrace from northern side of the site
- Opportunities for storm water reuse and harvesting

2.3 Seating Capacity

From an investigation of new stadia developments both in Australia⁸ and internationally⁹, it has been concluded that the capacity of each stadium tends to strongly reflect its expected patronage in the near future. Rarely is significant excess capacity built into their design. The two main reasons are cost containment and avoidance of large numbers of empty seats.

While it is natural for each sport to want its own 'state-of-the-art' purpose built facility, affordability and land availability would suggest that shared facilities are more justified. This is particularly the case in a city the size of Adelaide or Perth. Substantial analysis in the recent Perth Stadium Feasibility Report¹⁰ confirmed that sporting codes sharing a stadium provided a far more acceptable solution than providing purpose built facilities for each.

The FIFA requirements¹¹ state that soccer cannot be readily accommodated within AFL grounds because the oval is too large and thereby does not allow the intimacy and atmosphere of a soccer stadium. The Olympic Stadium in Sydney, Docklands and the proposed Perth Stadium have answered that challenge by providing thousands of moveable seats which can be rolled out into the AFL playing arena.

To incorporate soccer and rugby, the proposed Perth Stadium will have a 22,000 seat re-configurable lower tier of seating. As the Adelaide stadium will need to accommodate soccer, rugby and preferably athletics, it will also require re-configurable seating.

⁸ Austadiums (2008), <http://www.austadiums.com/>

⁹ World Stadiums (2008), <http://www.worldstadiums.com/>

¹⁰ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

¹¹ Her Majesty's Treasury (2007): *Hosting the World Cup: A Feasibility Study, England, 2007*

Improved stadium design has made sharing of oval space more appealing for spectators, e.g. Docklands. There are three main elements namely: tight oval configuration (~10% less playing surface than AAMI Stadium) but above the minimum requirements; retractable seating for soccer and rugby and steep grandstand seating (independent advice suggests modern grandstands are built at 37° to the playing surface). AAMI Stadium seating in the outer extremes is poor for spectator viewing due to its shallow seating angles.¹² This is one factor which may be inhibiting match attendance.

Modern stadia oval dimensions¹³ are closer to Docklands {170m x 140m} than AAMI Stadium {177m x 145m}. Docklands can accommodate 53,355 people for AFL football and 56,347 people for sports such as soccer and rugby. AAMI Stadium can accommodate 51,515 people for AFL.

To incorporate soccer and rugby, the Docklands has a 5,000 seat re-configurable lower tier of seating. As a new Adelaide stadium will need to accommodate soccer, rugby and preferably athletics¹⁴, it is likely that Adelaide's stadium will also require this similar re-configurable seating.

The following table provides a summary of club membership, average and maximum attendances over the last two years at AFL and soccer.

Table 2.3: Adelaide Sporting Club Membership & Attendances¹⁵

Adelaide Based Team	Memberships			Average Home Match Attendance		
	2008	2007	2006	2008	2007	2006
Adelaide Crows	48,720	50,976	50,138	40,428	41,992	42,255
Port Power	34,185	34,073	35,648	23,842	27,870	27,257
Adelaide United	6,533*	5,528^	3,135"	12,724*	12,183^	10,947"

* 2007-08

^ 2006-07

" 2005-06

¹² Austadiums (2008), *AAMI Stadium*

¹³ Austadiums (2008), *Etihad Stadium*

¹⁴ International Association of Athletics Federations (2008): *Track and Field Facilities Manual*

¹⁵ Adelaide Football Club (2008), Adelaide United Football Club (2008), Port Adelaide Football Club (2008)

There are a number of observations from Table 2.3:

- Crows membership in 2008 dipped to 48,700, while Power membership has also fallen since 2006.
- The Power and Crows are experiencing falling attendances. On a week-by-week basis, this is evident even during good team performance, but particularly during inclement weather.
- Soccer is a growing sport in South Australia as evident by growing memberships and attendances. Attendance at major soccer matches will continue to grow with an improved venue. The Adelaide United versus Sydney FC game played at Adelaide Oval in December 2007 attracted a crowd of 25,039.¹⁶ Attendance at Socceroos matches at venues across Australia has averaged 48,900 in 14 matches since 2005.¹⁷ Adelaide is the only mainland capital unable to attract level 1 soccer internationals due to inadequate venues (Hindmarsh Stadium's capacity is too small).
- International rugby is often held outside Queensland and New South Wales. The World Rugby Sevens Tournament at Adelaide Oval in April 2008 was a great success and attracted a crowd of 31,814¹⁸. Melbourne which is traditionally not a rugby playing city has attracted record crowds to Wallabies games – 90,119 at the MCG in 1997¹⁹ and 54,868 at Docklands in 2003.²⁰ One would expect international rugby in Adelaide to attract sell-out crowds.
- The Robbie Williams and U2 concerts in 2006 attracted crowds of approximately 55,000 and 60,000 respectively at AAMI stadium.²¹

Interest in AFL remains strong but there appears to be no significant growth potential on the one hand and declining attendances on the other. It is conceivable that a new stadium will promote stronger demand from a broader community cross section than currently.

¹⁶ Football News (2008), Record crowd witness Breeze Shocker, 28 December 2007

¹⁷ Football Federation Australia (2008), Socceroos Fixtures and Results

¹⁸ The Advertiser (2008), Ideal venue for major sport events, 7 April 2008

¹⁹ Australian Rugby Union (2008), Bledisloe Cup Tests to return to MCG, 23 August 2006

²⁰ ABC News (2003), England outplay Wallabies, 21 June 2003

²¹ SANFL (2007), SANFL Annual Report, 2006-07

In a new city stadium with re-configurable seating, it will be possible to accommodate 55,000 patrons when the rectangular arena is in use and 50,000 for AFL. This capacity was deemed appropriate due to cost containment, the fit with the geographical site, agreement with FIFA regulations, atmosphere intimacy and the fact that cities of similar size to Adelaide have similar capacity stadia.

For special events such as rock concerts or religious events, in excess of 60,000 can be accommodated through utilisation of standing room.

2.4 Roof Configuration

Domed stadia have become increasingly popular as the retractable roof implementations become more refined. Cost is always a consideration and the added expense of the retractable roof for South Australia needs to be weighed up against the benefits.

2.4.1 Pros of a Retractable Roof

- Spectator commitment to events in advance due to guaranteed conditions
- Improved atmosphere and acoustics
- Promotes greater spectator numbers and demand for corporate suites due to increased spectator comfort and guaranteed events
- Larger range of events possible in all seasons – concerts, exhibitions
- Point of difference over all other non-enclosed Australian stadia - greater chance of major events being awarded to Adelaide
- More attractive for television with the roof closed
- Greater event flexibility in all conditions

2.4.2 Cons of a Retractable Roof

- Extra cost of up to \$50 million for retractable roof²²
- Recurrent costs are higher due to opening/closing
- Turf management of shadowed field areas (this has been solved at Docklands by using rolling illumination)
- Shadow effect (with roof open) for television needs management
- Benefits are diminished if weather is rarely inclement

2.5 Stadium Fit-Out

Having reviewed the amenities in major stadia in Australia and across the globe, the following facilities appear to be essential to provide the optimal patron experience and value for money. Note that Chapter 5 assesses the transport options at the proposed stadium.

- **Members Facilities**

Modern sporting facilities have a range of price levels of seating which provide for a variety of stadium experiences. Areas such as the Medallion Club at Docklands and the Melbourne Cricket Club at the MCG provide members with reserved seating, member's bars and in some cases in-seat entertainment. A new Adelaide stadium should aim to include such facilities.

- **Corporate Facilities**

These provide an intimate environment for business people in a prime viewing location, while offering extensive catering, fine dining and exclusive car parking. Perth's proposed new stadium is planned to have 70 corporate suites (840 total seats) and 170 corporate boxes (1,360 total seats).

²² Advice provided by quantity surveyors to the Stadium Working Group

- **Conference Facilities**

The Adelaide Convention Centre has a theatre banquet capacity of 4,500 and can host conferences of up to 6,500 people.²³ To further enhance Adelaide's existing conference facilities, the stadium offers additional capacity for conference space. However, commercial reasons may dictate that these facilities are built separately to the actual stadium structure.

- **Other Facilities**

Other important facilities to receive due attention: office facilities, media, toilets, big screens, entry gates, ticket box office, food and beverage stalls, ATMs, change room facilities for sporting teams, training facilities, gymnasiums, swimming pools, medical facilities, sporting museums, merchandising stalls, childcare, wheelchair access and customer service centres.

2.6 Environmental Characteristics

In light of increasing emphasis on environmentally friendly and sustainable building practices, the stadium design and construction must incorporate environmentally smart techniques. Common features of environmentally friendly stadia include:

- Solar panels on stadium exterior to meet basic needs
- Stormwater and rainwater harvesting facilities (e.g. roof run-off)
- Smart environmental choices for building materials, insulation and seating
- Using recycled water to maintain the playing field
- Public transport facilities which aim to minimise the use of private vehicles to access the stadium
- Long run energy cost savings

²³ Adelaide Convention Centre (2008), <http://www.adelaidecc.com.au>

By utilising environmentally friendly design, a new stadium would align with Government's green requirements, respect the sensitivity of the site in relation to the parklands and provide a benchmark for other stadia.

2.7 The Existing Sites

In creating a new home for sporting and entertainment events in Adelaide it is likely that two major sites, Hindmarsh Stadium and AAMI Stadium, will no longer be required in their current form. Suggested uses of these sites include:

2.7.1 AAMI Stadium

- Demolition of all structures and residential redevelopment of the land to contribute to the cost of a new stadium (with agreement of the SANFL). Independent advice received by the Stadium Working Group indicates this site could retrieve around \$200 million.
- Maintain the oval but demolish or redevelop the stands and develop site into a residential precinct similar to Highbury (Old Arsenal Stadium) in England.
- Redevelop the precinct but maintain a training ground for the Adelaide Football Club and for community/residential use similar to what has occurred with the Hawthorn Football Club at Waverley Park²⁴.

2.7.2 Hindmarsh Stadium

- In the short term, maintain the facility for events considered too small for the new stadium (attendance <15,000).
- In the long term, investigate options for private sector redevelopment.

²⁴ Austadiums (2008), *Waverley Park*: Waverley Park was closed for AFL due to its distance from the Melbourne CBD, lack of sufficient public transport/parking, limited undercover seating, poor corporate facilities, poor spectator viewing due to shallow seating and the large playing arena and exposure to inclement weather. In 2001, a portion of the land was sold to housing developer Mirvac to offset the AFL's financing of the construction of the Docklands. The size of the playing arena was reduced and part of the members stand has been redeveloped into modern training and administrative facilities for the Hawthorn Football Club and the community.

2.7.3 Adelaide Oval

- Adelaide Oval will remain the home of cricket in South Australia (as distinct from the WACA being superseded by the proposed Perth Stadium). Maximising the benefits of a new stadium will require close liaison with South Australian Cricket Association.
- Adelaide Oval will benefit from the shared facilities with the new stadium and become part of a dynamic new sporting facility similar to Melbourne Park.

3. The Stadium Precinct and the City

International stadia and their surrounding precincts are rich in character. Adelaide's West End will be rejuvenated through a precinct that will provide world class sporting and entertainment facilities and a vibrant environment for locals and visitors to the CBD. Key improvements to the city environment would include:

Tourism

Providing a stadium precinct will increase local, interstate and international tourism. From sporting fixtures to conferences and the capacity for major global events including the FIFA World Cup and Commonwealth Games, South Australia will benefit from increased visitors. Increased city patronage will lead to a greater demand for accommodation facilities.

Economic Rejuvenation & Integration

The influx of 50,000 plus visitors to the stadium on a regular basis will improve the city atmosphere and retail opportunities in the CBD and its surroundings. Rundle Mall, North Adelaide, the Casino, North Terrace, Festival Centre and West End will all benefit from the increased flow of patrons into the city. Add to this the associated improvements to the river promenade and enhanced transport access; the stadium precinct will become a focal point for activity within the CBD pre and post game on event days. Even outside of event days, the added infrastructure provides further accessibility to the cultural and educational precincts of Adelaide.

Fan Zone

The development of major sporting precincts since the 1992 Barcelona Olympics has created a focus on fan zones where fans congregate and enjoy the event day action on screens. The German Soccer World Cup 2006 was very successful in replicating this concept. In fact, the stadium for London 2012 will not feature any catering facilities inside the stadium, deferring people to the nearby Fan Zone.

A Fan Zone in Adelaide incorporating big screen technology could link the stadium precinct with a restaurant boardwalk and the River Torrens. It

could also accommodate pre and post game entertainment for the stadium.

Further Development Potential

The stadium location provides significant property development opportunities as part of a broader precinct. Melbourne has built an entire suburb around the Docklands, and it is expected that Adelaide's West End will have similar growth possibilities. Cardiff has transformed into a vibrant, booming entertainment and tourist city, since construction of its Millennium Stadium.

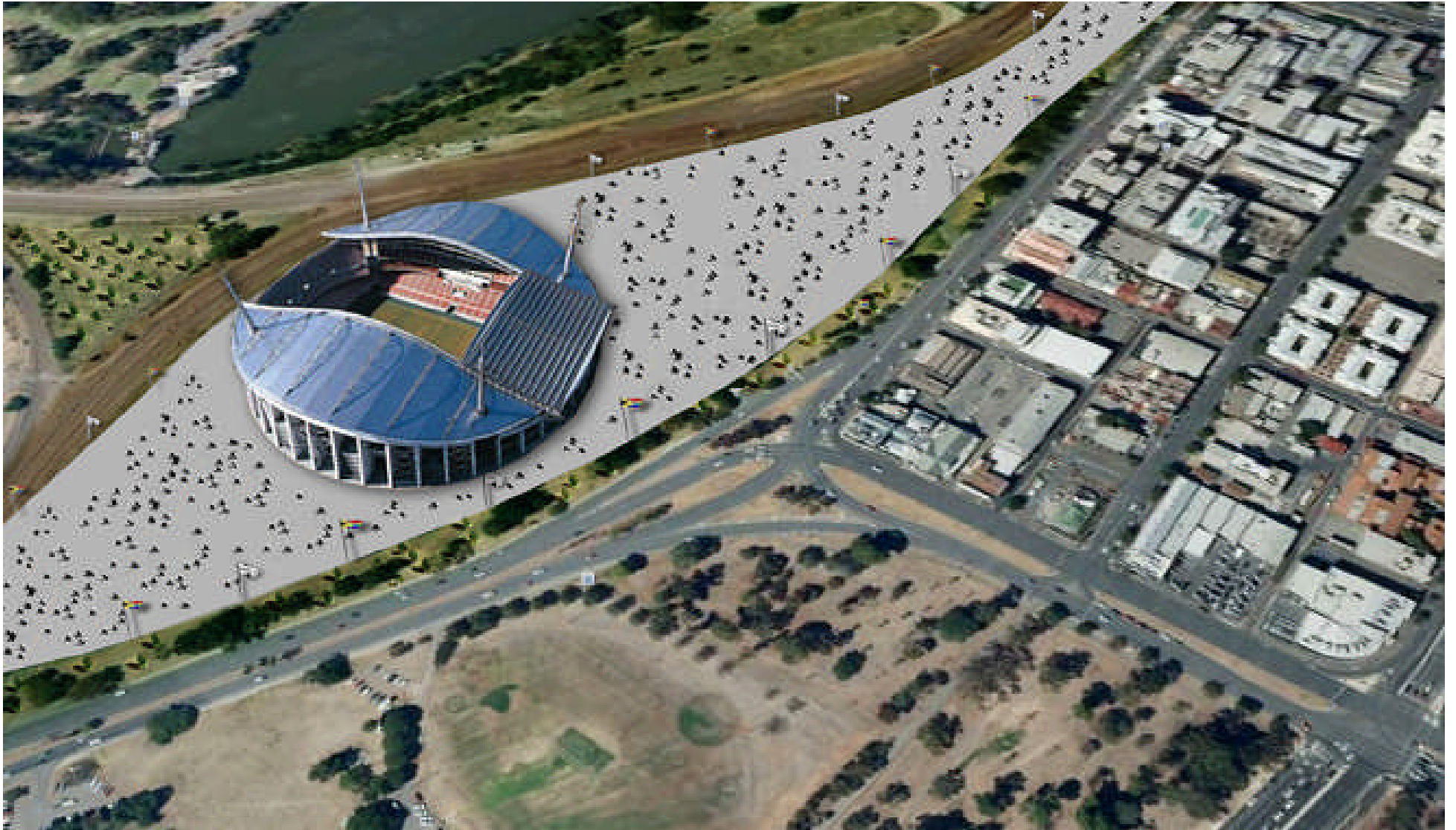
Some other opportunities to be incorporated into the stadium and surrounding precinct are as follows:

- Conference facilities
- Restaurant/sports pub boulevard
- Tram link and footbridge
- Promenade from train station to stadium entrance
- Deluxe hotel
- Running track & bike track
- BBQ areas
- Science/sports museum
- Kids playground
- Broader link to Bonython Park
- Tourism tours
- Interstate transport link for trains and buses
- Upgrading of Adelaide Gaol tourism facilities
- Permanent car parking

The aim of integrating the stadium with the city is that when patrons visit the stadium, they will also take advantage of the other opportunities within the city. This is in contrast to the current lack of prospects at AAMI Stadium and its surrounds.

4. Pictures!

4.1 How the New Stadium Could Look!





5. Transport Assessment

An assessment of the proposed stadium's transport options must set public transport as the primary mode of access for the stadium. Similar assessments for other Australian stadia²⁵ suggest a target should be set of around 50-70% of stadium patrons to use public transport (potentially at the higher end of this range as this stadium will be located closer to the CBD than most other Australian stadia in their respective cities). The target will be achieved through the provision of first class rail services, trams and a network of event bus services.

The proposed city stadium has a number of transport advantages over AAMI Stadium including:

- A greater number of people can access the stadium via public transport (and hence a smaller number by car)
- The convenience of access to the stadium from throughout the Adelaide metropolitan area
- A smaller requirement for new car parking
- The on-going benefits of improved transport infrastructure that is city-centric.

5.1 Transport Strategy²⁶

The proposed stadium would not require extensive amounts of additional public car parking, but could draw upon the temporary parking space in the western parklands (e.g. Bonython Park).

A new car park (either above or below ground) would benefit non-event day commercial activities of the stadium as well as the nearby Adelaide CBD.

²⁵ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

²⁶ SA Government (2008): *Marjorie Jackson-Nelson Hospital Precinct Final Master Plan, July 2008* - p 52-53 provides indicative diagrams of transport access related to the proposed hospital.

The development of a bus terminal at the stadium site would also be required. Other transport considerations include:

- Key vehicle access points at the site
- Modification of the Port Road/North Terrace/West Terrace intersection
- Pedestrian bridge(s)
- Promenade from the Adelaide railway station to the stadium
- Assessment of the impact on traffic circulation in the West End and greater CBD
- Connectivity options for interstate trains.

The upgrading of transport infrastructure and pedestrian connections associated with the city stadium will provide the opportunity for regeneration of the surrounding City West precinct.

Table 5.1: Transport Estimates for the City Stadium

Mode	Max. Target
Public transport	70%
Tram/rail passengers	18,000
Rail lines - direct	5 lines
Rail stations*	2
Bus passengers	18,000
New car parking spaces	1,000-2,000
Spectators by car	10,000 (5,000 cars)
Walk to CBD (Adelaide Station)	0.5km
Other modes (walk, taxi, coach)	9,000

* North Adelaide and North Terrace

5.2 Transport Policy Initiatives

The following transport initiatives have been announced by the State Liberals to support public transport for both the stadium and the broader community:

- The electrification²⁷ of the Outer Harbour line.
- The electrification and extension of the Noarlunga line to Seaford with a subsequent feasibility study for a further extension to Aldinga.
- The electrification of the Gawler line with feasibility study of a further extension to the Barossa Valley. Enhanced bus services to interconnect with the rail line.
- The re-sleepering of the Belair line, new rolling stock, upgraded infrastructure and bus connections particularly in the hills.
- The purchase of extra buses and expanding the contracts to ensure improved services in the north, north eastern and southern suburbs including additional “go zones” (including additional bus services and upgraded stations on the O-Bahn and new bus services to Mount Barker and the Hills growth precincts).
- Consideration of a transport interchange for the former Mitsubishi site at Tonsley Park.

²⁷ For passengers, electrification of rail facilitates increased service frequency, reliability, faster, smoother and quieter travel and reduced transit time.

6. Beneficiaries of a New Stadium

- Adelaide Crows, Port Power, Adelaide United, SANFL and other users will significantly benefit.
- For enthusiastic supporters of AFL, the greater comfort and protection will be welcomed to the extent that membership will be boosted (thus reversing the current decline) and future financial viability secured. For the growing sport of soccer, the well appointed stadium will accommodate larger crowds.
- The new stadium will be a positive step for the entertainment industry and particularly those artists who require large weather protected venues.
- Interstate and international tourism will be bolstered by the attraction of attending major events in Adelaide.
- A major winner from a new stadium in this locale will be the convention business. Expert advice provided to the Stadium Working Group suggests that Adelaide needs to urgently expand its convention space with or risk being viewed as a 'regional convention hub' (as other state capitals continue to upgrade their convention facilities).
- The building of the stadium offers the opportunity to revitalize Adelaide's West End, North Terrace/River Torrens and surrounding precinct. The Formula One Grand Prix had an extremely positive impact upon Adelaide's East End which, in turn, facilitated other events such as the Clipsal 500, Tour Down Under and the Fringe Festival.
- The construction of the proposed stadium would result in a \$1 billion stimulus to South Australia's Gross State Product (and a \$2.1 billion impact on output) and the creation of over 10,000 full time equivalent jobs (FTEs) during the construction phase.²⁸
- The broader precinct could feature the facilities discussed in Chapter 4.

²⁸ Econsearch (2002): *Regional Industry Structure and Employment (Input-Output) Model, 2002-03*

- South Australians will gain a renewed sense of pride and passion for the State and what it has to offer.

6.1 Major Event Bidding

A major drawcard of the new stadium is that Adelaide will be able to compete for national and international sporting events. International class facilities are now expected for any international event with the emergence of Asian and Middle Eastern destinations in the event bidding mix.

Major events are a high priority for state governments for the economic impact that can be generated. Events attract visitors to the city, who in turn spend money by staying in hotels, shopping, dining, and visiting other surrounding attractions. In addition, the city is showcased via overseas and local event advertising, and the televising of the actual event. Major events can assist the corporate market in SA, in creating and enhancing brand awareness in emerging overseas markets such as India and China.

Further, holding an event also provides the opportunity to develop associated business opportunities, by hosting specific business forums over the event period and by using the event to leverage conference bookings. This strategy was particularly successful for Sydney during the 2000 Olympic Games. Another justification for events are the legacy factors – the development of the necessary infrastructure to host the event provides community facilities for the longer term.

On this basis the major events that could be envisaged for the proposed stadium, over and above the base case events, would be:

- Commonwealth Games – the next bid option being for 2018 (or 2022), the stadium could provide the centrepiece for the bid. The requirements for these events go well beyond that of the stadium, and at the appropriate time a compelling bid considering the scope of Adelaide's facilities and new developments will be required.

KPMG was engaged by the Victorian Office of Commonwealth Games Coordination to undertake an economic impact study of the Melbourne 2006 Commonwealth Games²⁹. The report estimated:

- An increase in Victorian Gross State Product by \$1.6 billion over a 20-year period.
 - An extra 167,000 visitors of which 34% were international visitors (excluding officials, media and athletes).
 - An aggregate spend by visitors in Victoria due to the 2006 Games of \$202.5 million.
 - Additional business expenditure of \$197.7 million and in an increase in employment of approximately 13,600 FTEs.
-
- World Cup events for Cricket, Soccer, Rugby Union or Rugby League – these events are all major bid events and would be generally subject to Australia wide bids. An international stadium would ensure that Adelaide does not miss out on its fair share of these events, if it participates as part of an Australian-wide bid for events.
 - Bledisloe Cup – over the last few years there has been much more flexibility in the location of this high profile Rugby Union event between Australia and New Zealand.³⁰ The development of the stadium will better position Adelaide to successfully bid for this event.
 - Potential re-launch of an Adelaide Rugby League team. The NRL has publicly suggested opportunities for teams in Adelaide and Perth.³¹
 - Athletics (e.g. IAAF World Athletics Championships) – subject to stadium design and opportunities for stadium reconfiguration.
 - Regional sporting events – this may include Asian Cup football events (particularly given recent sell-outs at Hindmarsh Stadium), football friendlies, age or national titles (Under 17's Soccer World Championships, Women's Soccer, Women's Cricket etc.).

²⁹ KPMG (2006): *Economic Impact Study of the Melbourne 2006 Commonwealth Games, Post-event analysis, October 2006*

³⁰ Hong Kong hosted a Bledisloe Cup rugby fixture on 1 November 2008. Melbourne has also hosted the Bledisloe Cup.

³¹ National Rugby League (2006), Adelaide encouraged by Panthers, 17 April 2006

- Other sporting and cultural events that the SA Government may wish to bid for with the stadium as the centrepiece venue could include the following:
 - Masters Games
 - World University Games
 - World Fire & Police Games
 - Rugby 7's
 - International Rules Football
 - NFL Pre Season Games (the NFL will be playing exhibition games in Beijing in 2008)
 - Concerts & Entertainment events such as the Edinburgh Military Tattoo
 - Religious events

7. Financial Considerations

7.1 Capital Costs

It is common to discuss and analyse projects in current prices to develop a common understanding of actual costs. For the purposes of this plan, average 2008-09 prices shall apply. Actual construction costs are influenced by delays in start-up, speed of construction, financing, and variations in the price of labour and material input costs. To commence operations there is the further dimension of fit-out and other start-up costs.

Table 7.1 presents a guide as to the likely full cost of providing a new stadium at City West. Note that there are two options considered - with and without a retractable roof.

Advice provided by a leading quantity surveying firm suggests that the additional cost of a retractable roof could be around \$50 million.

While some stadium planning studies have considered a number of design options (see the most recent Perth Stadium Feasibility Report³²) this plan focuses on the two options only. Seating capacity has been set at a maximum of 55,000 because this fits in well with current experience, and the parameters determined for the Docklands and the proposed Perth Stadium.

The key factor in any design is to get it 'as right as possible' from the very beginning. Plan alterations or later additions can prove highly expensive and are to be avoided.

It has been assumed that the current State Government will have made progress in remediating the planned hospital site at City West by 2010. The 2008-09 Budget indicates that remediation will not be complete until June 2011.³³ Advice received suggests there is no significant additional remediation or related work required for a stadium than would apply with a hospital.

³² Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

³³ SA Government (2008): *South Australian Budget, 2008-09*

In deriving cost estimates, professional advice has been sought from leading quantity surveyors and architects, and attention paid to the construction of ANZ (Olympic) Stadium, Docklands and the recent Perth Stadium report.

As a general guide and noting the information contained in the Perth Stadium Feasibility Report, it is worth mentioning that Docklands opened in 2000 and cost \$400 million to complete (against the original estimate of \$350 million).³⁴ Cost escalation was attributed to poor soil and the late decision to provide 2,500 underground car parks. However, the stadium itself was built for only \$250 million (excluding remediation and associated infrastructure). In 2008 dollars the Docklands now would cost over \$600 million (however this includes substantial car parking and a retractable roof).

Depending on the degree of complexity, leading quantity surveying firms are suggesting that an 'open' stadium (80% of seats under cover) will cost around \$12,000 per seat to construct taking into account recent price changes, particularly in relation to petrol, concrete and steel.

The Perth Stadium Feasibility Report represents the most recent comprehensive reference point on potential stadia costs.³⁵ This study estimated the stadium's current cost to be \$10,533 per seat (or about \$11,000 in 2008-09 dollars).

The construction cost of underground car parking is highly dependent on earth removal and access – the City West site will be readily adaptable (without earth removal) for car parking below the stadium because of the remediation of the site. Quantity surveyors suggest allocating \$100 million for beneath stadium car parking which would accommodate between 1,000 and 2,000 cars on latest advice.

³⁴ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

³⁵ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

Table 7.1 – Estimated Stadium Costs, \$m 2008-09³⁶

Components	Open stadium	Retractable roof
Site preparation	20	20
Stadium construction	660	710
Car parking	100	100
Pre-opening & other	70	70
Total	850	900

If traditional methods of building and financing apply, the full cost will be of the order of \$900 million with the retractable roof and \$850 million without the roof.

7.2 Capital Financing

There are several available options for funding public infrastructure.

7.2.1 Option 1: Government Financed

The public sector finances construction through operating surpluses and/or borrowings. The Government is required to retain governance over that asset and the asset is also to be recorded on the balance sheet of the State. This is the most likely procurement option for a stadium.

In considering the net investment required to provide a 55,000 seat world class stadium for the State, the following offsets are relevant:

- The site preparation will have been effectively completed and financed by the State Government by 2011 under its proposed new hospital plan – a saving of \$157 million.³⁷
- The Government has committed to extending the North Terrace/King William Street tram to the Entertainment Centre, and following that to West Lakes and other western suburbs. While the first extension to the Entertainment Centre plus additional trams costing \$162 million

³⁶ Includes consultant's fees, financing and contingency allowances (see Perth Stadium study) and excludes GST. The source of these costs was provided confidentially – however the Perth Stadium Feasibility Report offers indicative cost comparisons.

³⁷ SA Government (2008): *South Australian Budget, 2008-09*

should have been almost completed by 2010, the Government has commenced a deferment of the other tram extensions due to the financial crisis.³⁸ It is the intention of the next Liberal Government to cease the proposed tram extension and to use some of the freed-up capital for investment in the new stadium with a potential saving of \$336 million.³⁹

- Advice provided to the Stadium Working Group suggests that the purchase of stadium operating rights on a long term basis by a private contractor would yield a minimum of \$50 million.

Therefore, the savings measures at current prices to offset the stadium's capital cost (excluding site remediation) are conservatively estimated at \$350 million. Thus, if this financing option were selected, the net capital funding requirement would be about \$550 million with the retractable roof (total cost \$900 million) and \$500 million without the retractable roof (total cost \$850 million). Under the preferred retractable roof option, the bottom line net capital cost could be about \$150 million per year spread over 3-4 years. In a State budget of almost \$14 billion per annum and within the development time frame, this cost is manageable. Prudent management of the capital budget will be required.

7.2.2 Option 2: Joint Ventures

Under this option, contributions are made by the participating sports and other entities toward the financing of the stadium. These other funding sources could further reduce the cost to State Government.

- Should the new international stadium become the headquarters for AFL football in South Australia, the site at West Lakes will become largely redundant. While Port Power is likely to continue to use its Alberton facilities for training, the Adelaide Crows may consider moving to a more central location close to the stadium. Gym and purpose built training facilities will be provided within the stadium for sporting codes

³⁸ SA Government (2008): *South Australian Budget & Mid Year Review, 2008-09*

³⁹ Based on the per kilometre cost of the tram extension to the Entertainment Centre (\$64.8 million/km: the tram extension from Clark Terrace on the Grange Line to West Lakes has an estimated cost of \$149 million, the extension from the Outer Harbor line looping around St. Vincent Street has an estimated cost of \$109 million, the extension from the Outer Harbor line to Semaphore has an estimated cost of \$78 million. These total \$336 million.

(e.g. Crows, Power, and Adelaide United). The net value of the West Lakes property for residential development (after allowing for stadium demolition, compliance with planning laws such as open space provisions, clearing of SANFL debt and resiting training and facilities) is estimated at over \$200 million.⁴⁰

- The introduction of a redevelopment levy to be charged on every ticket sold at sports venues (not just those played at the new stadium) for a specified time - such a levy has been used to partially finance the recent redevelopments at the MCG.⁴¹
- The sale of venue memberships. The option was utilised at Docklands. See Appendix 1.
- Co-funding from the Federal Government (for a Commonwealth Games bid⁴² and/or World Cup bid).

7.2.3 Option 3: Private Sector Financed/Operated

The commercial return and assumed risk from such an investment will be the overarching criteria used by the private sector in making a financing decision. The projected return of the new stadium will not be sufficient for the private sector to fund the stadium in its entirety. However, the private sector could provide partial funding.

7.2.4 Option 4: Public Private Partnerships (PPPs)

Under a PPP model, the private sector assumes a portion or all of the risks associated with the delivery, maintenance or operation of the asset in return for fee. There are complications for public assembly facilities, such as convention centres, arenas and stadia, which have high risk, variable and unpredictable revenue streams and where the operation and maintenance function is closely integrated, reducing the feasibility of a typical PPP.

⁴⁰ Independent advice received by the Stadium Working Group

⁴¹ Australian Football League (2008), AFL announces finals tickets prices, 22 July 2008

⁴² According to the 2000-01 NSW Budget, the Federal Government provided a grant of \$175 million for the Sydney Olympic Games. The 2005-06 Victorian Budget indicates that the Federal Government provided a capital grant of \$102 million for the 2006 Melbourne Commonwealth Games.

This differs from a hospital or school where the facility has a regular and predictable maintenance requirement, easily measurable availability and demand. Nevertheless, the private sector expects sufficient returns on their investment which in the case of Australian stadia has generally been insufficient to warrant entire funding by the private sector.

Given these constraints and the present international financial conditions, it is difficult to envisage a PPP for the entire stadium. However, certain stadium facilities (e.g. car parking) may give rise to PPP arrangements.

Telstra Stadium and Docklands were two venues which were developed with a greater level of involvement by the private sector and importantly with the private sector adopting patronage risk. However there has been limited investment by the private sector in the development of larger venues in Australia since the completion of these venues in 1999 and 2000 respectively.

Telstra Stadium and Docklands have performed, in a financial sense, less than originally anticipated. In the case of Telstra Stadium, the public float proved to be unsuccessful and financiers have now taken control of the asset due to its inability to generate sufficient trading surplus to repay borrowings. In the case of Docklands, the funding of the stadium was directly linked to the sale of television rights and the commitment of the AFL to schedule a significant proportion of home games at this venue. The value of the asset was also enhanced by the rights to some 2,500 car parks.

Table 7.2 summarises funding sources for recent stadia developments in Australia.

Table 7.2: Funding Sources for Recent Stadia (Re-) Developments in Australia⁴³

Venue	Cost	Funding
Suncorp Stadium	\$280m	State Government - predominately through gaming machine revenues
The Gabba	\$154m since 1998-99	State Government Grants and loans
Gold Coast Stadium	\$160m	State Government
Stadium Australia (Sydney) - exc reconfiguration	\$519m	ANZ Bank: \$130m, Multiplex Loan :\$6m, Obayashi Loan: \$4.25m, Olympic Coordination Authority: \$12m, 35,000 Gold and Platinum Stadium memberships: \$364m
Gosford Stadium	\$30m	Federal Government: \$12m, State Government: \$12m, Central Coast Leagues Club: \$6m
Energy Australia Stadium (Newcastle)	\$50m	State Government: \$30m
Skilled Stadium (Geelong)	\$26m	State Government: \$13.5m, City of Geelong: \$6m, Geelong FC: \$4.5m, AFL: \$2m
Melbourne Rectangular Stadium	\$190m	State Government: \$149m, remainder by Melbourne and Olympic Park Trust, tenants and suppliers
Melbourne Cricket Ground	\$434m	State Government: \$77m, remainder by Melbourne Cricket Club and Federal Government
Docklands (Melbourne)	\$400m	Private Sector with up to \$100m by Channel 7
Hindmarsh Stadium Adelaide	\$41m	State Government

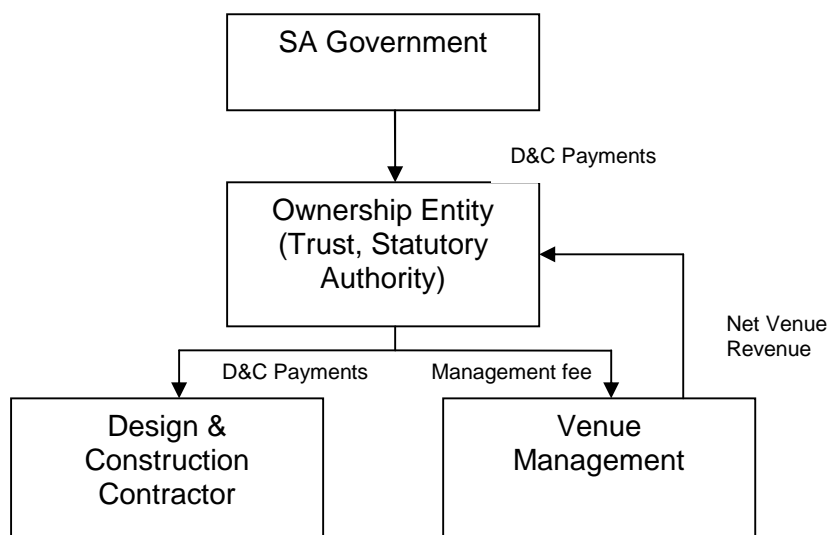
See Appendix 1 for more detail on the Gabba redevelopment, Docklands and Telstra Stadium.

The delivery option which the Perth Stadium Taskforce considers to be most appropriate for their proposed stadium is a Novated Design and Construct (D&C) contract, the structure of which is outlined in Figure 7.1. A similar arrangement would appear sensible for the Adelaide Stadium.

⁴³ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

In recent times Docklands, the Millennium Stadium, Wembley Stadium and the MCG redevelopment have been delivered using this option.

Figure 7.1: Possible Ownership Structure⁴⁴



7.3 Stadium Events

The new stadium could expect the following annual events:

- 22 regular season AFL games (11 for each of Power and Crows), preseason games and finals.
- ~15 A-League Soccer games – potential for additional preseason, Asian Cup qualifiers and international invitational games
- 4 SANFL finals (two double-headers based on the current finals format)
- 1 Rugby Union game (Wallabies and Super 7s/14s)
- 3 large concerts/religious events

Table 7.3 provides an example of the range of events which could be naturally accommodated.

⁴⁴ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

Table 7.3: Sample Calendar of Events

	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08
1			NAB Cup									
2								Adel R18				
3					Adel R7					Ad United		
4							Adel R14					
5												Ad United
6		Soccer Intl		Adel R3					AFL Finals	SANFL GF		
7					As'n Soccer							
8			NAB Cup GF			Port R11						
9												
10								Adel R19				
11												
12				Port R4			Port R15		AFL Finals			
13												
14						Adel R12			SANFL Finals			
15								Port R20				
16												
17								Ad United				
18					Adel R8		Wallabies				Andre Rieu	
19			As'n Soccer	Adel R5								
20	Ad United		Port R1				Port R16					Coldplay
21						Port R13			SANFL Finals			
22											Ad United	
23				As'n Soccer				Port R21	As'n Soccer			
24		A League GF			Port R9							
25												
26				Port R6					Ad United	Ad United		
27	The Police						Port R17					
28									SANFL Finals			
29			Adel R2									
30					Soccer Exhibition			Adel R22				
31					Adel R10					Ad United		

Unlike the Perth Stadium proposal which incorporated interstate and international cricket as a mainstream activity, the home of cricket will remain at Adelaide Oval. In the event that cricket in its One-Day or Twenty20 form is played during the winter months to meet increasing demand from Asian teams, the new stadium with a removable pitch could well provide a suitable venue subject to agreement with the South Australian Cricket Association.

Based on recent experience, it is expected that there will be around 50 events held annually within one year of start-up. Beyond that point it is expected that the stadium will attract other events (e.g. Commonwealth Games) and that attendances will improve for all types of events. However the financial analysis in Chapter 7.5 is less expansive and uses baseline average attendances.

7.4 Ticket Price Affordability

Special attention will be paid to affordable seat prices, concessions for juniors, families, disabled and elderly to ensure that the new stadium is firmly grounded from the outset. The practice of setting aside thousands of seats for general admission will continue. The following table compares the most affordable seating charges (adults and junior prices) for AAMI Stadium, Docklands, MCG, and ANZ (NRL) stadia.

Table 7.4 Stadia Affordability Comparison⁴⁵

Stadium	Starting seat price -adult	Starting seat price -junior
AAMI stadium (AFL)	\$26.85	\$2.75
Docklands (AFL)	\$22.40	\$9.40
MCG (AFL)	\$20.30	\$3.40
ANZ Sydney (ARL)	\$20.00	\$8.00

There is a similarity about the starting prices which tends to suggest that affordability and commercialism can work in constructive partnership.

⁴⁵ Australian Football League (2008), Price and on-sale summary 2008

The key to maintaining affordable entry is to ensure that the associated debt of the stadium assumed by the owner/operator is relatively modest.

7.5 Stadium Operating Expenses and Revenue

The Perth study represents the most recent research on stadia operations and has therefore been used as a useful guide. Detailed revenue and expense estimates and assumptions on revenues, expenses and sharing arrangements are found in Appendix 3.

7.5.1 Returns to Venue Owner

Table A3.4 in Appendix 3 indicates that after sharing revenue with hirers, the stadium owner's net result is a \$3.4 million surplus.

However, the analysis excludes the potentially significant additional revenues that the stadium owner will derive from signage and advertising and (alcohol) pourage rights⁴⁶.

7.5.2 Returns to Venue Hirer

The Perth Stadium Feasibility Report estimated that all key hirers under their proposal will be financially better off from staging their events at the new stadium in comparison to the revenues derived from staging these events at the existing Subiaco Oval or the WACA. The Perth Taskforce asserts that in an average year, football in Western Australia as a whole will potentially be \$3.0 million better-off annually at the new venue. One would anticipate similar returns to football in South Australia.

Table 7.5 shows the estimated net position for the major sporting codes revenues. It excludes the potentially significant additional revenues that these sporting codes will derive from ticket premiums achieved from season membership packages and merchandise sales derived from sales outside the venue. See Table A3.4 for more details.

⁴⁶ Advice provided to the Stadium Working Group suggests stadium pourage rights will be at least \$1.5 million per annum.

Table 7.5: Net Operating Result of Sporting Codes

\$m	Crows*	Power*	SANFL**	Soccer*
Net Operating Result	12.20	9.37	1.29	9.51

* Regular season

** Finals only

7.5.3 Sensitivity Analysis

The comprehensive sensitivity analysis for the Perth Stadium⁴⁷ compares the impact of fluctuating attendances on hirers. It always results in hirers being better-off by playing at the new stadium compared to their existing Perth options. For example, 20% lower than projected attendances at the new stadium would leave hirers in a better financial position than if hirers were to experience 20% lower attendances at their current venues.

Reducing all attendances in Table A3.4 by 20% results in net operating loss of about \$1.3 million for the stadium owners (\$4.7 million worse than the status quo) and the following results for stadium hirers in Table 7.6:

Table 7.6: Net Operating Result for Hirers – 20% attendance reduction

\$m	Crows*	Power*	SANFL**	Soccer*
Net Operating Result	10.67	8.19	1.12	8.15

* Regular season

** Finals only

⁴⁷ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

8. Governance and Ownership⁴⁸

The issue of governance concerns the ultimate decision making body or process which will determine the management of the facility.

Trusts and Authorities generally control the management of major government funded stadia in Australia.

The following section provides an overview of the governance models currently in place at the Melbourne Cricket Ground in Victoria (as an example of a Trust structure) as well as the Major Sports Facilities Authority (MSFA) in Queensland and the Sydney Olympic Park Authority (SOPA) (as examples of Authorities).

South Australia has a similar governance structure to Western Australia with sporting codes in control of the major venues. This can create problems in resolving ongoing development opportunities for the stadia and the associated sports.

8.1 Melbourne Cricket Ground Trust

The Board of the MCG Trust currently consists of members who are independent from any sport which is a tenant of the MCG and who manage the venue on behalf of the Government.

The Board's role is to:

- Manage the Ground at the Trust's discretion
- Carry out any other function given to the Trust
- With approval of the Minister, the Trust:
 - Can delegate its function or powers to the Melbourne Cricket Club
 - Can grant leases for up to 99 years and licenses for up to 50 years

⁴⁸ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

- Enter into management contracts for the Ground or appoint the Melbourne Cricket Club as the ground manager

8.2 Major Sports Facilities Authority (MSFA), Queensland

The MSFA oversees a range of major sports and entertainment venues throughout Queensland, some of which it manages in-house and others it manages by way of contract management.

The consolidation of the oversight role of Government funded venues into a single body such as the MSFA ensures the management and operation of such venues is undertaken in a coordinated manner from a whole-of-government and community perspective.

The major facilities under the control of the MSFA are: the Gabba, Suncorp Stadium (contract management), Dairy Farmer's Stadium Townsville, Brisbane Entertainment Centre (contract management), Queensland Sports & Athletic Centre, The Sleeman Aquatic Centre and Gold Coast Stadium.

The Authority's role is to decide the strategies and policies to be followed and to perform its functions in an effective manner.

8.3 Sydney Olympic Park Authority (SOPA)

The NSW Government established the SOPA which is responsible for the management of public assets of the Sydney Olympic Park. SOPA is also responsible for the management of open space, parklands and developments within the Sydney Olympic Park.

SOPA is governed by the SOPA Act with key elements:

- Promote and manage the development and use of Sydney Olympic Park (including cultural, sporting, educational, commercial, tourist, recreational, entertainment and transport activities and facilities)
- Protect the natural and cultural heritage of the Park
- Provide and maintain public transport facilities within the Park

- Maintain arrangements with Olympic organisations

Similar to the MSFA, members of the Board of Directors at SOPA are independent from any sport.

As with the MSFA, SOPA oversees a number of publicly funded major venues and predominantly outsource the venue management role.

8.4 Perth Stadium⁴⁹

The Perth Stadium Taskforce made the following key governance recommendations:

- The governance of national/international level sporting infrastructure should be independent of sporting codes and be managed through a trust or series of trusts under the direction of Government. This was supported by 74% of respondents to a survey of Perth residents.
- The trust members should be appointed on the basis of their relevant business and professional skills and background and be independent of key venue tenants/hirers.
- No public funds should be allocated to the development of a major stadium until it is under the direct control of Government.
- Major tenants should be afforded direct access to the trust/authority to resolve any matters of concern which cannot be effectively resolved with the venue manager.

The Perth Stadium Taskforce asserts that these recommendations are necessary given that:

- The Government will likely control the capital funds for the stadium.
- The stadium will be multi-purpose and will be hired by multiple tenants.

⁴⁹ Major Stadia Taskforce (2007): *Perth Stadium Feasibility Report, May 2007*

8.5 Adelaide's Proposed Stadium

The final governance model is yet to be determined but it should:

- Enable ultimate government control through the formation of a special Trust/Authority which will oversee the stadium operations.
- Recognise the rights of investors to have a say in the stadium operations and to benefit from their investment – in the case of Government, the 'benefit' will be ensuring that the public interest is maintained.
- Place emphasis on the broader benefits to flow from a professionally run international stadium.
- Replicate as far as feasible the positive private sector aspects of Docklands. Discussions will ensue with the potential stakeholders before determining the terms of reference and general composition of the Trust/Authority.

8.6. Ownership

The dominant shareholder will likely be the State Government. As explained in Chapter 7 there is capacity for investment by the AFL, SANFL, Soccer and private enterprise.

An eventual ownership handover to the SANFL, Soccer or a combination of sporting codes could increase the viability of a joint venture with these codes.

Appendix 1 – Stadium Financing Case Studies

The Gabba

The venue has been redeveloped over several stages with actual construction commencing in 1995 as part of Stage 3 which included the Northern Stand and lights. Data provided by the MSFA in Queensland suggests that Government grants and loan draw downs since 1998-99 totalled approximately \$153.67m:

Government Grants

- 1998-99: Stage 4 - \$26.191m
- 1999-00: Stage 5 - \$27.481m
- 2003-04: Video Screens - \$3.0m

Loans provided by Queensland Treasury

- 1996: \$25m at 0.5% interest - repayments funded from venue operations
- 1999: \$32m at market rate - repayment funded from venue operations
- 2006: \$40m – repayments funded by Community Investment Fund receipts

The Community Investment Fund established by the Queensland Government is funded from an additional levy on poker machines in hotels and provides some of the funding for the MSFA's major infrastructure projects including Suncorp Stadium (\$235m), The Gabba (\$40m) and the Gold Coast Stadium (\$160m).

Sydney Olympic (ANZ) Stadium

The Olympic Stadium was developed under a Build Own Operate Transfer (BOOT) scheme with the risk associated with construction and the operation of the venue being carried by the private sector. The venue was originally planned to be operated by Stadium Australia Limited for a period of 30 years before being transferred back to the NSW Government (Source: Freehills). The financing of the stadium was very complex and included debt financing, equity investment and the public float of membership packages which accounted for the majority of project financing of \$519.1m.

Initial funding sources – Olympic Stadium:

- ANZ Bank Loan ~ \$130m
- Multiplex Loan ~ \$6m

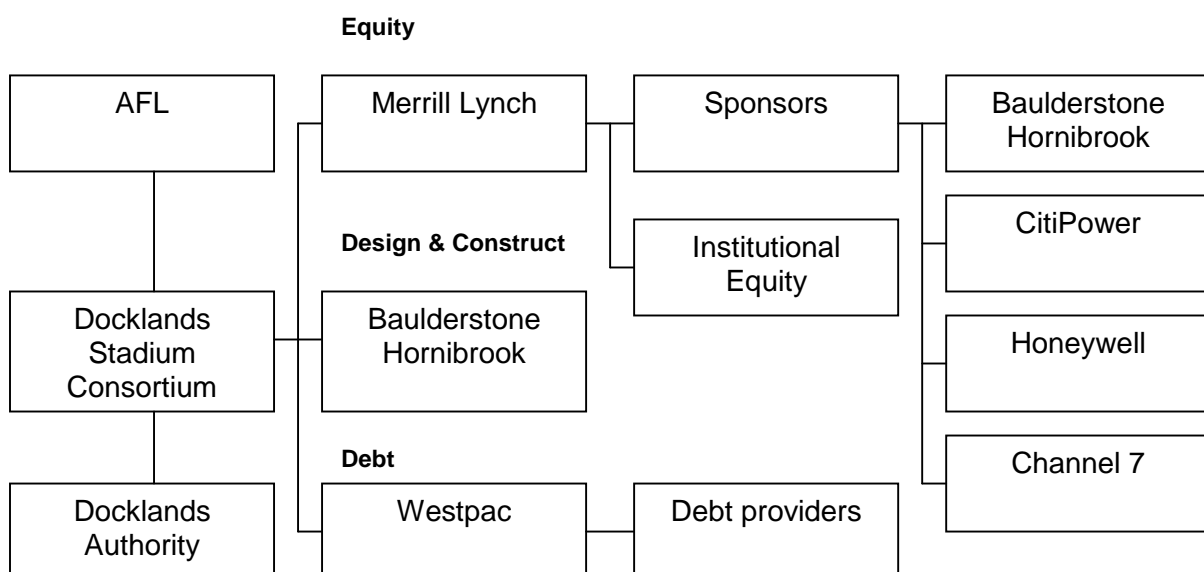
- Obayashi Loan ~ \$4.25m
- Olympic Coordination Authority ~ \$12m
- 34,400 Gold Memberships @ \$10,000 ~ \$344m
- 600 Platinum Memberships @ \$34,000 ~ \$20.4m
- Unknown ~ \$2.45m

However, the public subscribed only 31% of the 34,400 Gold Memberships on offer and the underwriters provided the shortfall. Further, the shares of Stadium Australia Group lost 80% of their original value within 1 week of listing on the ASX. The venue generated sufficient income to pay interest on the outstanding debt, however was not sufficient to reduce the principal loan amount. In November 2006, Stadium Australia Group eventually received a takeover bid by a subsidiary company of the ANZ Bank valuing the venue at \$190m (Source: The West, 16 November 2006).

Docklands

The venue was also developed as a BOOT scheme. The \$400m project has been fully funded by the private sector however limited information is publicly available as to the exact contribution of the different parties involved in the consortium, as displayed below:

Docklands Stadium Consortium Arrangements



Channel Seven provided up to \$100m of the funding by purchasing all venue membership seats (4,500 seats) for a period of 30 years as well as 2,500 undercover car-parking spaces. In return Channel Seven received the naming rights, ticketing rights, signage to the stadium, seats as well as indoor and outdoor advertising to all events at the venue for a period of 25 years. The developer retained the right to operate the venue for a period of 25-30 years and has recently sold the management rights to the venue to James Fielding Management Limited for a reported \$330m. The AFL has purchased and settled in advance (\$30m paid in 2000), the ownership and management rights to the venue after the expiration of the current owner's tenure (25-30 year initial term).

Formerly called 'Telstra Dome', the Docklands Stadium has recently been renamed 'Etihad Stadium'.

Appendix 2 – The International Flavour

A2.1 Retractable Roof Stadia

Permanent domes, retractable roofs and sails/tarpaulins of a semi permanent nature are the major categories of roof structures.

There are three different types/shapes of domed roof stadia:

- Baseball stadia – primarily Japan and North America
- Rectangular arenas suitable for soccer and NFL
- Court arenas suitable for basketball and tennis

An issue with many retractable roof stadia and stadia that have a high proportion of under cover seating is the effect of shadowing when the roof is open (this makes it difficult for spectators and television viewing). To alleviate this, recent stadia are built from transparent materials that act as seat covering but still allow light in to reduce the effect of shadowing and field deterioration.

The following are notable examples of retractable roof stadia (seating capacities in brackets):

Veltins Arena Gelsenkirchen (53,000)

This stadium was built in 2001 in preparation for the 2006 FIFA World Cup. Its primary use is still soccer.



The Millennium Stadium, Cardiff (75,000)

This stadium opened in 1999 and is the home of Welsh Rugby, and until recently major UK soccer matches.



The following are examples of international stadia with retractable roofing: Amsterdam ArenA, Chase Field, Commerzbank-Arena, Dallas Cowboys New Stadium, Docklands Stadium, Fukuoka Dome, Gelredome, LTU Arena, Lucas Oil Stadium, Maksimir Stadium, Mellon Arena, Millennium Stadium, Miller Park (Milwaukee), Minute Maid Park, Ōita Stadium, Parken Stadium, Reliant Stadium, Rod Laver Arena, Rogers Centre, Safeco Field, Singapore Sports Hub, Swedbank Arena, Solna, Toyota Stadium, University of Phoenix Stadium, Veltins-Arena, Vikings Stadium, Vodafone Arena, West Side Stadium.

A2.2 Non-Retractable Roof Stadia of recent build

Non-retractable roof (open-air) stadia are currently more common than retractable roof stadia.

All South African Rugby World Cup stadia are of open air. This is largely attributable to the conversion of a number of Rugby Union stadia to accommodate the stringent requirements of the FIFA World Cup.

All stadia in England are open air. Research suggests that this is based on tradition, with a large preference for square based stadia.

The 2006 FIFA World Cup set a new benchmark in stadium evolution and featured two stadia with open rooves, with the other 10 stadia either new or renovated open roof structures.

The following are notable examples of open roof stadia (seating capacities in brackets):

Emirates Stadium London (60,000)

The Emirates stadium is used for soccer and opened in 2006.



Allianz Arena – Munich (66,000)

The Allianz Arena is used for soccer and opened in 2005.



The following are examples of international open air stadia: [Emirates Stadium](#), [Allianz Arena](#), [Wembley Stadium](#), [Beijing National Stadium](#), [Estádio do Dragão](#), [HSH Nordbank Arena](#), [Stanley Park Liverpool](#), [Olympic Stadium Berlin](#), [ANZ Stadium](#)

A2.3 International Stadia Cost Comparisons

The table below provides a useful summary of recent stadia construction costs.

Table A2.1: International stadia construction costs⁵⁰

Arena	Location	Capacity	Year Completed	Completion Cost (millions)
Emirates	London	60,000	2005	£430
Amsterdam Arena	Amsterdam	52,500	1996	€140
Stanley Park	Liverpool	70,000	2011	£300
Safeco	Seattle	50,000	1999	\$US517
LTU	Dusseldorf	51,500	2004	€240
Millennium	Cardiff	73,000	1999	£126
Veltins	Gelsenkirchen	54,000	2001	€192
Commerzbank	Frankfurt	52,500	2005 (rebuild)	€125
Beijing National	Beijing	90,000	2008	\$US500
Allianz	Munich	66,000	2005	€340

⁵⁰ Websites for respective international stadia

Appendix 3 – Stadium Revenue and Expenditure Assumptions

The Perth Stadium Feasibility Report⁵¹ has been used as the basis for the majority of the assumptions. Based on these assumptions, the revenue and cost estimates for the stadium are shown in Table 7.5.

Stadium Operating Revenues

The key assumptions in developing the revenue forecasts are as follows:

- The venue will be provided as a “clean stadium” (free of any seating and membership/corporate restrictions), with signage to be available for sale by the hirer. (During the Perth Taskforce’s consultations, the sporting codes’ preference was for no venue memberships and a ‘requirement’ to be provided a clean stadium as they enjoy now at Subiaco Oval. However, codes agreed in return for this position, a willingness to pay a larger percentage share of admissions in rent to cover the venue maintenance and contribution to lifecycle maintenance costs). Elsewhere, industry standard hiring arrangements have been assumed.
- The stadium hirer pays the owner a rental of 24% of gross ticket sales and 10% of gross revenue of all corporate sales (if sporting codes introduce a stadium membership program then the stadium’s share of gross ticket sales would revert back to approximately 10%).
- 50 annual event days - the indicative operating model is based on those event days that are almost certain to be held at the stadium.
- There are a number of additional events which may be held at the stadium from time to time, such as AFL Finals matches, international soccer, rugby and concert events. Allowances made for these have been very conservative.

⁵¹ Major Stadia Taskforce (2006): *Interim Report by KPMG, March 2006*

Table A3.1: Revenue/Cost Sharing and Hire Arrangements Assumptions

	Owner	Hirer
Revenues		
Corporate Suites & Boxes Revenue	10%	90%
Gross Admission Revenue	24%	76%
Food & Beverage Revenue	100%	0%
Merchandise Revenue	15%	85%
Ticketing Revenue	30%	0%
Venue Membership Revenue	100%	0%
Naming Rights	100%	0%
Pourage Rights	100%	0%
Signage & Advertising	100%	0%
Expenses		
Food & Beverage Costs	100%	0%
Merchandise Costs	0%	100%
Event Day Expenses	0%	100%
Overhead Expenses	100%	0%

- Industry standard food, beverage and merchandise spend assumptions have been applied. Admission charges have been based on a review of ticket prices for similar events at a range of Australian venues.
- All revenues are pre-GST. Admission revenues reflect the face value of tickets sold (i.e. exclude package premiums which accrue to the sport and do not form part of the stadium rental base) and are net of concessions.

Table A3.2: Admission, Food, Beverage & Merchandise Spend Assumptions (\$)

Event	Admission	Food & Beverage	Merchandise
AFL - Adelaide	25	17	1
AFL - Port	25	17	1
NAB Cup	16	17	1
AFL - Finals	50	17	1
SANFL finals	16	17	1
Soccer - A League	25	17	1
Rugby - Internationals	50	17	1
Other	50	17	1

- It is assumed that Adelaide’s stadium will have a maximum seating capacity of 55,000 which includes 70 corporate suites representing 840 seats at an average of 12 seats per suite; and 170 corporate boxes representing 1,360 seats at an average of eight seats per box.
- The sales revenue for corporate suites and boxes is derived from the current suite/box costs charged across stadia in Perth and other interstate comparative venues. Corporate suites and box average costs and sales rates per seat per game are assumed to be as per Table A3.3.

Table A3.3: Corporate Suites / Boxes Price and Sales Rate Assumptions

Event	Suites		Boxes	
	Price \$	Sales rate %	Price \$	Sales rate %
AFL - Port	245	80%	170	80%
AFL - Adelaide	270	85%	230	85%
NAB Cup	200	50%	170	50%
AFL - Finals	360	100%	290	100%
SANFL finals	150	40%	150	40%
Soccer - A League	245	80%	170	80%
Rugby/Soccer Intern’ls	360	100%	290	100%
Other	360	100%	290	100%

- The following revenue sources have been excluded from the model: revenue generated commercial tenancies included in the stadium development (i.e. retail outlets, offices etc) and stadium (alcohol) pourage⁵² and signage rights.

Stadium Operating Costs

- Table A3.1 documents the cost sharing between the owner and hirer. Costs include:
 - food and beverage (assume 20% profit margin)
 - merchandise (assume 20% profit margin)
 - event day - the hirers will carry all event day costs of \$3 per attendee

⁵² Advice provided to the Stadium Working Group suggests stadium pourage rights will be at least \$1.5 million per annum.

- overheads estimated at \$7 million p.a. (operating of scoreboards/video replay screens, electricity, turf management, lifts/escalators and air conditioning)
 - capital maintenance - assumed at 1.5% of capital costs or approximately \$9 million p.a.
- However the following costs have been excluded: operating the ownership structure, and reconfiguration costs (i.e. moving stands and closing roof).

The following table presents the detailed revenues and costs to the stadium owner and hirers.

Table A3.4 Stadium Revenue and Cost Estimates

Event/Cost Category	Event days (average year)	Average attendance	Revenue per seat (admission, food/bev., merchandise) \$	Owner Revenue \$m	Owner Costs \$m	Owner Net Result \$m	Hirer Revenue \$m	Hirer Costs \$m	Hirer Net Result \$m	Total Revenue \$m	Total Costs \$m	Total Net Result \$m
AFL												
Adelaide Crows G.A.	11	45,000	43	11.46	6.73	4.73	9.83	1.88	7.94	21.29	8.61	12.67
Boxes and Suites	11	1,870	245	0.50	0	0.50	4.54	0.28	4.26	5.05	0.28	4.76
Port Power G.A.	11	35,000	43	8.91	5.24	3.68	7.64	1.46	6.18	16.56	6.70	9.86
Boxes and Suites	11	1,760	199	0.38	0	0.38	3.46	0.27	3.19	3.85	0.27	3.58
Preseason G.A.	2	25,000	34	0.94	0.68	0.26	0.76	0.19	0.57	1.70	0.87	0.83
Boxes and Suites	2	1,100	181	0.04	0	0.04	0.36	0.03	0.33	0.40	0.03	0.37
Finals G.A.	1	48,000	68	1.06	0.65	0.41	2.20	0.18	2.02	3.26	0.84	2.43
Boxes and Suites	1	1,980	353	0.07	0	0.07	0.63	0.03	0.60	0.70	0.03	0.67
AFL Total	25			23.37	13.30	10.07	29.42	4.33	25.10	52.79	17.63	35.17
Other Events												
SANFL finals G.A.	4	20,000	34	1.50	1.09	0.41	1.22	0.30	0.92	2.72	1.39	1.33
Boxes and Suites	4	1,100	110	0.05	0	0.05	0.44	0.06	0.38	0.48	0.06	0.42
A-League Soccer G.A.	15	20,000	43	5.90	4.08	1.82	7.01	1.14	5.87	12.90	5.22	7.68
Boxes and Suites	15	1,100	245	0.40	0	0.40	3.64		3.64	4.05	0.00	4.05
Intern'l Soccer/Rugby G.A.	2	53,000	68	2.35	1.44	0.91	4.86	0.40	4.46	7.21	1.84	5.36
Boxes and Suites	2	1,980	353	0.14	0	0.14	1.26	0.05	1.20	1.40	0.05	1.34
Concerts & Other G.A.	3	55,000	68	3.65	2.24	1.41	7.57	0.63	6.94	11.22	2.87	8.35
Boxes and Suites	3	1,980	353	0.21	0	0.21	1.89	0.08	1.80	2.10	0.08	2.01
Other Events Total	24			14.20	8.85	5.35	27.87	2.67	25.20	42.07	11.52	30.55
Miscellaneous												
Overheads					7.00						7.00	
Lifecycle maint'nce					9.00						9.00	
Stad. Naming Rights				2.00						2.00		
Car parking				2.20	0.20							
Stad. Pourage Rights				n.a.								
Signage Rights				n.a.								
Grand Total	49			41.77	38.35	3.42	57.29	7.00	50.30	96.87	45.15	51.72

Note: Revenue to owner and hirer exclude GST. Tickets, food and beverage and corporate sales are all at face value. G.A. = General Admission

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