TASMANIA

PREMIER OF TASMANIA

10 February 2023

Mr Simon Scott
Committee Secretary
Parliamentary Standing Committee of Public Accounts
By email: simon.scott@parliament.tas.gov.au

Dear Committee Secretary

The Tasmanian Government welcomes the opportunity to provide a submission to the Parliamentary Standing Committee of Public Accounts inquiry into the *'Tasmanian Government's process into the feasibility planning for a new sporting and event stadium in Hobart'*.

The attached Tasmanian Government submission responds to the Terms of Reference outlined in the inquiry, which details the selection and approach to the proposed new $715 million Macquarie Point Arts, Entertainment and Sporting Precinct and the opportunity to deliver a transformational infrastructure project that will facilitate urban renewal and unlock economic activity, invigorating a sense of community and pride and delivering flow-on benefits right across Tasmania.

Thank you for the opportunity to provide a submission and I look forward to the Committee's findings in due course.

Yours sincerely

Jeremy Rockliff MP
Premier

Encl.

Tasmanian Government Submission to the Parliamentary Standing Committee of Public Accounts Inquiry into the *'Tasmanian Government's process into the feasibility planning for a new sporting and event stadium in Hobart'*

Contents

Key Messages

- The Tasmanian Government has committed $375 million to this once in a generation opportunity to deliver transformational change that will drive economic activity and invigorate a sense of community and pride, delivering flow-on benefits right across Tasmania.
- Tasmania's new Arts, Entertainment and Sports Precinct will deliver significant economic, health, social and community benefits not just for Hobart but for the whole of Tasmania.
- It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects.
- Activating Macquarie Point with the Arts, Entertainment and Sports Precinct will catalyse the urban renewal of the wider precinct, and Greater Hobart, by leveraging transport corridors to better connect communities and open further housing and development opportunities.
- The proposed development of Macquarie Point as an Arts, Entertainment and Sports Precinct, with a $715 million boutique stadium as its centrepiece, will raise the profile of the region, and significantly boost Tasmania's capacity to host national and international cultural, entertainment, business, and sporting events. It also creates a diverse, integrated precinct activated 365 days of the year that belongs to all Tasmanians and attracts visitors worldwide.
- The Macquarie Point site was selected as the preferred location due to its proximity to the city, topography, and connections from the water. Surrounded by the River Derwent, the city of Hobart, *kunanyi*/Mount Wellington, and the Tasman Bridge, it will become an iconic waterfront precinct.
- The Macquarie Point precinct can host the stadium, while benefitting the Antarctic and Science Precinct, hospitality venues and convention facilities, and will also incorporate a truth and reconciliation park in liaison with the Tasmanian Aboriginal community.

Overview

On 6 December 2022, in accordance with section 6(2)(a) of the *Public Accounts Committee Act 1970*, the Parliamentary Standing Committee of Public Accounts (Committee) resolved to inquire into and report upon the Tasmanian Government's process into the feasibility planning for a new sporting and event stadium in Hobart

The Tasmanian Government welcomes the opportunity to provide a written submission to address the Terms of Reference within the Inquiry.

The Department of State Growth has coordinated the preparation of this submission with contribution from the Department of Treasury and Finance.

The Tasmanian Government's submission to this inquiry which details the approach to the proposed new $715 million Arts, Entertainment and Sports Precinct at Macquarie Point represents an opportunity to deliver a transformational infrastructure project that will unlock economic activity and invigorate a sense of community and pride, delivering flow on benefits right across Tasmania.

It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects. Activating Macquarie Point will catalyse the urban renewal of the wider precinct, and Greater Hobart, by unlocking transport corridors to better connect communities and open further housing and development opportunities.

Response to the Inquiry Terms of Reference

1. the process used to select Macquarie Point as the site for a proposed new stadium

In 2021, the Tasmanian Government, through the Department of State Growth, commissioned preliminary feasibility work on six potential stadium sites.

The six potential sites for a contemporary boutique sporting and event stadium within close distance of the Hobart CBD were:

- Crossroads – Soldiers Memorial Oval
- Upper Domain Road
- TCA Ground
- Lower Domain Road
- Regatta Point
- Macquarie Point.

In February 2022, the government released the Hobart Stadium Site Selection Process Report, prepared by MCS Management and Consulting in conjunction with Philp Lighton Architects *(Attachment 1 – Tasmania's New Arts, Entertainment and Sports Precinct Strategic Business Case (the Business Case) - Appendix 2).*

The key considerations in the site selection assessment were to:

- have an acceptable commuting/walking distance from the Central Business District, to maximise patron use of existing CBD parking, passenger transport, accommodation and hospitality
- maximise the promotional benefit of the venue to the state
- minimise impact on residential areas.

The analysis covered a range of factors across environmental, cultural, location, buildability and governance categories. A summary of the comparative analysis is provided below.

Site	Positives	Challenges
Crossroads – Soldiers Memorial Oval	· Large flat open space · Currently used as sports fields · Reasonably distant from current residential areas	· Distance from Hobart CBD · Lack of services in the immediate vicinity · Impact on Soldiers Memorial Walk
Upper Domain Road	· Open woodland · Abuts current sports fields	· Distance from Hobart CBD with minimal existing road networks · Considerable cross fall requiring substantial cut and fill · Some impact on Soldiers Memorial Walk · Close to existing residential areas
TCA Ground	· Currently used as a sports field · Former major state cricket venue · Picturesque site	· Distance from Hobart CBD with minimal existing road networks · Heritage constraints · Some impact on Soldiers Memorial Walk · Close to existing residential areas
Lower Domain Road	· Excellent views from the River and Domain Highway · Good infrastructure adjacent · Good distance from existing residential areas	· Considerable cross fall requiring substantial cut and fill · Substantial impact on Soldiers' Memorial Walk · Close to existing residential
Regatta Point	· Flat site capable of accommodating the facility · Major infrastructure opportunities adjacent – including road and rail · Substantial distance from existing residential areas but close to CBD	· Existing landholdings and operations · Impact on the future development earmarked for the site · Need to reclaim land - build over water
Macquarie Point	· Excellent views from the River and Domain Highway · Major infrastructure opportunities adjacent – including road, rail and river · Substantial distance from existing residential areas but close to CBD · Owned by government and significantly least expensive site to construct new stadium.	· Existing landholdings and operations · Potential for impact on Cenotaph and associated events · Potential for impact on Regatta events

Macquarie Point and Regatta Point were the two highest-ranked sites. Further consideration estimated that a new stadium at Regatta Point would cost around 40 per cent more than one alternatively sited at Macquarie Point, primarily due to comparative site challenges.

Further technical studies were undertaken by design and engineering company Aurecon during 2022 to examine the two preferred sites in more detail. Those investigations focused on the below-ground issues particular to each site, assuming the same above-ground stadium

configuration for each. The studies identified the technical issues unique to each site, and determined indicative costs associated with these issues for the purposes of comparison.

The Aurecon Pre-Feasibility Study for Regatta Point and Macquarie Point Sites report is provided as Appendix 3 to the Business Case.

The engineering studies identified that the Macquarie Point site would require significantly lower construction costs to deliver the required scope, compared to the Regatta Point site. Regatta Point would involve not only building out over water but also require significant hillside excavation to create a level construction site.

Collectively, these studies highlighted that Macquarie Point offers the most cost effective and efficient option to base the new Tasmanian Arts, Entertainment and Sports Precinct.

In September 2022, the Tasmanian Government confirmed Macquarie Point as the preferred site for the new stadium and precinct. The 9.3 hectare Macquarie Point site is in close proximity to Hobart's CBD and is adjacent to the port of Hobart. The site is extremely well located for ferry, pedestrian, cycling and road-based passenger transport traffic.

In support of the site selection process, the Macquarie Point site also has the advantage of being ultimately owned by the State through the Macquarie Point Development Corporation, which is responsible for the remediation and development of Macquarie Point under the *Macquarie Point Development Corporation Act 2012* (the Act).

The development of Macquarie Point is a Tasmanian Government priority as it will enhance the wider urban renewal projects already planned or underway across Greater Hobart and will not only stimulate economic development but rejuvenate a key location in Hobart, creating a central activity centre serviced by three key transit corridors.

To date, the majority of the site has been remediated to a point where it can be safely capped/sealed to minimise remaining vapour risks and be ready for development. Other work is currently under way to remove existing infrastructure to facilitate development of the site. This includes removal of a high voltage electricity cable, archaeological investigations, and realignment of the Hobart sewer main.

When the Tasmanian Government announced Macquarie Point as its preferred site, it reaffirmed its commitment to also establish an Antarctic and Science Precinct and a truth and reconciliation park at Macquarie Point. Both are key elements of the Tasmanian Government's vision at Macquarie Point, alongside critical port infrastructure upgrades at Macquarie Wharf and the Arts, Entertainment and Sports Precinct.

In the lead-up to a final decision on the future of the site, the Corporation is continuing to work on remediation and site readiness with a view to not fettering development of a stadium or compromising the current masterplan. This contingency work being undertaken by the Macquarie Point Development Corporation will ensure that progress continues to be made without limiting future development options for the site.

A final decision to proceed with the stadium and precinct is dependent on securing project funding. The decision to proceed with the project is also subject to final feasibility and engineering decisions.

2. how a new roofed stadium became a condition of a Tasmanian licence to enter the Australian Football League (AFL)

Macquarie Point provides the opportunity to attract a new events industry and market on a scale never before possible, including national and international sport, concerts, artists, conferences, conventions, and exhibitions.

At the heart of the design is the need to provide a contemporary experience expected by fans and players, but also broaden Tasmania's capacity to host world-class cultural, entertainment, business and sporting events, including conventions – a roofed stadium is crucial to achieving this objective, meaning events can proceed regardless of all weather conditions.

The AFL Taskforce Report released in 2019 found that a new stadium would be required to support the viability of an AFL team. It found that without the stadium, the team would:

- not be profitable or competitive;
- would be far more reliant on ongoing Government funding; and
- find it harder to attract and retain players.

While some AFL games are played in Tasmania, at UTAS Stadium in Launceston and Blundstone Arena in Hobart, the current venues do not fully meet AFL benchmarks and their locations constrain future growth. The Taskforce report also makes it clear that the existing stadiums will not be sufficient to support a Tasmanian AFL team.

The capacity at the existing stadiums is limited and the amenity they provide does not meet contemporary fan expectations. At these venues, many fans would miss out, especially against the big Victorian-based teams, who have existing supporters in Tasmania, and which attract thousands of travelling fans.

The evidence is clear that contemporary stadiums, which provide the experience expected, lead to an increase in attendance and drive significant economic benefits. The AFL Taskforce Report noted that recent upgrades to Optus Stadium (Perth) and CommBank Stadium (Western Sydney) have seen significant attendance increases of 50 per cent and 44 per cent respectively for similar events.

Further, the AFL Taskforce Report found the 2014 upgrade of the Adelaide Oval not only significantly boosted attendances but also created lasting tourism benefits for the local economy. Accommodation occupancy increased by up to 21 per cent for football games, investment in new accommodation stock increased by nearly 9 per cent and revenue by 30 per cent. In just the first year, the new facilities delivered a $170 million economic benefit, and regional value of $74.5 million. This grew to well over $320 million in 2015 with the ICC Cricket World Cup.

A new stadium is essential to secure the 19th AFL and AFLW licences and for the financial viability of a new Tasmanian AFL Club, the commercial model relies on the returns gained by meeting current fan expectations and capturing revenue from travelling fans.

While the new club will have a core of local talent, it will draw the majority of its players from interstate as it gets established. Quality elite infrastructure is critical to attract and retain

players for an expansion club. A key selling point of the club will be an iconic, roofed stadium close to the Hobart CBD that fans will love going to it and players will love playing there. The stadium will help retain players and support the success of the new club.

It is intended the stadium will be designed as a contemporary multi-use sporting and entertainment venue, meeting the needs of fans and hirers including AFL, Football, Cricket, Rugby Union/League, concert promoters, and cultural, convention and business events.

3. the figures and assumptions contained within any State Government commissioned reports and economic impact assessments of the proposed Macquarie Point stadium, including any subsidies required and assessments of ongoing operating costs

The attached Strategic Business Case including the relevant appendices provides thorough detail on the feasibility study, site selection process, analysis reports, and the economic impacts on the proposed new Arts, Entertainment, and Sports Precinct at Macquarie Point.

In summary:

- It is expected that at least 44 events (28 new to Tasmania) could be hosted at the new stadium, seeing 587,000 attend per year, including 123,500 overseas and interstate visitors.
- During construction of the stadium $300 million in additional economic activity and 4,200 jobs will be created whilst $85 million in additional economic activity and 950 jobs per year will be created during stadium operations. Opportunities in the precinct around the stadium will create up to 6,720 jobs.
- It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects.
- Activating Macquarie Point will catalyse the urban renewal of the wider precinct, and Greater Hobart, by unlocking transport corridors to Transport corridors will better connect communities and open further housing and development opportunities.
- It is estimated that the stadium at Macquarie Point could operate at break-even or generate a small profit annually and therefore no ongoing funding or subsidy is sought.

4. the Tasmanian Government's expectation regarding financial contributions from the Australian Government, AFL and third parties

The net capital funding required for the stadium is $715 million, based on the latest pre-feasibility estimate of $741 million, less $26 million of existing Tasmanian Government commitments to works at Macquarie Point that were included in the capital cost estimate.

The Tasmanian Government has announced a commitment of $375 million (in addition to existing funding for works at Macquarie Point and the value of the land). The AFL will contribute $15 million towards construction costs.

A further $85 million is proposed to be funded through borrowings against land sale or lease for commercial uses. The remaining capital funding request to the Australian Government is $240 million. This represents one-third of the total cost. No ongoing funding or subsidy is sought.

Cash flow – capital funding

A draft notional cash flow profile, subject to further project development, is provided below.

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	TOTALS
	$m	$m	$m	$m	$m	$m	**$m**
Tasmanian Government	15	30	60	125	125	20	**375**
Commonwealth request				50	175	15	**240**
AFL contribution					15		**15**
Borrowings						85	**85**
Totals	**15**	**30**	**60**	**175**	**315**	**120**	**715**

Table 10: Draft cash flow ($ million)

Operational funding

The Tasmanian Government will fund operational costs of the stadium and precinct (through Stadiums Tasmania).

5. the level of borrowing and costs on the assumed $375 million Tasmanian Government contribution to the construction of the proposed new stadium

The modelling below assumes that the proposed Tasmanian Government contribution of $375 million to the construction of the new Arts, Entertainment and Sports Precinct at Macquarie Point will be funded through borrowings, as will the additional $85 million borrowings in 2028-29.

The following table provides the estimated borrowing costs assuming $460 million total borrowings from 2023-24 to 2028-29:

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Total
	$m	$m	$m	$m	$m	$m	$m
Borrowing	15	30	60	125	125	105	460
Borrowing costs	0.35	1.45	3.75	8.65	15.35	21.52	51.07

Notes:

1. The timing of borrowings is based on the draft cash flow profile published in *Tasmania's New Arts, Entertainment and Sports Precinct Strategic Business Case*.
2. New loans are assumed to draw down in December.
3. Borrowing costs have been estimated using forecast rates for 10-year bonds provided by the Tasmanian Public Finance Corporation (December 2022).
4. All borrowing costs will be funded from the Public Account.
5. Borrowing costs will be incurred until borrowings are fully repaid. No assumption has been made regarding the timing of repayments.

6. the future of Blundstone Arena and UTAS Stadium, including State Government ownership and future capital and operational expenditure

The 2021 State Election commitment to establish Stadiums Tasmania included plans to transfer the ownership and management of Blundstone Arena and University of Tasmania (UTAS) Stadium to Stadiums Tasmania, if able to be negotiated with their current owners. These plans are now being implemented following the passage of the *Stadiums Tasmania Act 2022* (the Act). The Board of Stadiums Tasmania has also recently been appointed.

The Act has provisions that will enable stadium assets to transfer to and from the new statutory authority, Stadiums Tasmania. These two stadium assets are being profiled, as part of a due diligence process, but formal negotiations on their transfer are yet to occur. On transfer, Stadiums Tasmania would own and manage them on behalf of the Crown.

Cricket Tasmania and the City of Clarence have been briefed on these plans. Cricket Tasmania has asked the Tasmanian Government to give it some time and support to consider its future and views on transferring Blundstone Arena to Stadiums Tasmania. This work is continuing, and no decision has been made or sought on Blundstone's potential transfer to the authority.

The City of Launceston has also been briefed on these plans and several tasks have been progressed anticipating the future transfer of UTAS Stadium, including an industrial consultation process on how current employees would transfer. On 15 December 2022, the City of Launceston endorsed a proposal to form an intention to transfer York Park (UTAS Stadium), but the terms and conditions and basis of this stadium's proposed transfer are yet to be negotiated and agreed.

If the transfer of these two stadiums or any other stadium assets are agreed, a transfer agreement or transfer notice will be used to formalise the transfer on a mutually agreed date. These provisions are contained in Part 4B of the *Stadiums Tasmania Act 2022*, which has been amended following the passage of the *Stadiums Tasmania Amendment (Transfers) Act 2022*.

Ownership of the stadiums would place an onus on the authority to manage them in an effective and efficient manner. Stadiums Tasmania would be expected to work to maximise the income it generates, continue to meet its community service obligations, and manages its expenses. The annual appropriation will help cover the operating expenses and operational deficits.

Stadiums Tasmania will be expected to cover the cost of stadium maintenance and any minor to moderate capital works or projects, as well as work in partnership with the Major Stadiums team within the Department of State Growth on major stadium capital development projects. Major capital development projects and operating expenditure (including events attraction funding) will continue to be subject to the standard State Budget appropriation process and associated parliamentary scrutiny.

Following the 2021 State Election, the Tasmanian Government committed to pursuing a major $200 million upgrade of the UTAS Stadium in Launceston. The government has committed $65 million to undertake the first stage of the redevelopment which will deliver new and enhanced spectator amenities through the construction of a new eastern stand, replacing the existing older eastern terrace seating. The redevelopment will provide an increase in seating capacity, in excess of an additional 1,000 seats as well as consideration for additional seating on the western side boundary. The redevelopment of UTAS stadium was publicly announced on 31 January 2023.

The new eastern stand will include permanent hospitality provisions, including new food and beverage outlets and new toilet amenities servicing the eastern side of the stadium. The redevelopment will also deliver a new south-east entry plaza, creating connections with the University of Tasmania (UTAS)/QVMAG precinct, and enhance ground arrival access options and pre-match entertainment opportunities.

Refurbishments to facilities on the western side of the stadium will also be undertaken, in line with sporting code Tier 2 requirements. These works will include refurbishment of the home and away playing team change rooms and facilities and a refurbished umpire change room. New AFL interchange benches will be delivered, including permanent communications infrastructure to upgraded coach boxes.

The redevelopment will also provide future development opportunities for corporate hospitality spaces within the new eastern stand. The Tasmanian Government will continue to seek the additional investment required from the Australian Government to undertake future stages of the redevelopment.

Project architects Populous and Philp Lighton Architects will continue to work with key stakeholders and users to develop the full schematic design for stage 1 of the project with the anticipation of lodging development approvals in the second quarter of 2023. The new facilities are currently planned to be ready in early 2025.

7. the role of the Major Stadiums business unit within State Growth and the newly established statutory authority Stadiums Tasmania in relation to the proposed new stadium

Major Stadiums

The Major Stadiums business unit within the Department of State Growth plans and delivers major stadium developments for Tasmania. This includes the overall planning, design and contracting for construction or upgrade of major venues. Major Stadiums also provides advice to the Tasmanian Government on the development of major sporting and events infrastructure as well as recommendations on delivery priorities.

Major Stadiums leads a high-profile stadium development program that will provide significant social, economic, health, regional, and community benefits across the state. This work will boost Tasmania's capacity to host international arts, entertainment, cultural and sporting events. The unit works across all levels of government with a wide range of stakeholders to simultaneously deliver multiple, complex and high-risk projects within specified scope, budget, and timeframes.

Major Stadiums works closely with Infrastructure Tasmania to ensure the major venues work program aligns with the state's broader infrastructure and stadia strategies and will also work with Stadiums Tasmania as the major public stadium owner/operator to ensure stadium developments meet the operational requirements of these major public assets.

The current projects being managed by the Major Stadiums business unit are:

- $125 million into the redeveloped MyState Bank Arena and the Wilkinsons Point precinct including the establishment of an Indoor Multi-Sport Facility and JackJumpers High Performance Facilities.

- $65 million to progress a major upgrade of the University of Tasmania (UTAS) Stadium in Launceston to improve the fan experience and improve player amenity.
- $25 million for infrastructure upgrades to Dial Park, as part of the Dial Regional Sports Complex in Penguin to enhance spectator and participant infrastructure and enable state-wide and national sporting events to be hosted in the future.
- A $715 million new Arts, Entertainment, and Sports Precinct at Macquarie Point.

Stadiums Tasmania

In April 2021, the Tasmanian Government announced plans to establish Stadiums Tasmania, as a new statutory authority to own, manage and work with government to facilitate the future capital development of Tasmania's stadium assets and infrastructure.

These plans are designed to position Tasmania's stadium infrastructure to increase Tasmania's ability to participate in and host major national and international entertainment, sporting, and community events, and maximise representation in sporting codes and competitions.

The Government's commitment was enacted through the passage of the *Stadiums Tasmania Act 2022*. It has established the authority and its Board has been appointed, led by Mr Michael Malouf AM. The functions of this new authority are broad and outlined in Part 2 of the Act. The Chairperson and Board of Stadiums Tasmania bring essential skills in the capital investment into stadiums, stadiums management, and specialised legal and business acumen.

Stadiums Tasmania's establishment will centralise the ownership, management, and future development of stadiums under a single entity with a statewide perspective. Its role and function include ensuring the effective and efficient operation of these assets, that they are fit for purpose, and they meet the needs of their various sporting codes, user groups, and audiences.

The Chair and Board are likely to be invited to participate in discussions around an AFL team for Tasmania, potentially including stadium agreements with the AFL, as well as participating in stadium design and delivery, and commercialisation of the stadium at Macquarie Point, should it proceed.

Stadiums Tasmania is expected to play a critical role in supporting the Tasmanian Government to develop the proposed Arts, Entertainment, and Sports Precinct at Macquarie Point. It will have the skills and expertise available for it to be a key collaborator and advisor, assisting government to develop an engaging, fit-for-purpose, user friendly and contemporary multi-purpose precinct.

It is also anticipated the authority will be asked to own and manage the stadium component of the precinct on behalf of the Crown.

In summary, the Major Stadiums business unit is an infrastructure development unit that oversees the redevelopment of existing stadium infrastructure or the building of new stadium infrastructure, whereas Stadiums Tasmania is a statutory authority established to own, manage and facilitate the development of Tasmania's stadium infrastructure as part of an ongoing basis.

Attachments

1. Tasmania's new Arts, Entertainment and Sports Precinct – Strategic Business Case and supporting appendices

GPO Box 536, Hobart, TAS, 7001
Email: info@stategrowth.tas.gov.au Visit: http://www.stategrowth.tas.gov.au/

Tasmania's new Arts, Entertainment and Sports Precinct, Macquarie Point, Hobart

We have a once in a generational opportunity to deliver a transformational infrastructure project that will unlock economic activity and invigorate a sense of community and pride, delivering flow on benefits right across Tasmania.

The Macquarie Point site was selected as the preferred location due to its proximity to the city, topography, and connections from the water. Surrounded by the River Derwent, the city of Hobart, kunanyi/Mt Wellington, and the Tasman Bridge, it will be an iconic waterfront precinct, attracting elite arts, entertainment, business and sporting events to Tasmania.

Macquarie Point, as an arts, entertainment and sporting precinct activated 365 days of the year, featuring a roofed stadium, would become a global destination for events based on location and experience.

The precinct can host the stadium, while benefitting the science and Antarctic precinct, hospitality venues and convention facilities, with scope and aspiration also to incorporate the proposed reconciliation park in liaison with the Tasmanian Aboriginal community.

It will enable Tasmania to compete for arts and cultural events including major concerts, conferences, exhibitions and sporting fixtures, whose organisers currently don't consider Tasmania as an option due to the lack of world class venue facilities and capacity constraints.

All these activities will bring jobs, economic activity and visitors to Tasmania and will allow us to build the image of our State as a clean, sustainable destination that is leading the way in Australia.

It will deliver jobs for our construction workers and allow Tasmanians to build greater expertise in the events industry, the conference industry and drive more traffic into our hotels, restaurants, bars and cafes.

It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects. Transport corridors will better connect communities and open further housing and development opportunities.

It's expected that at least 44 events (28 new to Tasmania) could be hosted at the new stadium, seeing 587,000 attend per year, including 123,500 overseas and interstate visitors.

During construction of the stadium $300 million in additional economic activity and 4,200 jobs will be created whilst $85 million in additional economic activity, and 950 jobs per year will be created during stadium operations. Opportunities in the precinct around the stadium will create up to 6,720 jobs.

The total funding requirement is $715 million. The Tasmanian Government has announced a commitment of $375 million. The AFL will contribute $15 million. A further $85 million is proposed to be funded through borrowings against land sale or lease for commercial uses. The remaining capital funding request to the Australian Government is $240 million. This represents one-third of the total cost. No ongoing funding or subsidy is sought as it is estimated that the stadium could operate at break-even or generate a small profit annually.

The stadium is proposed to be operational in late 2028.

The Macquarie Point Stadium will be a place for everyone, excitement and entertainment, Tasmanian aspiration, gathering, recognition and reflection, global connectivity and the pursuit of the extraordinary.

DSG Webpage

State Growth will now undertake further feasibility analysis which will consider issues such as stadium functionality, site issues, as well as traffic and transport considerations, finance and funding following feedback from the Australian Government, planning approval pathways and procurement models for the engagement of relevant contractors. We will continue to engage with our key stakeholders throughout these processes.

The new arts, entertainment and sports precinct at Macquarie Point is a key element of a long-term vision for sporting and entertainment infrastructure across Tasmania. It builds on the Government's significant investments into, and plans for existing major facilities such as MyState Bank Arena, the Wilkinsons Point precinct, UTAS Stadium in Launceston and Dial Park in Penguin.

The business case for Tasmania's new Arts, Entertainment and Sports Precinct at Macquarie Point, Hobart, which strongly supports the feasibility of the project, is available here:

Hobart Arts Entertainment and Sports Precinct – Business Case

- Strategic Business Case (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0014/412430/Strategic_Business_Case.pdf)
- Strategic Business Case Summary (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0015/412431/Strategic_Business_Case_Summary.pdf)

Appendices:

1. Macquarie Point Stadium – Tasmanian Arts, Entertainment and Sports Precinct – Liminal Studio Pty Ltd (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0020/412436/1._Macquarie_Point_Stadium_-_Tasmanian_Arts,_Entertainment_and_Sports_Precinct_-_Liminal_Studio_Pty_Ltd.pdf)
2. Hobart Stadium – Site Selection Process Report – MCS Management and Consulting in conjunction with Philp Lighton Architects (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0019/412435/2._Hobart_Stadium_-_Site_Selection_Process_Report_-_MCS_Management_and_Consulting_in_conjunction_with_PhilpLighton_Architects.pdf)
3. Pre-Feasibility Study for Regatta Point and Macquarie Point Sites – Aurecon (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0018/412434/3._Pre-Feasibility_Study_for_Regatta_Point_and_Macquarie_Point_Sites_-_Aurecon.pdf)
4. Hobart Stadium Economic Impact of new Arts, Entertainment and Sports Precinct - PwC (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0017/412433/4._Hobart_Stadium_Economic_Impact_of_new_Arts,_Entertainment_and_Sports_Precinct_-_PwC.pdf)
5. Macquarie Point Estimating the economic contribution of commercial uses at the new arts, entertainment and sports precinct – PwC (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0014/415013/5._Macquarie_Point_Estimating_the_economic_contribution_of_commercial_uses_at_the_new_arts,_entertainment_and_sports_precinct_PwC.pdf)
6. Hobart Stadium Capacity Optimisation Analysis – MI Global Partners (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0016/412432/6._Hobart_Stadium_Capacity_Optimisation_Analysis_-_MI_Global_Partners.pdf)
7. Hobart Stadium Cost Benefit Analysis Report - MI Global Partners (https://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0017/415016/Hobart_Stadium_CBA_Final_Report_-_MI_Global_Partners.pdf)

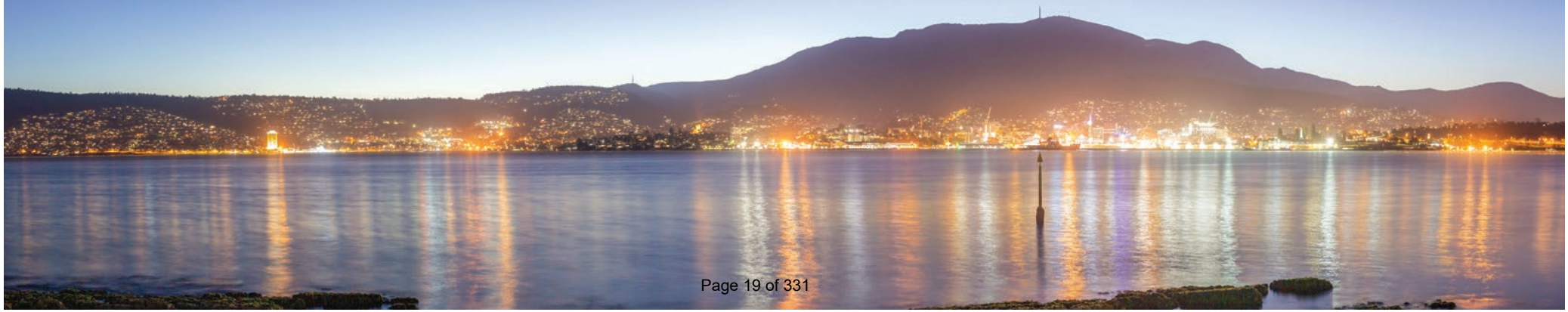
For more information please contact: major.stadiums@stategrowth.tas.gov.au (mailto:major.stadiums@stategrowth.tas.gov.au)

IMAGE CREDITS (HTTPS://WWW.STATEGROWTH.TAS.GOV.AU/PHOTO_CREDITS) **DSG Webpage**

TASMANIA'S NEW ARTS, ENTERTAINMENT AND SPORTS PRECINCT

STRATEGIC BUSINESS CASE

Tasmanian Government



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Foreword

We have a once in a generational opportunity to deliver a transformational infrastructure project that will unlock economic activity and invigorate a sense of community and pride, delivering flow on benefits right across Tasmania.

Carefully reimagined over generations the priorities of Hobart's waterfront have been redefined over many years to utilise existing assets more effectively, and encourage inclusive, healthy and productive lifestyles.

To seamlessly connect Hobart's waterfront, Macquarie Point's potential needs to be fully realised. Macquarie Point as an arts, entertainment and sporting precinct, featuring a roofed stadium would become a global destination for events based on location and experience.

It will enable Tasmania to compete for events, concerts, conferences, exhibitions and sporting fixtures, whose organisers currently don't consider Tasmania as an option, due to the lack of world class venue facilities and capacity constraints.

All of these will bring jobs, economic activity and visitors to Tasmania and allow us to build the image of our State as a clean, sustainable destination that is leading the way in Australia.

It would be a critical infrastructure project that provides an imaginative solution for Tasmania – similar to the impact that MONA had in providing Australians and people from across the world with a reason to come here, to stay here, to spend here and to taste everything that is good about Tasmania and Australia – from our food and wine, to our wilderness and tourist attractions.

The precinct's design and construction will demonstrate to the world our State's green credentials – and why we lead the world in self-sustaining renewable electricity.

It will deliver jobs for our construction workers and allow Tasmanians to build greater expertise in the events industry, the conference industry and drive more traffic into our hotels, restaurants, bars and cafes.

JEREMY ROCKLIFF
PREMIER OF TASMANIA

It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects.

Transport corridors will better connect communities and open further housing and development opportunities.

The precinct development will provide a stream of ongoing employment for those workers committed currently to projects such as the Bridgewater Bridge construction.

This is an infrastructure project that levels the playing field with other states and allows us to compete – really compete - on an international level for major concerts, sporting events, conferences and cultural exhibitions that Tasmanians normally need to jump on a plane and fly out of the state to have the opportunity to experience. Or in the worst case, move interstate to experience. It will also deliver and underpin the success of a Tasmanian AFL and AFLW team - a team that unites Tasmanians, provides benefits that flow to the north, north-west and south of the state and gives Tasmanians the opportunity to represent their State in a national competition that allows us to promote the best Tasmania has to offer – to the mainland and to the world.

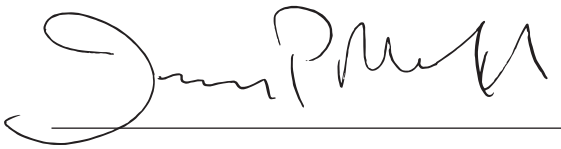
Critics said no when MONA was proposed. Critics said no when the Tasmanian waterfront was redeveloped last decade, which now houses internationally rated hotels, restaurants and bars that attract people from around the world. Some critics are also saying no to this new arts, entertainment and sporting precinct that will – again – deliver jobs, tourism and economic activity that helps to build Tasmania as the place to live, work, play and visit. But these game changing projects have delivered have each made Tasmania better in many ways.

The precinct will be developed in a way that is sympathetic to Hobart's maritime heritage, that showcases Tasmania's culture and boutique crafts, and is emblematic as the gateway to the Antarctic and Southern Ocean. There is, we believe, something special about a maritime and Antarctic focused precinct in the heart of a city.

The precinct can host the stadium, while benefitting the science and Antarctic precinct, hospitality venues and convention facilities, with scope and aspiration also to incorporate the proposed reconciliation park in liaison with the Tasmanian Aboriginal community.

Macquarie Point, thanks to the partnership with the Federal Government, has undergone significant clean up and remediation in readiness for development.

We envisage this precinct being a global drawcard which will benefit all of Tasmania.



JEREMY ROCKLIFF
PREMIER OF TASMANIA

Executive Summary

The new Arts, Entertainment and Sports Precinct will deliver significant economic, health, social and community benefits not just for Hobart but for the whole of Tasmania, including:

- $300 million in additional economic activity and 4,200 jobs during construction of the stadium.
- $85 million in additional activity and 950 jobs per year during stadium operations.
- Up to 6,720 jobs in the surrounding precinct.

Generating benefits for the whole community

Beyond the economic benefits, the project will deliver social benefits including:

- Catalysing renewal of the wider precinct, and surrounding parts of Hobart, by unlocking transport corridors and development opportunities, such as the proposed Northern Suburbs Transit Corridor and the ferry network.
- Expanding financial benefits to a wide range of businesses, including venue suppliers, hirers and sponsors, with multiplier effects throughout the state.
- Creating new jobs and helping to diversify Tasmania's economy.
- Encouraging greater sports attendance and participation, with improvements in physical and mental health.
- Enhancing the experience for sports and entertainment fans in Tasmania.
- Enhancing the brand of Tasmania and Hobart, contributing to the continued transformation of the state and creating a symbol of pride for the whole state community.
- Growing into a destination of choice – key attractor for interstate and international visitors to Tasmania the whole year round.

The Tasmanian Government is committed to investing in transformative infrastructure, which will help the economy thrive into the future, providing jobs and opportunities for Tasmanians. Investments like this ensure the economy is in a strong position to pay for essential services like health, education and housing.

The investment in the Macquarie Point Stadium and precinct will also lead to more elite sports content right across the state, complementing Tasmanian Government investments into MyState Bank Arena and Wilkinsons Point in the south, University of Tasmania (UTAS) Stadium in the north and Dial Range Park in the North West, which will both be beneficiaries of AFL content on a scale not experienced before.

These investments are:

- $125 million into the redeveloped MyState Bank Arena and the Wilkinsons Point precinct including the establishment of an Indoor Multi-Sport Facility and JackJumpers High Performance Facilities.
- $65 million to progress a major upgrade of the UTAS Stadium in Launceston to improve the fan experience and also improve the amenity for players and officials.
- $25 million for infrastructure upgrades to the Dial Regional Sports Complex. These upgrades will enhance spectator and participant infrastructure and enable statewide and national sporting events to be hosted in the future.

A place for Art & Culture

Tasmanian Museum and Art Gallery

Beaker Street

Ness Vanderburgh

Beaker Street

Beaker Street

Macquarie Point: a stadium for all seasons, and more

A new, roofed stadium at Macquarie Point would be far more than just a football ground. Macquarie Point Stadium presents an opportunity to offer something out of the ordinary that doesn't exist anywhere else in the world: to create a stadium that not only caters to, and attracts, world class sporting, entertainment events, business and conventions, but also creates a diverse, integrated precinct activated 365 days of the year that belongs to all Tasmanians and attracts visitors worldwide. Appealing to a broad fan base and building on the notion of the experience economy, Macquarie Point Stadium, a Stadium of the Future, aims to target multiple complementary revenue streams, realising wealth and employment opportunities to the broad community and to the State of Tasmania.

The Macquarie Point Stadium will be a place for:

- Excitement and entertainment
- Everyone
- Tasmanian aspiration
- Gathering
- Recognition and reflection
- Global connectivity
- The pursuit of the extraordinary.

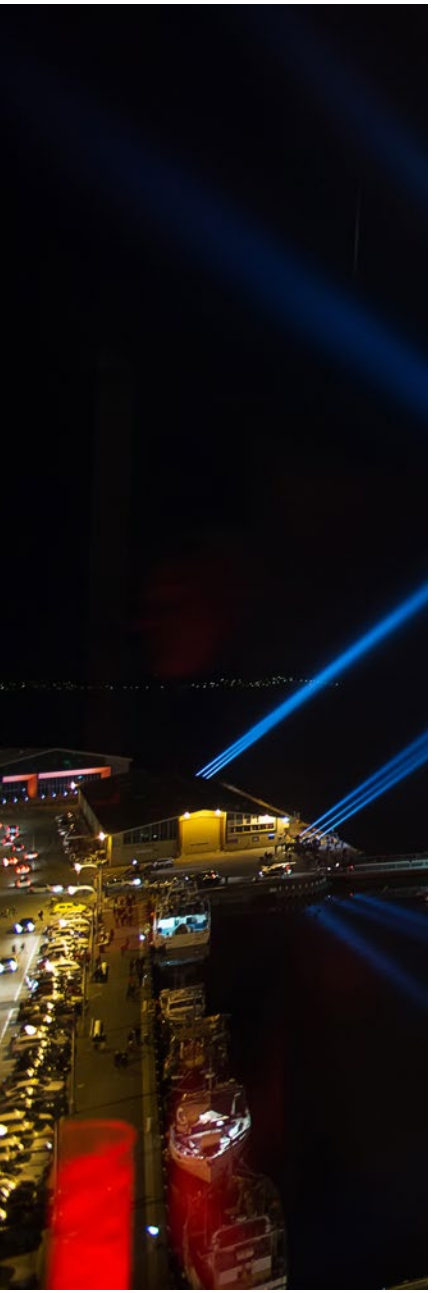
The new multi-purpose boutique sporting and event stadium in Hobart will seat 23,000 people, and scale up to 30,000 capacity for large performances including standing room, and form the centrepiece of a new Arts, Entertainment and Sports Precinct at Macquarie Point – right on the doorstep of the Hobart CBD.

The precinct will attract international and national sporting, cultural and business events on a scale never before possible in Tasmania.

It's expected that at least 44 events (28 new to Tasmania) could be hosted at the new stadium, seeing 587,000 attend per year, including 123,500 overseas and interstate visitors.

The stadium is being designed as a contemporary multi-use sporting and entertainment venue, meeting the needs of fans and hirers including AFL, Football, Cricket, Rugby Union/League, concert promoters, and cultural, convention and business events. With a partly clear roof, it will be useable year-round, be a destination on non-event days, and be fully integrated with the precinct.

The design will be flexible for commercial opportunities and diverse revenue streams, as well as being accessible, safe, and secure. It will be inclusive and provide universal access as well as promote environmental sustainability.



Place making the precinct for the whole state

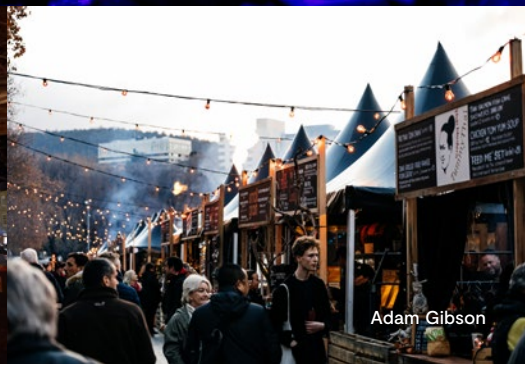
Internationally, leading sporting arenas are recognised as not just weekend places to visit, and attendees want much more than just a few hours of sport – they are after an experience, and spending time in the precinct engaging with a place where people want to linger.

Tasmania's new Arts, Entertainment and Sports Precinct is an unparalleled opportunity for large-scale urban renewal and place making on the doorstep of Australia's second-oldest capital city. The stadium will be the catalyst for redeveloping the entire Macquarie Point precinct.

The 9.3 hectare precinct is next to the Hobart CBD, and extremely well-located for transport, and for patrons to enjoy the hotels and bars in the CBD. The precinct is served by the proposed Northern Suburbs Transit Corridor and the new ferry network.

The site is wholly in state ownership. Its current master plan includes the Antarctic and Science Precinct and 'the Park' public open space. The intent of these can be delivered alongside the new stadium and other commercial opportunities, including hospitality and retail venues.

A place for Events



Adam Gibson

The story so far

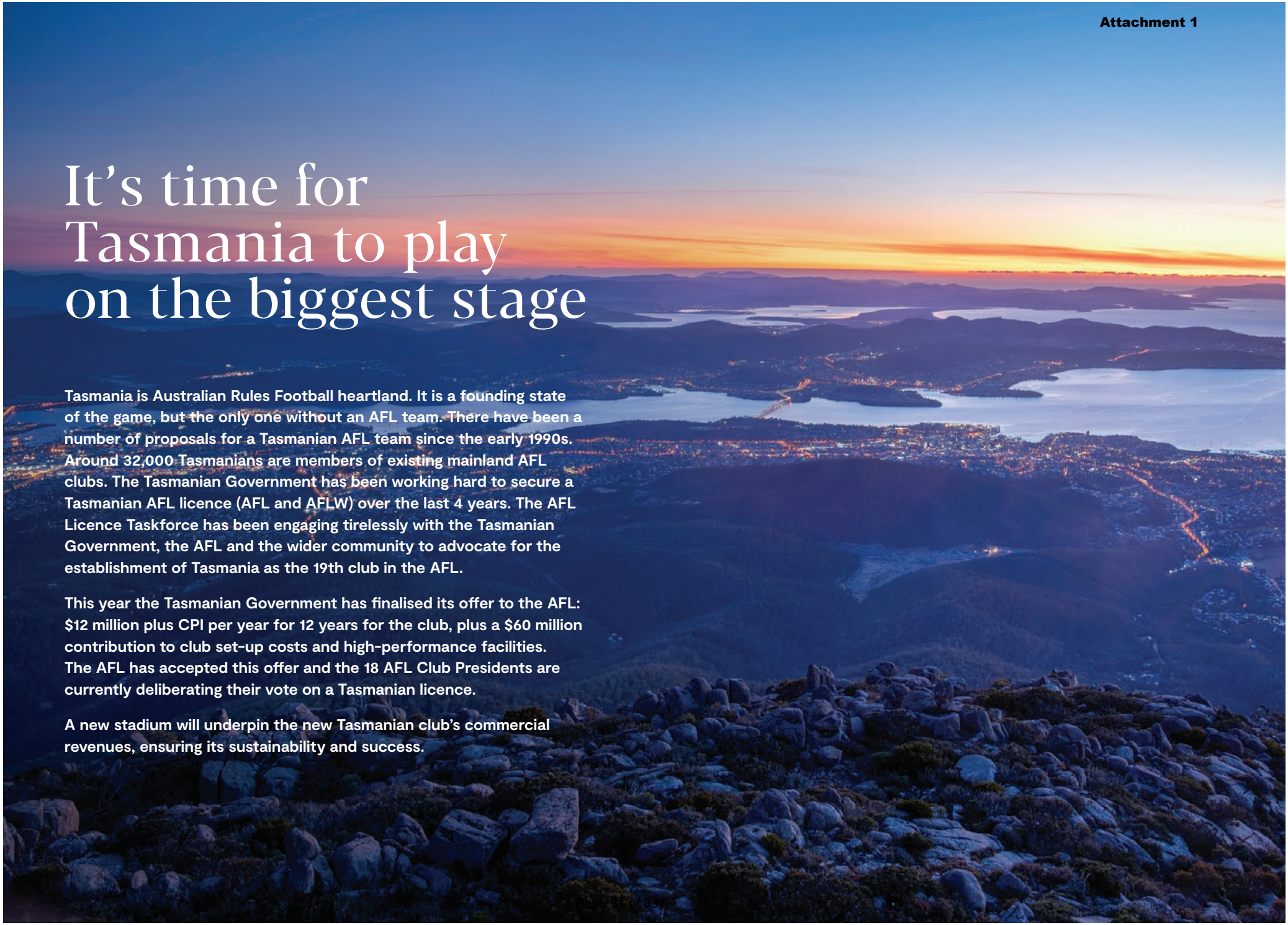
For the past 2 years, alongside supporting the drive to secure a Tasmanian AFL/AFLW team, the Tasmanian Government has been investing in the planning required to develop the stadium and precinct. This strategic business case presents the findings to date, and outlines the way forward.

The Tasmanian Government has funded studies into site selection, engineering feasibility, cost planning, project scoping and resource planning, capacity optimisation, and economic analysis.

These investigations have identified the capital cost required for the stadium is $741 million. Net of $26 million of existing committed works at Macquarie Point, the funding requirement is $715 million.

The Tasmanian Government has announced a commitment of $375 million (in addition to existing funding for works at Macquarie Point and the value of the land). The AFL will contribute $15 million to construction costs. A further $85 million is proposed to be funded through borrowings against land sale or lease for commercial uses.

The remaining capital funding request to the Australian Government is $240 million with funding backended between 2026/2027 and 2028/2029. This represents one-third of the total cost. No ongoing funding or subsidy is sought.



It's time for Tasmania to play on the biggest stage

Tasmania is Australian Rules Football heartland. It is a founding state of the game, but the only one without an AFL team. There have been a number of proposals for a Tasmanian AFL team since the early 1990s. Around 32,000 Tasmanians are members of existing mainland AFL clubs. The Tasmanian Government has been working hard to secure a Tasmanian AFL licence (AFL and AFLW) over the last 4 years. The AFL Licence Taskforce has been engaging tirelessly with the Tasmanian Government, the AFL and the wider community to advocate for the establishment of Tasmania as the 19th club in the AFL.

This year the Tasmanian Government has finalised its offer to the AFL: $12 million plus CPI per year for 12 years for the club, plus a $60 million contribution to club set-up costs and high-performance facilities. The AFL has accepted this offer and the 18 AFL Club Presidents are currently deliberating their vote on a Tasmanian licence.

A new stadium will underpin the new Tasmanian club's commercial revenues, ensuring its sustainability and success.

A place for Food & Drink

Ness Vanderburgh

Brand Tasmania

Tasmania needs a venue that meets the market

While some AFL games are played in Tasmania, at UTAS Stadium in Launceston and Blundstone Arena in Hobart, the current venues do not fully meet AFL benchmarks and their locations are constrained for growth.

Their capacity is limited and the amenity they provide does not meet contemporary fan expectations. At these venues, many fans would miss out, especially against the big Victorian-based teams, who have existing supporters in Tasmania and attract thousands of travelling fans.

The evidence is clear: contemporary stadiums with the best fan experience increase attendance and drive significant economic benefits. Recent upgrades to Optus Stadium (Perth) and CommBank Stadium (Western Sydney) have seen significant attendance increases for similar events of 50% and 44% respectively.

The 2014 upgrade of the Adelaide Oval not only significantly boosted attendances but also created lasting tourism benefits to the local economy. Accommodation occupancy increased by up to 21% for football games, investment in new stock increased by nearly 9% and revenue by 30%. In just the first year, the new facilities delivered a $170 million economic benefit, and regional value of $74.5 million. This grew to well over $320 million in 2015 with the ICC Cricket World Cup.

A new stadium is essential to secure a 19th AFL licence and for the financial sustainability of a new Tasmanian AFL Club – the commercial model relies on the returns gained by meeting current fan expectations, and capturing revenue from travelling fans.

In addition, a new stadium will promote gender equity. Facilities purpose-designed to accommodate female and male teams are essential to improve participation by women and girls, and develop professional pathways for female athletes.

Furthermore, while the new club will have a core of local talent, it will draw the majority of its players from interstate as it gets established. Quality elite infrastructure is critical to attract and retain players for an expansion club. A key selling point of the club will be an iconic, roofed stadium close to the Hobart CBD – fans will love going to it and players will love playing there. The stadium will help retain players and support the success of the new club.

Over 90,000 people from across Australia have signed up to the campaign for Tasmania to join the AFL. The Tasmanian opposition parties, Labor and the Greens, are united with the government in their support of the state's bid for an AFL and AFLW team.

Getting behind the new stadium and precinct opportunity

Currently, Tasmania misses out on major events such as internationals, world cups, top-tier concerts and major conferences and conventions due to the lack of suitable infrastructure. Tasmanians need to pay extra to travel interstate to see the biggest names in international sport and entertainment.

Tasmania has often been overlooked or has been made to accept second best. We need to be able to compete with other major cities and the capitals so that all Tasmanians have equal opportunity. We have the food, wine, clean environment and natural beauty to draw international tourists, but we don't have the convention and conference space.

Key stakeholders are clear on the benefits the Arts, Entertainment and Sports Precinct will bring:

"The benefits of this investment will be far reaching, driving more hotels, retail, office and recreational spaces. It gives Tasmania the opportunity to become a world-class destination for investment, migration and also liveability."

REBECCA ELLSTON, PROPERTY COUNCIL OF TASMANIA EXECUTIVE DIRECTOR

"Right across Australia, we've seen these types of stadium infrastructure investments transform cities by igniting a whole new wave of economic activity that creates jobs, and stimulates investment. It's about Tasmania being on the map for sport, entertainment and conference events we have never had a shot at bringing to the state before. We should expect our national teams like the Matildas and the Wallabies to play in Tasmania, and not just as token one-offs, but regularly, in a world-class roofed stadium in the heart of our capital city."

LUKE MARTIN, TOURISM INDUSTRY COUNCIL OF TASMANIA CHIEF EXECUTIVE

Writing the next chapter

A project timeline has been prepared and work is under way to establish a dedicated project team to hit the ground running on confirmation of stadium funding and the award of the AFL licence.

Project definition and procurement activities will proceed over the next 2 years, including engagement with potential builders, operators and financiers, securing planning approvals, preparing a reference design and leading to the appointment of delivery contractor.

Construction is expected to take around 4 years, with the stadium ready to open by the end of 2028.

TASMANIA IS READY TO PLAY AND ENTERTAIN

The Macquarie Point opportunity

The new Arts, Entertainment and Sports Precinct at Macquarie Point presents a once in a generation opportunity to secure a broad range of benefits for Tasmania.

Construction blitz to retain jobs, industry confidence and growth

Government investment in the new Arts, Entertainment and Sports Precinct will provide certainty to the Tasmanian construction sector beyond current committed infrastructure projects. This investment will help to grow and retain the skilled workforce, tradespeople and jobs within Tasmania by creating a pipeline of construction job opportunities that would allow for expanded TAFE courses and trade training centres to get our kids of today ready for the jobs of tomorrow.

Construction of the precinct and stadium starting in 2025 would provide significant demand and continuity for the local workforce following completion of the Bridgewater Bridge, a major project which currently supports around 830 jobs.

Global consulting firm PwC has estimated that the project would create 4,200 jobs during construction (see Appendix 4).

PwC's analysis estimated the total economic impacts (i.e. gross state product, employment and household consumption impacts) generated for the Tasmanian economy during the facility's construction, and 25 years of its operation. Consistent with other stadium and precinct appraisals undertaken in Australia and overseas, PwC used a computable general equilibrium model to estimate the economy-wide impact of the project. The methodology was informed by data collected from previous attendees at UTAS Stadium AFL matches in recent years, adjusted to account for inflation and the higher cost of living in Hobart.

A place for Tasmanian Inspiration

Natalie Mendham

Emilie Ristevski

Jobs during construction

During construction, the project would generate 4,200 jobs (i.e. 1,400 a year for 3 years) across sectors as shown below:

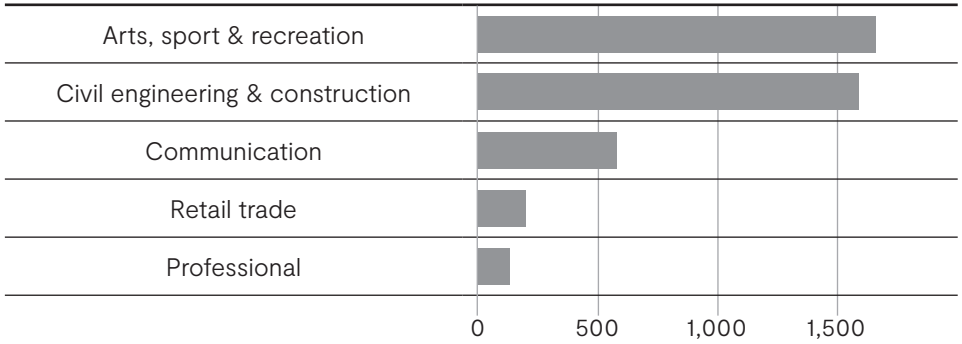


Figure 1: Construction jobs by sector. Source: PwC

Local employment, training and procurement

The Tasmanian Government is committed to supporting Tasmanians find jobs. To maximise the benefits of this project, the government will develop binding requirements in the delivery and operating contracts for the new precinct for companies to:

- Engage, train and employ a significant minimum percentage of Tasmanian and local employees, including apprentices and Aboriginal people.
- Preference Tasmanian suppliers for contracts, consulting engagements and materials wherever possible, including small businesses.
- These contractual mechanisms will contribute to addressing identified skills gaps and be informed by lessons learned from similar approaches in other jurisdictions.


Adam Gibson

Fuel Tasmania's economy, support and create jobs

Investing for growth

Contemporary stadiums with the best fan experience achieve increased attendance, which drives economic activity. Recent upgrades to the Adelaide Oval, Optus Stadium (Perth) and CommBank Stadium (Western Sydney) have increased attendance for similar events by 30%, 50% and 44% respectively.

The Adelaide Oval provides a compelling precedent. Located just 400m from the CBD, its upgrade, completed in 2014, not only significantly boosted sporting attendances but also created lasting benefits to the local economy. Tourism SA research shows that, after the upgrade, accommodation occupancy increased by up to 21% for football games, investment in new stock increased by nearly 9% and revenue by 30%. In just the first year of operations, the new facilities delivered an economic benefit of $170 million, and an associated regional value of a further $74.5 million. This grew to well over $320 million in 2015 off the back of the ICC Cricket World Cup. Major events such as the Rolling Stones concert in 2014 attracted interstate and international visitors to South Australia, injecting $10 million into the economy.

Economic boost

PwC have assessed that the new stadium will inject $300 million into the Tasmanian economy during construction. Once built, the stadium will generate $85 million in additional economic activity and 950 jobs in each year of operations (refer Appendix 4). This is in addition to the $120 million forecast to be generated by Tasmania's own AFL and AFLW team per annum.

During operations, the stadium is estimated to support 950 jobs per annum in the following key sectors:

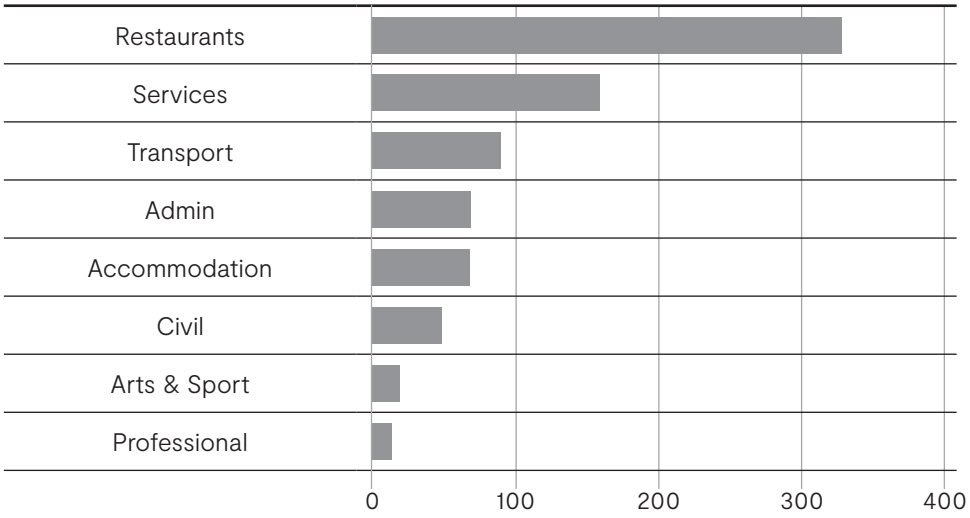


Figure 2: Annual operations-phase jobs by sector. Source: PwC

Direct expenditure

Macquarie Point Stadium is estimated to attract up to 420,000 attendees each year, contributing $162 million in direct expenditure annually.

Increase to gross state product

The new stadium in Hobart is estimated to contribute $85 million directly and indirectly in gross state product annually, or $2.2 billion over 25 years.

Precinct benefits

PwC have also analysed the economic impact that would be generated by commercial land in the precinct, outside the stadium development (refer Appendix 5).

Commercial activity from developments in the 3 hectares available could generate up to a further 6,720 jobs and $6.4 million revenue during operations, excluding construction benefits.

This includes provision for an Antarctic Science Precinct and a dedicated space for community and cultural development.

Unlock new, sustainable transport nodes

Unlocking transport corridors

Blundstone Arena is located on the eastern shore of the Derwent, over 7km by road from the Hobart CBD and poorly located for the majority of Hobart's residential population, its tourism accommodation and associated entertainment facilities. It is not well served by public or private transport.

In contrast, the new precinct at Macquarie Point is in the heart of Hobart's waterfront. It is much better placed for access from the heart of the city in the south and west. Its location will encourage more sustainable transport options: walking, cycling and other active transport, park and ride and other public transport, particularly from the North and East of the city. The hospitality offerings in and around the stadium will encourage people to arrive early and stay later at events, spreading the load on the transport network in a way which is not possible at Blundstone Arena.

The new precinct will help unlock transport corridors and with it the associated development opportunities. This includes the proposed Northern Suburbs Transit Corridor link and the ferry network – both of which are much needed.

Tourism Australia & Graham Freeman

Proposed Northern Suburbs Transit Corridor

The Hobart City Deal has recognised the opportunity the proposed Northern Suburbs Transit Corridor presents, with the 10-year shared vision signed by the Australian and Tasmanian governments and the Hobart, Glenorchy, Clarence and Kingborough councils in 2019. The Hobart City Deal has committed to activating the transit corridor, and City Deal Partners have committed to do so through transit-oriented development, which prioritises urban renewal and improves housing supply, affordability and diversity.

The Arts, Entertainment and Sports Precinct at Macquarie Point, at the southern end of the corridor, will present a once in a lifetime opportunity to support urban activation and renewal, contributing to a critical mass of investment in realising the corridor vision.

Derwent River ferry network

The Derwent River ferry service is an initiative under the Hobart Transport Vision being delivered through the Hobart City Deal. A trial service between Bellerive and Hobart commenced in August 2021, with passenger services during the peak morning and afternoon periods during weekdays. Due to high demand, additional services commenced in November 2021 and Saturday services operated during the summer months. The Tasmanian Government has committed to making the ferry between Hobart and Bellerive an ongoing service for travelling commuters.

The new stadium and precinct at Macquarie Point is ideally located not only to be served by the current ferry network but also to support increased ferry services. The Australian Government has also committed $20 million to the Greater Hobart councils to establish 4 new ferry terminals on the Derwent River that will also assist with transporting people to and from the new precinct.

The Tasmanian Government is also investing funds to construct a new northern access road to the Hobart port, which is critical to its future operations and will complement transport and traffic management arrangements associated with the new precinct.

All-weather stadium for events year-round

Macquarie Point provides the opportunity to build a roofed stadium for all seasons. It will attract a new events industry and market on a scale never before possible, including national and international sport, concerts, artists, conferences, conventions and exhibitions.

Conferences and conventions

In addition to the major sporting and entertainment events hosted at the new stadium, the roofed stadium and precinct would be a game changer for the conference and convention space available in Tasmania. Currently, the Hobart Convention and Exhibition Centre has a capacity of 1,100. Wrest Point Hotel and Casino can seat 1,600. Business Events Tasmania has quantified that currently 377 conferences are too large for Tasmania to host. This equates to 523,031 delegates.

Around another 100 conferences hosting between 800 to 1,000 delegates could be accommodated, but in comparison to other regions, Tasmania's capacity for trade conferences is relatively limited, and many of these opportunities are lost to other states.

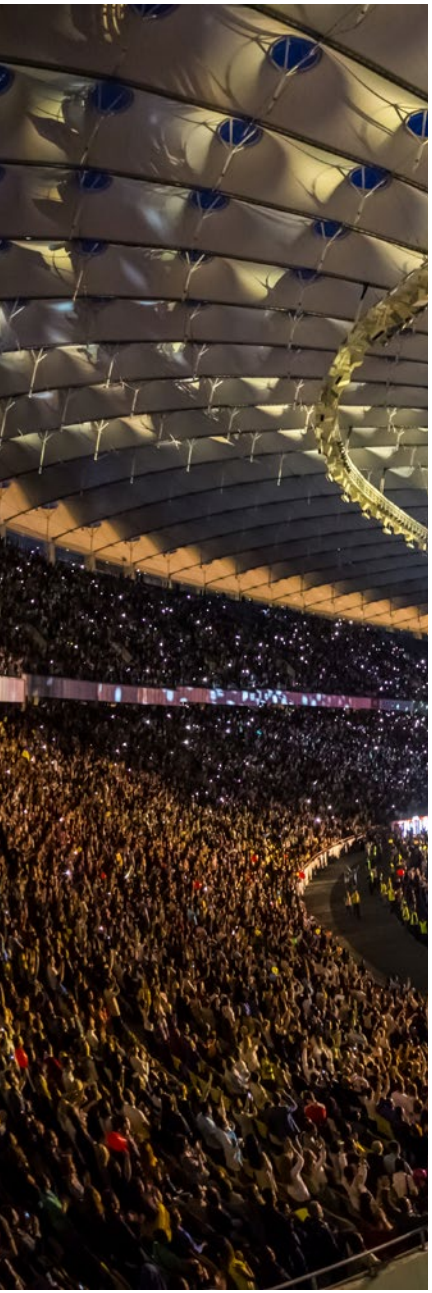
Additional conference and convention space within the stadium and precinct would allow Hobart, on behalf of Tasmania, to compete with the likes of Geelong, Darwin, Perth, Adelaide, Canberra, Brisbane and Cairns.

For example, the ongoing investment made to GHMBA Stadium in Geelong has not only allowed for more sporting events but has also enabled the city to host more functions and conferences because the facilities available can be used for functions and conferences during the week.

The new stadium would also complement MyState Bank Arena, which caters for boutique smaller to mid-range events.

A new precinct hosting even a portion of the currently foregone events would add even more to the job creation and economic benefits identified so far.

Tasmania is self-sufficient in renewable electricity, with one of the cleanest grids in the world. The new stadium will be developed accordingly, with leading approaches to sustainability including net zero climate impact from operational energy, and best practice embodied energy performance (e.g. through choice of materials). A climate positive approach will create a platform for exhibitions and conventions that wish to leverage this brand status.



Secure and expand current iconic events

The Arts, Entertainment and Sports Precinct would support the expansion of existing events centred on the Hobart waterfront and, in addition to AFL games (AFL and AFLW), would support demand for new events and content to use the precinct and stadium, such as:

- Football (Socceroos, Matildas, U23, A-League)
- Rugby (Wallabies, Wallaroos and Super Rugby)
- Cricket (international and domestic BBL)
- Basketball (NBL and international)
- Ad-hoc entertainment events (e.g. international football friendlies, supercrosses)
- Musical acts/ concerts
- World Cup content
- Business events including major conventions and trade shows
- Existing Tasmanian events (such as Dark Mofo, Mona Foma).

Hosting World Cup matches

In additional to AFL and other regular top tier sport, entertainment, and business events, a new stadium in Hobart could host one-off World Cup matches. It is likely that Australia will host additional major events in addition to those coming up in the 'Green and Gold decade' to 2032, including major world cups and the 2032 Summer Olympic Games in Brisbane.

Such events drive significant international and interstate visitation but also come with rigorous venue requirements. Tasmania has missed out on forthcoming World Cup matches due to not having a stadium that meets minimum capacity requirements and other venue specifications. A new stadium that meets up-to-date requirements could host multiple lower tier major event matches, and see Tasmania positioned as a base for numerous international sporting teams.

Event calendar

Independent research and consultation with event promotors has determined that an annual event calendar of 44 events (28 new to Tasmania) could be achieved with an estimated additional acquisition budget of $5.3 million. It is projected that the stadium could see on average 587,000 in attendance each year. This would include 420,000 attendees from events that are new to Tasmania and 123,500 (104,000 from new events) interstate and overseas visitors.

This will enable the expansion of current iconic events such as Dark Mofo and Taste of Summer.

Events Tasmania

The Tasmanian Government, through Events Tasmania, is working to not only secure events that already take place in the state, but attract new events to Tasmania, with a new $8 million Events Support and Attraction Fund.

The fund will help draw tens of thousands more visitors to Tasmania, and support Events Tasmania to actively target and secure mass-participation events that deliver the greatest return for investment.

DARK MOFO
WINTER FEAST

Adam Gibson

A new dawn for tourism, retail and hospitality

Visitors from interstate and overseas

Around 70% of current interstate and overseas visitors to AFL games in Tasmania spend 2 or more nights in the state as part of their trip.

The extra AFL matches and other events to be hosted by the new stadium will expand this visitor market. The stadium is estimated to attract over 120,000 interstate and overseas visitors and up to 184,000 intrastate visitors annually, corresponding to 350,000 bed nights.

This will generate significant stimulus for retail and hospitality businesses large and small throughout the state and presents the opportunity to showcase Tasmania's micro-breweries, crafts and producers.

The Macquarie Point location on the edge of the CBD is ideal to spread the benefit of event attendees taking advantage of the restaurants, hotels and bars in the precinct and surrounds.

The Hobart Airport development complements the precinct investment

The Australian Government's commitment of $60 million to upgrading the runway pavement to Code E standard will bring Hobart up to the standard of all other state airport runway infrastructure and enable direct, wide-body aircraft operations. This is particularly important in the context of Hobart's attractiveness and capability to host world class sports and entertainment events that attract international patronage. For example, the current runway capability (not requiring any exemption) is for narrow-body aircraft of up to 175 seats whereas wide-body operations will enable access for aircraft of up to 350 passengers.

Additional air capacity will further increase the benefits created by interstate and international visitors to the new precinct.

"The stadium's ability to draw new visitors to Tasmania would have huge benefits for the state's economy. A stadium like this with a pre-planned agenda of events will give small business the opportunity to know there'll be thousands of people flocking into the city and the state. Some people will come for major footy matches, others will come for concerts and they will do their 5 or 7 or 10 days here and the concerts will be a highlight of that along with the... beauty of our island."

ROBERT MALLETT, CEO, TASMANIAN SMALL BUSINESS COUNCIL

Complements and value-adds to Tasmania's Antarctic strategy

The precinct will be developed in a way that is sympathetic to Hobart's maritime heritage, that showcases Tasmania's culture and boutique crafts, and is emblematic as the gateway to the Antarctic and Southern Ocean.

The Australian Government's 2022 update to the 2016 Australian Antarctic Strategy and 20 Year Action Plan outlines an exciting future for Australia's Antarctic program. It sets out Australia's national interests in Antarctica and vision for future engagement. The 2022 update further strengthens Australia's scientific capabilities and sets out major projects to be undertaken. It also emphasises collaboration with other Antarctic nations and building Tasmania's status as the premier East Antarctic gateway. These activities are being driven by the Australian Government and the Australian Antarctic Division with the support of the local Antarctic community. New infrastructure at both the Hobart port and Hobart International Airport will also open up greater opportunities for Hobart as a shipping and aviation hub.

The Tasmanian Government is also supporting the development of a new Antarctic and Science Precinct at Macquarie Point in Hobart, which will be connected with Tasmania's new Arts, Entertainment and Sports Precinct. Facilities delivered as part of the Arts, Entertainment and Sports Precinct will be designed to complement the Antarctic and Science Precinct by leveraging opportunities to support business functions, conferences and other agglomeration benefits of having 2 unique precincts located adjacent to each other.

With new infrastructure being built, increased logistics and science collaboration between Antarctic nations, and the release of the updated Australian Antarctic Strategy and Action Plan, a number of substantial opportunities have emerged for Tasmania's Antarctic and Southern Ocean sector. The Tasmanian Government is directing its revised Antarctic Gateway Strategy 2022–27 at maximising these opportunities for the benefit of the broader Tasmanian industry and community. It is an important part of the government's long-term vision to build Hobart as a world-leading Antarctic hub and gateway that supports a thriving Antarctic sector.

The proposed upgrade to the Hobart port will enable the Antarctic vessel to berth adjacent to the proposed Antarctic and Science Precinct. This will link with meeting and conference facilities within the new stadium.

A cultural drawcard

Tasmania's new Arts, Entertainment and Sports Precinct presents an unparalleled opportunity for large-scale urban renewal and place making on the doorstep of Australia's second-oldest capital city. The new stadium will be developed as the catalyst for the entire precinct at Macquarie Point.

Detailed design of the precinct will consider and recognise the strong, spiritual connection that Aboriginal people have to country while embracing artistic and cultural expression. The design process will seek out and consider diverse views from members of the Aboriginal and the broader Tasmanian community.

Precinct and place-making opportunities

The current Macquarie Point Master Plan contains 2 key elements that define the precinct and will provide opportunities for ongoing engagement with the community. These are the proposed Antarctic and Science Precinct, and the public open space labelled 'The Park'. The intent of these 2 key elements can be delivered alongside a stadium along with other commercial opportunities.

There will be development and commercial opportunities around, and as part of, the new precinct, particularly hospitality and retail venues. The types of development and locations will become clearer through design development and will be considered to complement the stadium and support a vibrant precinct on event and non-event days.

Cultural development

A 30,000 capacity top-tier entertainment and concert venue will draw international and Australian top-tier performers to Tasmania. Currently, Tasmanians need to pay more, to travel interstate to see these acts. Hosting them in Hobart will open up a whole new range of cultural opportunities for Tasmanians to experience in their home state.

Case study: the MONA effect and Dark Mofo as precedents for the new precinct

As with the Guggenheim Museum in Bilbao, Spain, which opened its doors in 1997 and drove strong tourism visitation, MONA (the Museum of Old and New Art) has become a massive tourism drawcard for Tasmania since opening in 2011. It has created its own 'MONA effect' – drawing comparisons to the 'Bilbao Effect' achieved by the Guggenheim Museum.

Located in Berriedale, MONA houses Australia's largest private art collection and rotating exhibitions from major contemporary artists.

MONA is an immersive and unique museum experience. It also houses a vineyard and winery, several bars and restaurants, a craft brewery, luxury accommodation pavilions and library. This unique museum has become a unique Tasmanian experience, driving awareness of the destination and significant media exposure globally.

In 2018, MONA visitors spent a total of $861 million during their trip to the state ($370 million on accommodation, $149 million on transport and $342 million on other items).

The Dark Mofo festival, which is part of the overall MONA offering, has transformed Tasmania's approach to winter and the local cultural event scene, providing a driver for visitation which brings vibrancy to Hobart streets.

In terms of destination marketing of Tasmania, the event garners significant national and international media exposure, and has consistently demonstrated increased social media reach and engagement. The event has consistently exceeded its attendance growth targets, and these high yield visitors demonstrate strong regional dispersal with 40% extending their stay to travel to other regions of Tasmania.

The event encourages locals and visitors to embrace winter, and the approach has spread to other regionally based winter events such as the Huon Valley Mid-Winter Festival and the Beaker Street Festival.

Tasmania's new Arts, Entertainment and Sports Precinct has the potential to follow in the footsteps of MONA and Dark Mofo, and build its own momentum as a significant attractor for Tasmania, and contributor to Tasmania's brand, nationally and internationally.

MILKCRATE MASSAGE TENT

Roger T Wong

Supporting Australian Government priorities

Tasmania's new Arts, Entertainment and Sports Precinct is a project that is consistent with, and supports the achievement of, many of the Australian Government's priorities, as described in the Australian Government's 2022-23 Budget. The table right summarises the alignment of the project with those priorities.

Australian Government priority	Alignment with the new Arts, Entertainment and Sports Precinct
A stronger, more resilient economy	· Significant economic benefits for the whole of Tasmania. · $300 million in additional economic activity and 4,200 jobs during construction of the stadium. · $85 million in additional activity and 950 jobs per year during stadium operations. · Up to 6,720 ongoing jobs and $6.4 million revenue in the surrounding precinct.
Investing in infrastructure	· The Tasmanian Government will invest $375 million for the construction of the stadium. · The Australian Government is invited to contribute to this city shaping project.
Supporting small business	· The Tasmanian Government will preference local suppliers including small business, wherever possible.
Better access to training and skills	· The Tasmanian Government will set minimum requirements for project construction and operational contractors to train the workforce and engage apprentices.
Government leadership on climate change	· The stadium and precinct will have net zero climate impact from operational energy, and best practice embodied energy performance during construction.
A better future for our regions	· The Tasmanian Arts, Entertainment and Sports precinct will attract over 120,000 interstate and overseas visitors to Tasmania. Around 70% of these are expected to spend 2 or more nights in the state. · In addition to economic multiplier effects, an AFL and AFLW team for Tasmania will provide increased elite sport across the state and generate a symbol of pride across the state.
A better future for First Nations people	· The new precinct has scope to incorporate the proposed reconciliation park. · The Tasmanian Government will set minimum requirements for project construction and operational contractors to benefit Aboriginal people through this development.
Advancing gender equality	· A new stadium will have fit-for-purpose facilities for female and male teams, supporting pathways for female participation and professional sport.

Our rightful place in the national AFL competition

Background to Tasmania's bid for an AFL licence

The Tasmanian Government has been actively pursuing a Tasmanian AFL licence (AFL and AFLW) over the last 35 years. This process has actively ramped up over the last 4 years.

Tasmania is regarded as a heartland for AFL football in Australia. It is a founding state of Australian Rules Football, but is the only state in Australia not to have an AFL team. There have been a number of proposals for a Tasmanian AFL team since the early 1990s and around 32,000 Tasmanians are members of existing mainland AFL clubs.

In 2019, the Tasmanian Government established the Tasmanian Football Board, chaired by former Legislative Council President Jim Wilkinson. The objectives of the Board are to promote Tasmanian grassroots football, as well as a pathway to establishing Tasmanian AFL and AFLW teams.

In mid-2019 the government established the AFL Licence Taskforce, chaired by Brett Godfrey, co-founder of Virgin Airlines, and consisting of people from the Australian business and sporting communities including James Henderson, Grant O'Brien and Errol Stewart, in order to prepare a business plan to support the establishment of a Tasmanian AFL team and make the AFL a truly national competition.

In February 2020 the AFL Licence Taskforce released its business plan, which contained a number of findings and recommendations to support a Tasmanian AFL team. Amongst these was that the current stadiums would unlikely meet the demand of a new Tasmanian club, and therefore a new stadium with greater capacity would be the preference.

In 2021 the AFL commissioned Colin Carter, former Geelong President and AFL Commissioner, to undertake a detailed review of the Taskforce business plan to examine all financial, fixturing, talent and other relevant considerations.

In May 2022 the Tasmanian Government put forward a non-binding offer to progress the AFL's considerations with respect to granting AFL and AFLW licences to Tasmania. Following negotiations with the AFL, the Tasmanian Government has offered $12 million plus CPI per year for 12 years for the club, plus a $60 million contribution to club set-up costs and high performance facilities.

The AFL has accepted this offer and presented it as part of the bid to the 18 AFL Club Presidents, who are currently deliberating their vote on a Tasmanian licence.

The Tasmanian opposition parties, Labor and the Greens, are united with the government in their support of the state's bid for an AFL and AFLW team.

Advice from the AFL and AFL clubs is that a new stadium in Hobart is paramount to Tasmania being granted an AFL licence.

The case for a new stadium

Tasmania's current stadiums are not fit for purpose

While AFL Premiership matches are currently played in Tasmania, the stadiums are not suitable to host full-time match content. In 2022 North Melbourne and Hawthorn each hosted 4 home and away matches, at Blundstone Arena (Bellerive Oval) Hobart and UTAS Stadium (York Park) Launceston respectively.

From 2015 to 2019, Hawthorn averaged 13,480 in attendance at UTAS Stadium, with a highest attendance of 18,112 against Carlton in 2016. During the same period, North Melbourne averaged 12,236 at Blundstone Arena, with a highest attendance of 17,844 against Richmond, also in 2016.

While the existing venues currently, for the most part, meet the basic needs of spectators and teams for major sporting events, their capacity is limited (around 19,500 for UTAS Stadium and 17,500 including 11,000 seats at Blundstone Arena). The amenity they provide does not meet contemporary fan expectations. This would constrain attendances in the medium to longer term, especially for games involving sides with larger fan bases, such as the top drawing Victorian-based teams, which have existing supporters in Tasmania and attract significant numbers of travelling fans to matches in Tasmania. Furthermore, neither stadium provides the option to create a major multi-purpose all-weather Arts, Entertainment and Sports Precinct that will provide significant ongoing benefits for the Tasmanian community.

A new home for Tasmania's new AFL team

The evidence shows that Tasmania's AFL team will be strongly supported by Tasmanians. The AFL Taskforce business plan found that around 32,000 Tasmanians are currently members of AFL clubs and the Tasmanian AFL team could attract up to 28,000 ticketed club members in Tasmania. It is estimated that over half of the 28,000 would have access to each of the Macquarie Point Stadium matches. The existing stadiums would be unable to accommodate home club members, casual fans, Tasmanian-based away club members and supporters, and interstate visitors (including away members and others) to matches.

As seen with the Adelaide Oval upgrade, a new, roofed stadium in close proximity to the Hobart CBD, coupled with the opportunity for Tasmanians to support locally based men's and women's teams playing against established clubs with large supporter bases, would draw much bigger crowds compared to those seen so far at the existing stadia.

AFL stadium benchmarks

There is an AFL stadium benchmark for all clubs (both new and existing). All current AFL stadiums that host more than 4 games have capacity of approximately over 23,000, and all have recently been redeveloped / or are in the process of being redeveloped. A pre-requisite for the AFL's most recent expansion teams including Gold Coast and Greater Western Sydney included new or redeveloped stadiums, prior to entry in the AFL competition.

The new stadium is essential for the new club's financial sustainability

The AFL's financial modelling relies upon a new stadium to underpin the club's commercial revenues (membership, ticketing, corporate hospitality, etc). The commercial model estimates that around 5,000 people will travel per game to Hobart – which is not only a critical driver of club financials but the economic impact for the state more broadly.

Experience from clubs in Melbourne, Perth and Adelaide demonstrates significant uplifts (in attendance, yield, revenue) from redeveloped stadiums located in proximity to the CBD, and there are significant and growing expectations on the customer experience from AFL fans with rising standards in stadium quality and amenity across the country.

The growth in metrics from Adelaide and Port Adelaide clubs moving from Football Park/ West Lakes to Adelaide Oval in South Australia was transformational. In addition to the points above:

- For the clubs – Port Adelaide/ Adelaide combined net club revenue more than doubled – driven by both attendance and yield.
- For the state – visitors for events at Adelaide Oval nearly doubled, employment nearly doubled, and economic impact in the CBD was up by more than 200%.

Elite infrastructure is critical for player acquisition and retention, and gender equity

An important part of the business case for the Tasmanian AFL licence is the development of local talent to enable local Tasmanian boys and girls to represent their state on the national stage. Approximately 20-30% of the new club's inaugural playing list will be local Tasmanian players, with the balance required to relocate from other states.

Research and experience in other expansion markets indicates elite infrastructure (including playing venues and training and administration bases) are critical for player acquisition and retention.

A key selling point of the club will be a roofed stadium in proximity to the Hobart CBD – it will be an iconic stadium that fans love going to and players love playing at – significantly mitigating risk around player retention and supporting on-field competitiveness and success of the new club.

In addition, a new stadium with facilities purpose-designed to accommodate female and male teams is essential to improve participation by women and girls, and develop professional pathways for female athletes.

The Tasmanian Government is already investing significant funding into the following developments across the state, which complements the proposed investment into the Macquarie Point Stadium:

- $125 million into the redeveloped MyState Bank Arena and the Wilkinsons Point precinct including the establishment of an Indoor Multi-Sport Facility and JackJumpers High Performance Facilities.
- $65 million to progress a major upgrade of the University of Tasmania (UTAS) Stadium in Launceston to improve the fan experience and also improve the amenity for players and officials.
- $25 million for infrastructure upgrades to the Dial Regional Sports Complex. These upgrades will enhance spectator and participant infrastructure and enable statewide and national sporting events to be hosted in the future.

A new stadium is an AFL Commission / AFL Club requirement

Under the AFL constitution, AFL Clubs have the right to overturn a Commission decision on new clubs entering the AFL / AFLW competition.

A key requirement identified by the AFL Clubs, is for a new roofed stadium in Hobart to be a precondition of the 19th licence to underpin the success and financial sustainability of the club.

Alternatives to building a new stadium

The existing venues, being only partially roofed, and, in the case of Blundstone Arena, surrounded by residential neighbourhoods, are not suitable for hosting major live concerts and other top flight entertainment events. A roofed stadium would not only improve the customer experience during the winter football season, but also create the opportunity to host major events such as concerts and conventions year-round.

Major redevelopment of the existing stadia to achieve the optimal capacity and deliver the best contemporary experience is not feasible as the sites are constrained. Blundstone Arena sits in a residential area, and UTAS Stadium lies between the North Esk River and a busy road.

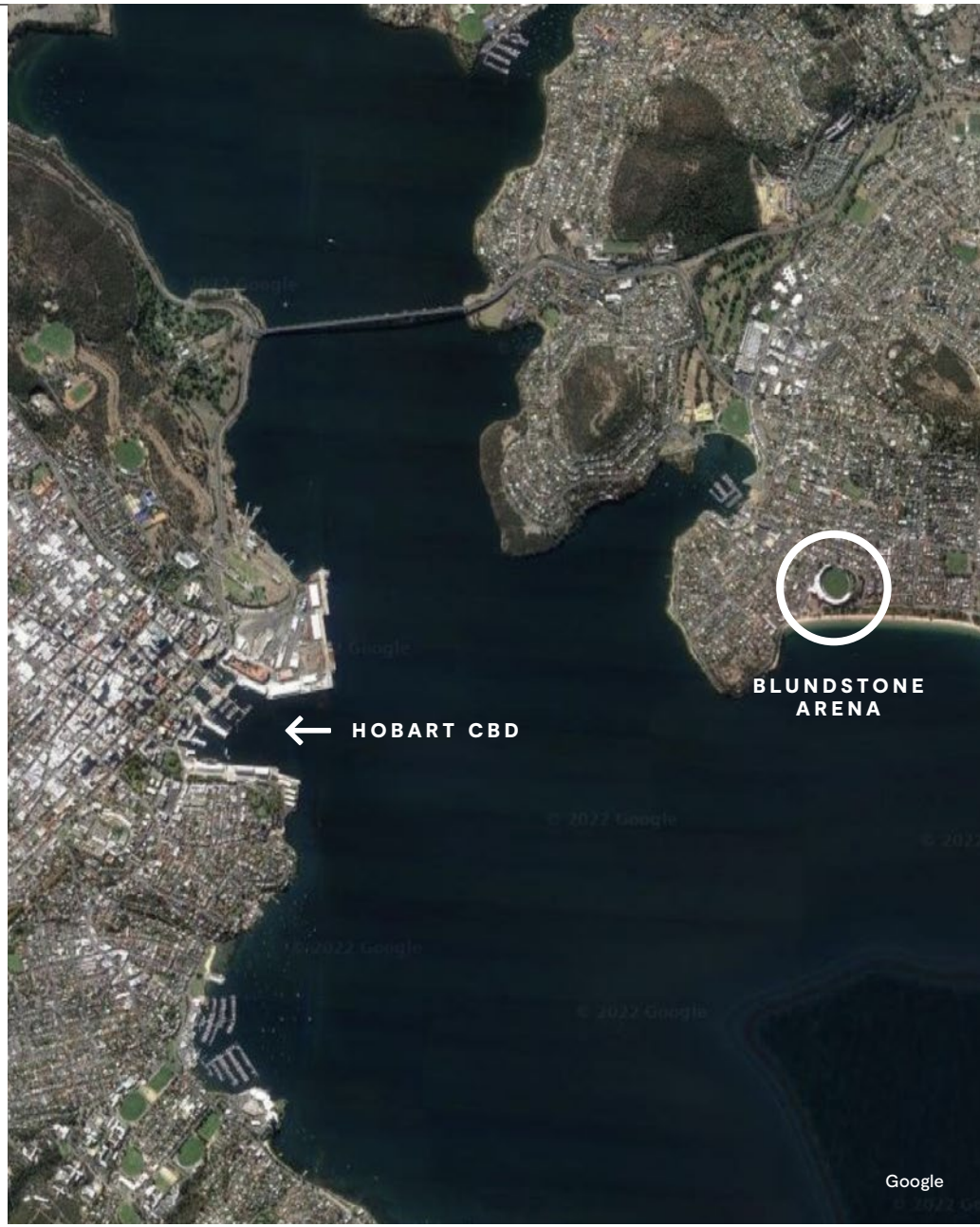
BLUNDSTONE ARENA, OVERLAID WITH NOTIONAL 140M REDEVELOPMENT RADIUS

Additionally, Blundstone Arena is over 7km by road from the Hobart CBD and across the River Derwent not only from the CBD, but also from the majority of Hobart's residential population, its tourism accommodation and associated entertainment facilities. It is not well served by public or private transport. Consequently, access for events is challenging and presents a constraint to growth. Further, it is difficult to capture the participation in hospitality offerings before and after events that generates important economic activity, given this is very limited in the area and consequently participants tend to make their way home directly which also adds to traffic congestion issues as a staged exit is not possible.

Accordingly, the Tasmanian Government investigated a number of suitable sites for a new stadium within easy reach of the state capital, Hobart, and determined that Macquarie Point is the preferred site. It provides better transport options and the ability to retain people within the precinct and also within the CBD prior to and after events.

Subject to achieving an AFL licence, with the potential prospect of an A-League team, and with a growing population, Tasmania needs a new stadium that can meet the state's needs for decades to come.

BLUNDSTONE ARENA LOCATION COMPARED TO HOBART CBD



Project details

The vision

Macquarie Point Stadium presents an opportunity to offer something out of the ordinary that doesn't exist anywhere else in the world: to create a stadium that not only caters to, and attracts, world class sporting, entertainment events, business and conventions but also creates a diverse, integrated precinct activated 365 days of the year that belongs to all Tasmanians and attracts visitors worldwide. Appealing to a broad fan base and building on the notion of the experience economy, Macquarie Point Stadium (a Stadium of the Future) aims to target multiple complementary revenue streams, realising wealth and employment opportunities to the broad community and to the State of Tasmania. The Macquarie Point Stadium will be a place for:

Excitement and entertainment

It will be a world-class stadium hosting elite and cultural events including concerts, joining other Australian stadia capable of attracting and promoting international artists and offering more affordable access for Tasmanians.

Everyone

More than just a stadium, it will be a precinct where the community feel they belong – a place to experience and be inspired, supporting a diversity of activities including festivals, community sports, Monster Jams, art galleries and theatre, while integrating and connecting to parklands, playgrounds and the River Derwent.

Tasmanian aspiration

Macquarie Point Stadium will celebrate and advance all things Tasmanian – expanding aspirations, incorporating sustainability and carbon neutrality, celebrating local materials, supporting local industry, and providing pathways for our youth to dream big and excel in their sporting endeavours. It will rival what is available in the other states and ensure that Tasmania is not left behind.

Gathering

The stadium will be a destination for Tasmanians and visitors to come together and connect throughout the year through local produce markets, cafés, restaurants and destination dining, bars, street food pop-ups, external activated spaces, retail, playgrounds and water experiences.

Recognition and reflection

An equitable and inclusive precinct inviting opportunity for recognition, wellness, self-health and reflection through cultural values and activities in museums, galleries and reflection gardens and spaces.

Global connectivity

The precinct will link Tasmania with the nation and the rest of the world through digital connectivity, broadcast TV, business events, education and research, and the gateway to the Antarctic.

More information about the Vision is provided in Appendix 1.

Strategic alignment

Tasmanian Government policies and priorities

The Tasmanian Government has a coordinated set of policies supporting the development of the new Arts, Entertainment and Sports Precinct at Macquarie Point, Hobart. These are delivered through key relevant agencies outlined below.

Stadiums Tasmania

In April 2022, the Tasmanian Government announced the establishment of Stadiums Tasmania to oversee the management and development of Tasmania's major stadium assets and infrastructure, including the new stadium at Macquarie Point. This will position Tasmania and its sporting infrastructure to be able to be represented in national sporting codes.

The establishment of Stadiums Tasmania will centralise the ownership, management, and capital development of these assets under a single entity with a statewide perspective. Stadiums Tasmania will ensure the effective and efficient operation of these assets; ensure they remain fit for purpose; ensure they continue to meet the future needs of sporting codes, other users, and audiences; and further develop staff expertise in stadium management.

Historically, the management, and development of these assets has occurred without the benefit of an overarching statewide strategy. Establishing Stadiums Tasmania will address this issue and align Tasmania with the approach adopted by other states, where national standard stadiums are managed by government.

A Chairperson has recently been appointed. The recruitment processes for the Board members and Chief Executive Officer (CEO) of Stadiums Tasmania are currently being progressed.

Tourism

Tourism has been a key industry for Tasmania for generations and is one of the state's largest employers. The Tasmanian Government is committed to maximising the state's potential as a tourist destination and ensuring all Tasmanians can reap the benefit of a flourishing visitor economy. The government is investing $83 million, backing a key industry worth $3.6 billion to the state, while underpinning around 43,200 direct and indirect jobs, representing over 17% of the total workforce.

Tourism Tasmania is working in partnership with stakeholders in the visitor economy to support and lead the development of the T21 Visitor Economy Strategy, 2030. The strategy will set a shared and common vision for government and industry with a deliberate agenda for responsible and sustainable tourism – holistically, environmentally, culturally, economically and at a community level.

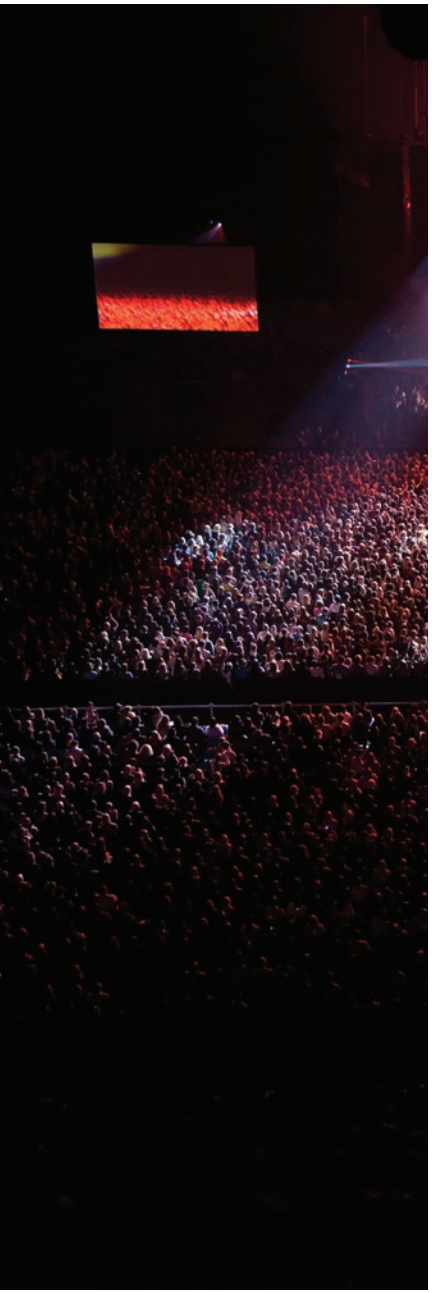
The cultural and sporting events and visitor experiences at the new Arts, Entertainment and Sports Precinct will be a significant drawcard for visitors to Tasmania for decades to come.

Other key policies

The table below illustrates other key policy areas that support and are complemented by the new Arts, Entertainment and Sports Precinct:

Policy area	Alignment with the new Arts, Entertainment and Sports Precinct
Building a bright future for hospitality	· Supporting the hospitality sector and its 22,000 Tasmanian jobs · Developing Hospitality 2030, a long-term plan and shared vision for the industry
Creating a "high vis" army	· Boosting capacity and skills to unleash the building and construction sector · Working with industry groups and TasTAFE to identify and fill skills gaps
Helping all Tasmanians participate in sport and physical activity	· Comprehensive voucher and grants programs to kickstart grass roots participation
Supporting the arts and our creative industries	· 50% increase in annual funding to arts organisations · $3 million to Screen Tasmania's Screen Innovation Fund · $1 million for the Live Performance Reactivation Program
Football (world game)	· $10 million investment for football facility upgrades, for players, spectators and to increase participation · Help Tasmania's push to host base camps for international sides during the Women's World Cup in 2023 · Ongoing discussions with Football Federation Tasmania to establish an A-League team in Tasmania
Delivering local jobs for local people	· $1.5 million Jobs Tasmania Partnership fund, for partnerships between the Tasmanian Government and the non-government sector to support local people into local jobs

Table 2: Key policy alignment



Project scope, design and location

The new Hobart multi-purpose sporting and event stadium will seat 23,000 people, scaling up to 30,000 for large performances including standing room, and form the centrepiece of a new Arts, Entertainment and Sports Precinct at Macquarie Point.

The precinct is planned to attract international and national sporting, cultural and business events on a scale never before possible in Tasmania. The new stadium will be the catalyst to unlock development at Macquarie Point, delivering economic and social benefits during construction and well into the future.

The roofed stadium will boost Tasmania's capacity to host world-class sporting and cultural events, enabling numerous events to proceed indoors.

Requirements

The new stadium will be a contemporary boutique sporting and event stadium within easy reach of the Hobart CBD.

It will be a contemporary multi-use sporting and entertainment venue, which uses technology solutions and services to meet future customer expectations.

An initial set of product requirements and draft functional brief have been prepared during pre-feasibility, and will be refined in order to:

- Promote year-round use of the stadium and precinct and make them attractive and active destinations on non-event days.
- Promote accessibility, safety and security to be inclusive and provide universal access for all customers including casual visitors.
- Deliver environmentally sustainable infrastructure and high quality and attractive public spaces.
- Provide flexibility to promote commercial opportunities and diverse revenue streams.
- Ensure that the precinct and stadium are functional and efficient by providing for cost-effective operations and maintenance.
- Establish and meet the needs of attendees and venue hirers (such as the AFL and other elite sporting codes) along with music concert promotors and other cultural events.

Capacity analysis

The new stadium is estimated to host 44 events per year. Based on an assumed event calendar, this translates to 171 events across a 4-year cycle. The optimal capacity of the stadium has been determined by considering the point at which demand exceeds capacity, and comparing the resulting reduction in revenue with the additional cost of building for that extra capacity and event acquisition costs.

The benefits (i.e. yield – the new money spent in Tasmania as a result of visitation to new events) generated through event content outweigh development costs at an increasing rate from 18,000 to 22,000 capacity, before plateauing and then falling when the capacity increases above 24,000 (refer Appendix 7).

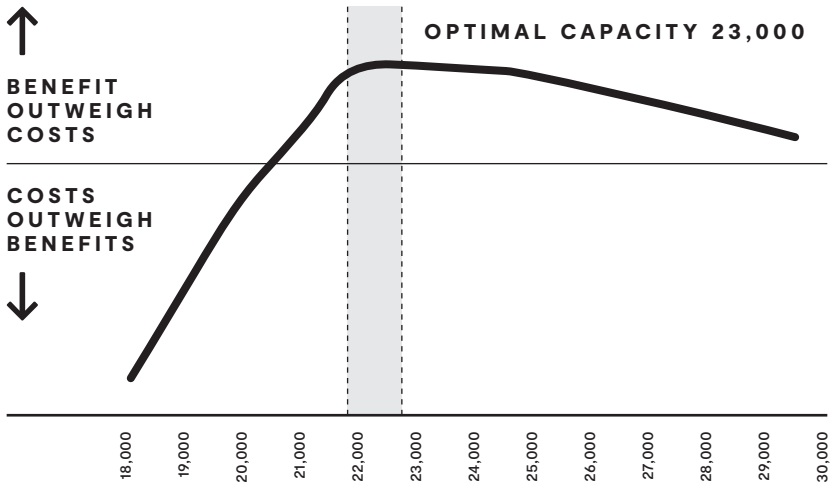


Figure 3: Optimisation analysis – Benefits relative to costs. Source: MI Global Partners

Key stadium scope features

The key features of the stadium scope are listed below. These have been derived from the technical work undertaken to date including site suitability assessment, technical and constructability assessment, preliminary cost benchmarking and capacity optimisation analysis. The scope is subject to future refinement during the project definition and procurement phase, including through the concept and detailed design. Analysis to date has been based on reference projects such as Marvel Stadium in Melbourne and Metricon Stadium in Queensland.

Category	Detail
Stadium type	· Tier 2 (boutique)
Stadium alignment	· North-south
Field of play	· Oval, natural grass
Design life	· 50 years
Capacity	· 23,000 seats · Bump-in seating and use of field of play for concerts · Seating bowl fixed around an oval field of play
General admission/ premium product split	· 60%/40% assumed to date
Function/ corporate/ event space/ hospitality	· 1,500 plus potential for hotel accommodation
Back of house areas	· Including kitchens, deliveries, team drop-off, player change rooms, media facilities
Benchmarking of seating bowl and facilities	· Metricon Stadium, Gold Coast, Queensland

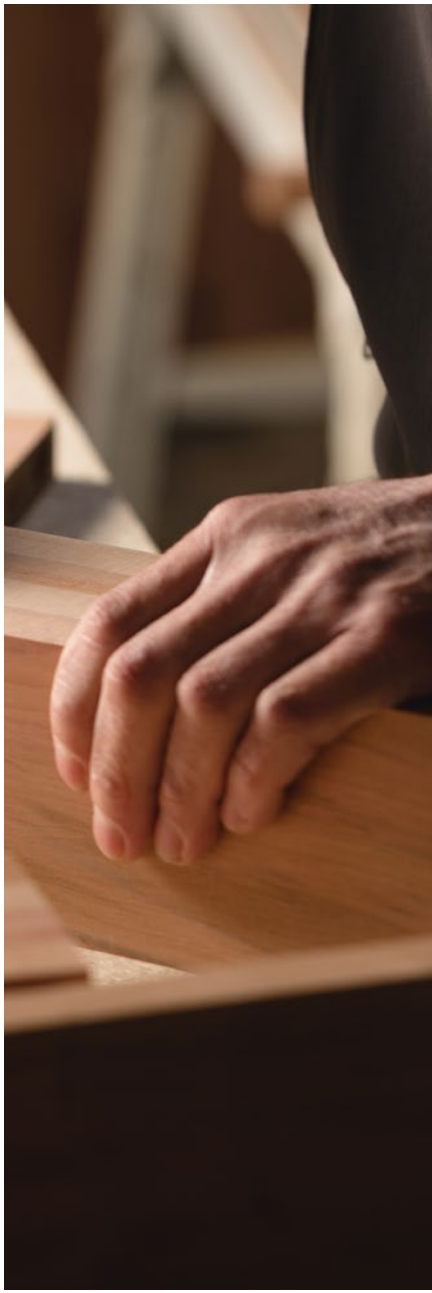
Façade	· 31m high facades from the top of the seating plat to the top of the roof structure comprising mixture of glazing, precast and operable louvres
Roof	· Fixed part solid/ part ETFE roof (similar to Te Kaha Canterbury Multi Use Arena, Christchurch) above entire stadium including field of play
Sports lighting	· To be confirmed, to meet broadcast television requirements and deliver appropriate participant and crowd experience
Car spaces (non-public, back of house only)	· 40 (subject to refinement)
Other product elements	· Venue wi-fi or distributed antenna system
Enabling works	· Demolition of existing warehouses and all other structures not being retained · Relocation of brewery · Removal of 10,000m^3 of Cat A contaminated material surface · Precast piling to a depth of 20m · Connection to the existing services infrastructure · Minor relocation of existing road infrastructure
Landscaping and surrounds	· External concourse 10m around full perimeter · 3,600m^2 plaza/ meeting space · Precinct hard and soft landscaping
Public art	· Integrated with surrounding precinct

Table 3: Key stadium scope elements

Sustainable design

The stadium design will aim for leading approaches to ecologically sustainable development including:

- Net zero climate impact from operational energy
- Embodied energy performance (e.g. through choice of materials)
- Minimising waste and maximising recycling of materials during construction
- Capture and re-use of rainwater for irrigation.



About Macquarie Point

Macquarie Point is a 9.3 hectare site next to Hobart's CBD and is adjacent to the Port of Hobart. The site is extremely well located for ferry, pedestrian, cycling and road-based passenger transport traffic.

The site has a long history. It was originally the home of the Muwinina people, and over the past 200 years it has had many, largely industrial, uses. As a key site for early European settlement, Macquarie Point has been a farm, an abattoir, a lumber yard, a gas works, cold store, goods storage, and used for rubbish disposal, by the military, and for freight and rail.

Macquarie Point Development Corporation

Supported by Australian Government funding, the Macquarie Point Development Corporation was established to remediate the site, and to support development to transition the site into a vibrant mixed-use precinct. It is a Tasmanian Government statutory authority, supported by a Board.

The Corporation will manage current works, interim tenancies and development on site to complement the stadium, and is working closely with the Department of State Growth to ensure the site is cohesively managed, planned and delivered.

Site preparation, remediation and archaeology

The Australian Government has funded the significant remediation works already completed on the site, which are reflected in the cost plan prepared for the stadium.

Due to its earlier uses, the site's soil and groundwater has been polluted over time with fuels, heavy metals, and other contaminants. To date, approximately 67,000 tonnes of soil, almost a kilometre of historic oil and gas pipelines, redundant underground infrastructure including storage tanks and heavy vehicle mechanics pits, and 2.3 million litres of contaminated groundwater has been removed from the site.

The majority of the site has been remediated to a point where it can be safely capped/sealed to minimise remaining vapour risks, and be ready for development.

Two areas remain to be remediated, with works in the south-east corner to commence in coming months. Remediation in the south-west corner is currently being scoped and will be informed by the design of the stadium, including any car parking requirements for VIPs and accessible parking.

Remaining remediation works can and will be progressed in parallel with the stadium development, and will be funded by the Corporation from its existing funding. The locations are outside of the anticipated footprint of the stadium. Additional remediation that may be required to accommodate the stadium can also be progressed by the Corporation.

Other work

Work is currently under way to remove existing infrastructure that constrains development of the site. This includes removal of a high voltage electricity cable, archaeological investigations, and realignment of the Hobart Sewer main.

Other current and planned work for the precinct includes:

- Investigating public movement and access into the stadium from all sides.
- Early design concepts for an access road to the north to provide for bus drop-off areas.
- A cycleway and stairs to connect the site and raised cenotaph area to the north of the site.
- Archaeological digs to understand the site's history and prepare the relevant area for development. This is expected to only be required for the western side of the site only, due to the extent of reclaimed land elsewhere on the site.
- Demolition and clearing of the site to prepare for stadium construction.

Global stadium and precinct benchmarking

The project team has considered 12 potential functional elements in developing the stadium and precinct (refer Appendix 1):

- Sport
- All-weather venue
- Cultural and entertainment
- Retail
- Hospitality
- Education and research
- Business
- Recognition and reflection
- Sustainability
- Health
- Broadcast
- Hotel and conference.

One or more of these elements is present at a number of benchmark stadium, entertainment and place-making projects, which are outlined in a matrix in Appendix 1. These benchmarks have informed and will continue to inform development of the project. The new stadium and precinct at Macquarie Point presents an opportunity to integrate all of these elements in the one location.

Example: Te Kaha Canterbury Multi-Use Arena, Christchurch

Christchurch's new NZ$650m (AU$603m) stadium will have a seating capacity of 30,000 for sports events increasing to 36,000 in concert format. The arena design includes a roof so that the stadium can host events all year round and attract trade shows and expos in addition to sporting activities. Embedded in the heart of the city, a sustainable approach to transport has been adopted and the site will not include general car-parking. Other sustainable project design targets include solar panels and energy efficient stadium lighting. In addition to the multiple food and beverage outlets, the stadium will include children and student facilities, parent rooms and equitable access throughout the arena. The stadium is due for completion in 2025.

Precedents

Forsyth Barr Stadium, Dunedin, New Zealand

The Forsyth Barr Stadium is a multi-purpose stadium in Dunedin, New Zealand, opened in 2011. Affectionately known as 'The Glasshouse' the stadium's design includes an ETFE transparent membrane roof, which has been used on other projects such as the Eden Project and the British Library (in the UK) and the Beijing Cube (2008 Olympic Games swimming pool in China). Rainwater from the roof is recycled to irrigate the pitch.

The NZ$224m (AU$208m) stadium was completed in 2011 and has a seating capacity of 30,748 for sports events, increasing to 39,000 in concert format. The stadium is adjacent to several other sporting venues and close to several education campuses. The versatility of the stadium supports a range of sporting codes including rugby, football, basketball and netball (but not cricket) as well as concerts, trade shows and similar exhibition events.

Feasibility studies

Site selection

In 2021, the Department of State Growth commissioned preliminary feasibility work on 6 potential stadium sites. In February 2022, the government released the Hobart Stadium – Site Selection Process Report, prepared by MCS Management and Consulting in conjunction with PhilpLighton Architects (Appendix 2). The 6 potential sites for a contemporary boutique sporting and event stadium within easy reach of the Hobart CBD were:

- Crossroads – Soldiers Memorial Oval
- Upper Domain Road
- TCA Ground
- Lower Domain Road
- Regatta Point
- Macquarie Point.

The sites are shown in the figure right.

SITE LOCATION LONG LIST

The key considerations in the site selection assessment were to:

- Have an acceptable commuting/walking distance from the Central Business District, to maximise patron use of existing CBD parking, passenger transport, accommodation and hospitality.
- Maximise the promotional benefit of the venue to the state.
- Minimise impact on residential areas.

The multi-criterion analysis covered a range of factors across environmental, cultural, location, buildability and governance categories.

A summary of the comparative analysis is provided below.

Site	Positives	Challenges
Crossroads – Soldiers Memorial Oval	· Large flat open space · Currently used as sports fields · Reasonably distant from current residential areas	· Distance from Hobart CBD · Lack of services in the immediate vicinity · Impact on Soldiers Memorial Walk
Upper Domain Road	· Open woodland · Abuts current sports fields	· Distance from Hobart CBD with minimal existing road networks · Considerable cross fall requiring substantial cut and fill · Some impact on Soldiers Memorial Walk · Close to existing residential areas
TCA Ground	· Currently used as a sports field · Former major state cricket venue · Picturesque site	· Distance from Hobart CBD with minimal existing road networks · Heritage constraints · Some impact on Soldiers Memorial Walk · Close to existing residential areas

Lower Domain Road	· Excellent views from the River and Domain Highway · Good infrastructure adjacent · Good distance from existing residential areas	· Considerable cross fall requiring substantial cut and fill · Substantial impact on Soldiers' Memorial Walk · Close to existing residential
Regatta Point	· Flat site capable of accommodating the facility · Major infrastructure opportunities adjacent – including road and rail · Substantial distance from existing residential areas but close to CBD	· Existing landholdings and operations · Impact on the future development earmarked for the site · Need to reclaim land - build over water
Macquarie Point	· Excellent views from the River and Domain Highway · Major infrastructure opportunities adjacent – including road, rail and river · Substantial distance from existing residential areas but close to CBD · Owned by government and significantly least expensive site to construct new stadium.	· Existing landholdings and operations · Potential for impact on Cenotaph and associated events · Potential for impact on Regatta events

Table 4: Site analysis summary

Macquarie Point and Regatta Point were the 2 highest-ranked sites. Upon further consideration a new stadium at Regatta Point would cost around 40% more than one at Macquarie Point due to challenges at the site.

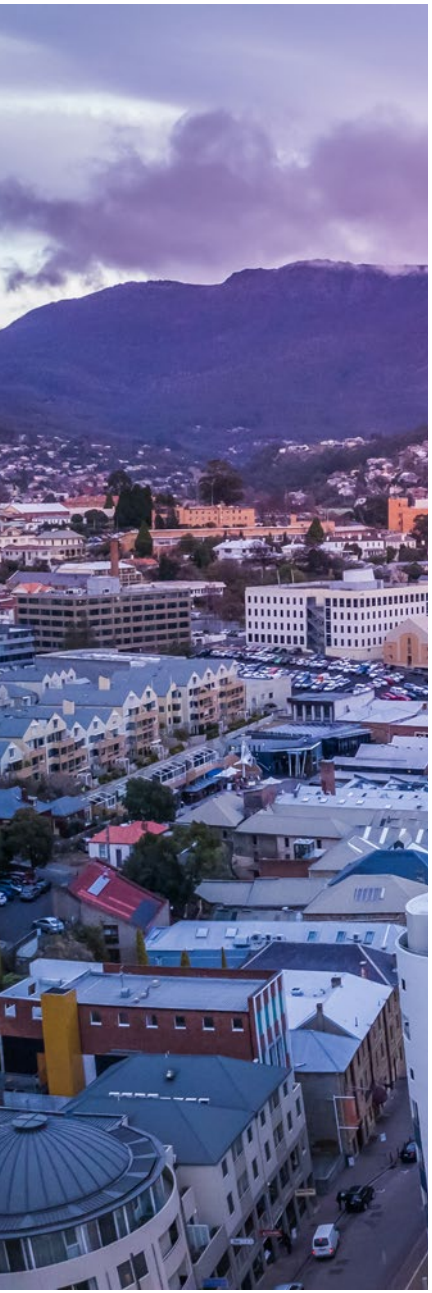
Engineering studies

Further technical studies were undertaken by design and engineering company Aurecon during 2022 to examine the 2 preferred sites in more detail. Those investigations focused on the below-ground issues particular to each individual site, and assumed the same above-ground stadium configuration for each. The studies identified the technical issues unique to each of the sites, to determine indicative costs associated with these issues for the purposes of comparison.

The Aurecon Pre-Feasibility Study for Regatta Point and Macquarie Point Sites report is provided as Appendix 3.

For the purposes of design, in the general admission zones a grandstand arrangement similar to Metricon Stadium was adopted, which accesses the lower tier from a raised concourse, and from which the upper tier is accessed via stairs.

The studies considered stadium alignment, topography, geotechnical, site arrangement, bulk earthworks, vehicle access, utilities (sewer, water, gas, electrical, stormwater), pitch structure, foundations, perimeter concourse, and public plaza/ meeting space.



Findings

The engineering studies identified that the Macquarie Point site requires significantly lower construction costs to deliver the required scope, compared to the Regatta Point site. Regatta Point would involve not only building out over water but also excavating into the hillside to create a level site on which to build the stadium. The Macquarie Point site also has the advantage of being in Tasmanian Government ownership, through the Macquarie Point Development Corporation.

In September 2022, the Tasmanian Government confirmed Macquarie Point as the preferred site for the new stadium and precinct.

Project cost

Capital expenditure

International cost management consultants WT Partnership prepared the pre-feasibility estimate in September 2022, based on the most recent engineering studies. The assumed scope, as described in Table 3, includes 23,000 seats; fixed ETFE roof (north facing clear roof, with solid component at southern end); 1,500 premium product capacity and 31m façade covering the building. The estimate is based on an assumed design benchmark of Metricon Stadium for the seating bowl and facilities.

The capital cost estimate of $741 million (2022 dollars, excluding GST) includes construction costs, contract and client contingency, consultant fees, development management fees, headwork contributions allowances and future cost escalation. It assumes a construction start in 2025 and completion in 2028.

Category	Cost ($ million)
Site works	150
Stadium works	527
Escalation	64
Total	741
Less Mac Point Funded Costs	26
Net Total Funding Required	**715**

Table 5: Cost estimate summary

A subsequent review identified potential duplication of works totalling approximately $26 million between the assumed scope and works already committed to by the Macquarie Point Development Corporation. These works include remediation of contamination, plaza works associated with the park, sewer realignment, and utilities and stormwater connections.

The net capital funding required as a result is $715 million.

The cost estimate will be updated by the project team during future project and design development, including at concept definition, reference design, and transaction and delivery phases.

Minimising non-project specific costs

The Macquarie Point Stadium location minimises non-project-specific costs. The proposed stadium location is the centre point of the 3 main arterial roads for Hobart and represents the point of intersection of the northern, southern and eastern accesses.

Accordingly, its location avoids the need for additional investment in transport congestion management. All current planned activity – including the augmentation of the Tasman Bridge, the upgrade of the Tasman Highway from the Hobart Airport to the City, the development of the proposed Northern Suburbs Transit Corridor, the upgrade of the Southern Outlet and related investments, as well as planned augmentations of bus services, including a potential adoption of a bus-rapid-transit overlay service and the development of a Hobart Transit Centre – are consistent with the proposed stadium location.

Cost benefit analysis

Social and economic benefits

The evidence gathered to date demonstrates that Tasmania's new Arts, Entertainment and Sports Precinct would be much more than a football oval or a venue to play AFL matches. It would be a multi-purpose entertainment venue which would provide significant economic, health, social and community benefits not just for Hobart but for the whole state. The new facility would significantly boost Tasmania's capacity to host world-class cultural, entertainment, business and sporting events, including acting as a convention space.

The new precinct will deliver benefits through construction and operation as well as wider socio-economic benefits for generations to come.

Cost benefit analysis

MI Global Partners has analysed the costs and benefits of the stadium component of the project based on information available at this stage of project development (refer Appendix 7).

Overall, the stadium component of the new Arts, Entertainment and Sports Precinct was assessed as generating -$306 million in net benefits over its lifespan. The benefit cost ratio (BCR) was calculated in the range 0.35 to 0.73, with a central estimate of 0.50. The range of outcomes is based on sensitivity and scenario testing of project costs, benefits, and discount rate.

Social infrastructure such as stadiums rarely return a BCR above 1.0 and usually the economic costs will outweigh the identifiable and quantifiable economic benefits. The table below puts this result in the context of 3 other stadia that have recently been funded and built in Australia.

Benchmark	BCR result
New Tier 2 Stadium (30,000 capacity)	0.76
Macquarie Point Stadium	0.35 to 0.73 (central estimate 0.50)
Allianz Stadium, Sydney (45,000 capacity)	0.50 (removed avoided capital cost for comparable benchmark)
Queensland Country Bank Stadium, Townsville (25,000 capacity)	0.21

Table 6: BCR comparison with funded stadia

Methodology

The cost benefit analysis was consistent with government guidelines. A 'do minimum' case was used to represent a future without the new stadium and precinct, and the analysis compared net costs and benefits against the 'project case' of the new stadium and precinct at Macquarie Point. The key generator of demand was the 28 net new events within the assumed calendar of 44 events per year.

Cost assumptions

The analysis used the WT Partnership capital cost estimate of $741 million, excluding escalation (as per guidelines) to arrive at an economic cost of $676.5 million. Life cycle capital costs were estimated based on a recent benchmark at $49.5 million per annum.

Operational costs are highly dependent on the choice of commercial model. For the purposes of this analysis, recent benchmarks were used to estimate direct costs (turf maintenance and replacement, facilities maintenance, and utilities), indirect costs (employee costs and support services), event day costs, and food and beverage costs. This was projected at $8.4 million per year. An additional $5.5 million event acquisition costs per year were assumed to attract and acquire new content for the stadium.

Quantified benefits

The benefits included in the analysis are shown in the table below.

Benefit	Summary
Tourism benefit	The benefit to the Tasmanian economy through additional expenditure by non-Tasmanian attendees, including government surplus (payroll tax), producer surplus (benefits to Tasmanian businesses), and labour surplus (benefits to Tasmanian workers). Calculation is based on projected yield (expenditure) by non-Tasmanian attendees.
Incremental revenues	Venue hire fees, a proportion of ticket revenue, food and beverage revenue, naming rights and other sponsorship.
Consumer benefit	The benefit to local consumers over and above the total economic cost of consuming a good or service.
Community benefit	Option value, social value, and passive value. Recent benchmarks used.
Terminal value	The value of the benefit stream after the evaluation period until the end of life of the asset.

Table 7: Modelled economic benefits

Quantified benefits

The benefits included in the analysis are shown in the table below.

Socio-economic benefit	Finding
Address disadvantage	**Generating high-value jobs** · Tasmania has some of the highest systemic disadvantage in Australia. · Just 4 industries contribute 53% of the workforce, leaving the Tasmanian labour market vulnerable to shocks. · The precinct will create new jobs while further diversifying and enriching the Tasmanian labour market.
Physical health	**Sports spectatorship and self-rated health** · Those who attend sporting events are 33% more likely to indicate a higher level of self-rated health.
Mental health	**Psychological benefits for sports spectators** · Sport spectators are found to have activated the following 4 out of 5 domains of wellbeing: › Positive emotions › Relationships › Meaning › Accomplishment.
Liveability	**More attractive property market** · Stadia can increase the value of housing in the surrounding areas by 3-4%.
Community pride	**Regional iconography** · Large-scale public infrastructure can be a landmark and symbol of pride for the local community. · Local professional sports have the capacity to induce a stronger connection with a spectator's local environment and community.

Table 8: Socio-economic benefits

Summary

For the totality of the evaluation period, the overall economic cost of Macquarie Point Stadium is $1.0 billion, which includes a construction cost component of $676.5m as well as operational and event aquisition costs, discounted back to $618.1 million in present day values. Capital (construction and lifecycle) costs account for 85% of the total present day economic costs, with operating and event acquisition costs accounting for the remaining 15%.

Over the 20-year post construction evaluation period, the overall economic benefit of Macquarie Point Stadium is also $1.0 billion, discounted back to $311.9 million in present day values. The stadium will generate $115.0 million each in both tourism and financial benefits (37% each), $33.3 million in consumer use and non-use benefits (11%) for the local Tasmanian community and $49.0 million in terminal value.

Based on an annual life cycle and operational and acquisition costs of $16m, and the estimated incremental revenue of $16.24m calculated in the MI cost-benefit analysis, Macquarie Point Stadium could operate at break-even or generate a small profit annually based on 44 events and other assumptions around venue hire, ticketing, food and beverage, naming rights, pouring, supply and signage rights taken into account in the analysis.

Costs	Nominal value ($m)	Present value ($m)
Construction costs	$676.5	$510.2
Life cycle capital costs	$49.5	$9.9
Operational costs	$167.7	$59.2
Event acquisition costs	$110.0	$38.8
Total costs	**$1,003.7**	**$618.1**
Benefits		
Tourism benefit	$325.5	$114.9
Financial benefit	$324.9	$114.7
Consumer benefit	$62.1	$21.9
Community benefits	$32.3	$11.4
Terminal value	$284.7	$49.0
Total benefits	**$1,029.4**	**$311.9**
Net benefits	**$25.7**	**-$306.3**
Benefit: Cost Ratio (BCR)		**0.50**

Table 9: Cost benefit analysis summary ($AUD million)

Additional non-quantified benefits

In addition to the benefits that have been quantified, and those identified by PwC and summarised above, the new stadium will deliver the following social benefits.

Customer experience

The Tasmania Arts Entertainment and Sports Precinct is anticipated to deliver benefits to stadium attendees by enhancing the stadium amenity and creating a more compelling, comfortable, and exciting live sports and entertainment experience.

The brand of Hobart and Tasmania

A new stadium, coupled with a new national sporting team and major international events, will enhance the Tasmanian brand to both locals and visitors and will play a major part in the continued transformation of the city and state.

Catalysing the wider precinct

The stadium is one component of the Tasmanian Arts, Entertainment and Sports Precinct. Investment in the new stadium will provide an incentive for investment in the development of a wider precinct and surrounding parts of Hobart. This investment will further uplift the urban amenity, delivering further benefits to the state and its residents.

Spreading the benefits

The stadium will also drive financial outcomes to a much wider range of stakeholders including venue suppliers, hirers and sponsors via more content, higher attendances, improved broadcast coverage and increases in patron expenditure.

Physical and mental health

More broadly, more sport and cultural content, greater attendance and viewership have the potential to encourage spectators to participate in sport and cultural activity themselves.

Sport participation has significant social and community benefits including improving physical and mental health outcomes and increasing work productivity.

Timeline

On confirmation of funding, the project definition and procurement phase will commence. Subject to resolution of project scope and design, this phase is expected to take approximately 2 years, followed by 3–4 years of final design and construction. The stadium is proposed to be operational in late 2028, based on a commencement date in late 2022. A summary timeline including key milestones is shown below.

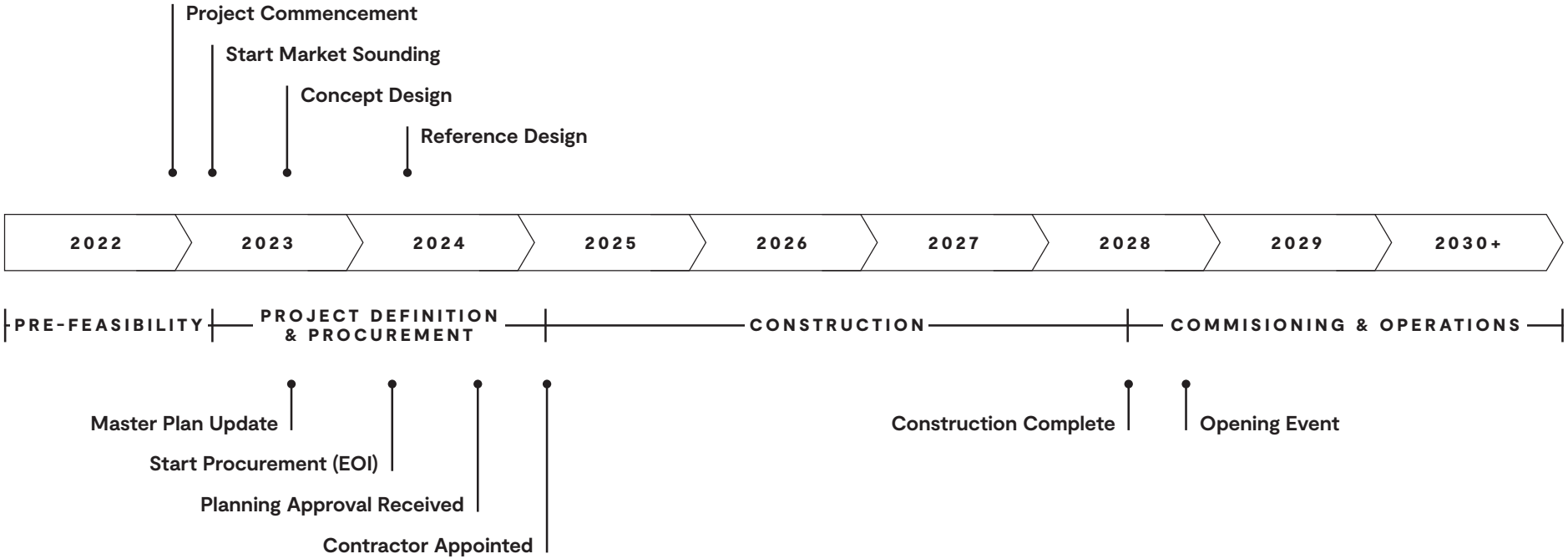


Figure 4: Summary project timeline and indicative milestones

Key next steps

The Tasmanian Government will establish a dedicated project team within the Department of State Growth for the development and delivery of Tasmania's new Arts, Entertainment and Sports Precinct.

Immediate priorities for late 2022 and 2023, following confirmation of funding and awarding of the AFL licence, include:

- Engaging project team members and service providers
- Establishing project governance structure
- Starting project definition phase and detailed feasibility assessments including concept design and product brief
- Continuing stakeholder engagement communications
- Commencing initial market sounding on delivery model
- Completing project definition report
- Preparing initial delivery strategy
- Determining planning approval pathway.

Delivery and operating model, including market sounding

The project team has prepared a plan to start the processes required for the state to engage with the market for the planning, design, construction and operation of the stadium and precinct.

A key early task is a market engagement program, to review available delivery and operating models for the project and specifically for the construction and potential operation and maintenance of the stadium within the wider precinct.

Through a process of market sounding, the team will engage with relevant delivery contractors, public private partnership (PPP) sponsors, operators and event promoters to seek knowledge that will inform the shaping of the delivery strategy and operating model for the project, focusing on delivery of the stadium. By being informed by the context of current and expected industry dynamics and market conditions, the aim is to achieve value for money by ensuring that the project can:

- Be procured from a competitive market.
- Be delivered cost effectively, within the timeframe required and consistent with capital, operating and maintenance budgets set by the Tasmanian Government.
- Comply with relevant Tasmanian Government and Australian Government guidelines and requirements.

Subject to the findings of the market engagement process and further project development, it is expected that an expressions of interest process for the project would commence in early 2024, with tenders called by mid-2024, and construction (and potentially operating) contracts awarded by the end of 2024.

Funding

As described above, the net capital funding required for the stadium is $715 million, based on the latest pre-feasibility estimate of $741 million, less $26 million of existing Tasmanian Government commitments to works at Macquarie Point that were included in the capital cost estimate.

The Tasmanian Government has announced a commitment of $375 million (in addition to existing funding for works at Macquarie Point and the value of the land).

The AFL will contribute $15 million to construction costs.

A further $85 million is proposed to be funded through borrowings against land sale or lease for commercial uses.

The remaining capital funding request to the Australian Government is $240 million. This represents one-third of the total cost. No ongoing funding or subsidy is sought.

Cash flow – capital funding

A draft notional cash flow profile, subject to further project development, is provided below.

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	TOTALS
	$m	$m	$m	$m	$m	$m	**$m**
Tasmanian Government	15	30	60	125	125	20	**375**
Commonwealth request				50	175	15	**240**
AFL contribution					15		**15**
Borrowings						85	**85**
Totals	**15**	**30**	**60**	**175**	**315**	**120**	**715**

Table 10: Draft cash flow ($ million)

Operational funding

The Tasmanian Government will fund operational costs of the stadium and precinct (through Stadiums Tasmania).

Planning and environment

The project team will prepare and manage the planning approvals for the project including the environmental assessment. The team will also shape the project to minimise environmental impacts and wherever possible deliver improvements, for example through net zero or climate positive outcomes from design, construction and operations.

Planning process

The stadium site is currently fully owned by the state through the Macquarie Point Development Corporation. The existing planning controls are the Sullivans Cove Planning Scheme and the Master Plan as a Specific Area Plan.

The project team will consider and advise the government on the most suitable planning approval pathway based on the following options:

- Development application through the Hobart City Council, under the planning scheme including scheme amendments
- Declaration as a Major Project under s.60 of the Land Use Planning and Approvals Act (1993)
- Declaration as a Project of State Significance
- Specific legislation approval.

The project timeline allows for the selection of approval pathway, the preparation of the environmental assessment, consideration of the application and any amendments to relevant planning controls, consultation and public exhibition as required, and approval prior to award of the construction contract.

Heritage and contamination risks

Heritage, contamination and other risks have already been addressed as part of the Macquarie Point Master Plan and preparatory work. The majority of the site is reclaimed land, and research and assessment have been carried out on other parts that have also been subject to substantial disturbance over the last 200 years. The site is adjacent to sites listed on the Tasmanian Heritage Register – the Royal Engineers Building and Hunter Street Precinct, which is listed for subsurface remains.

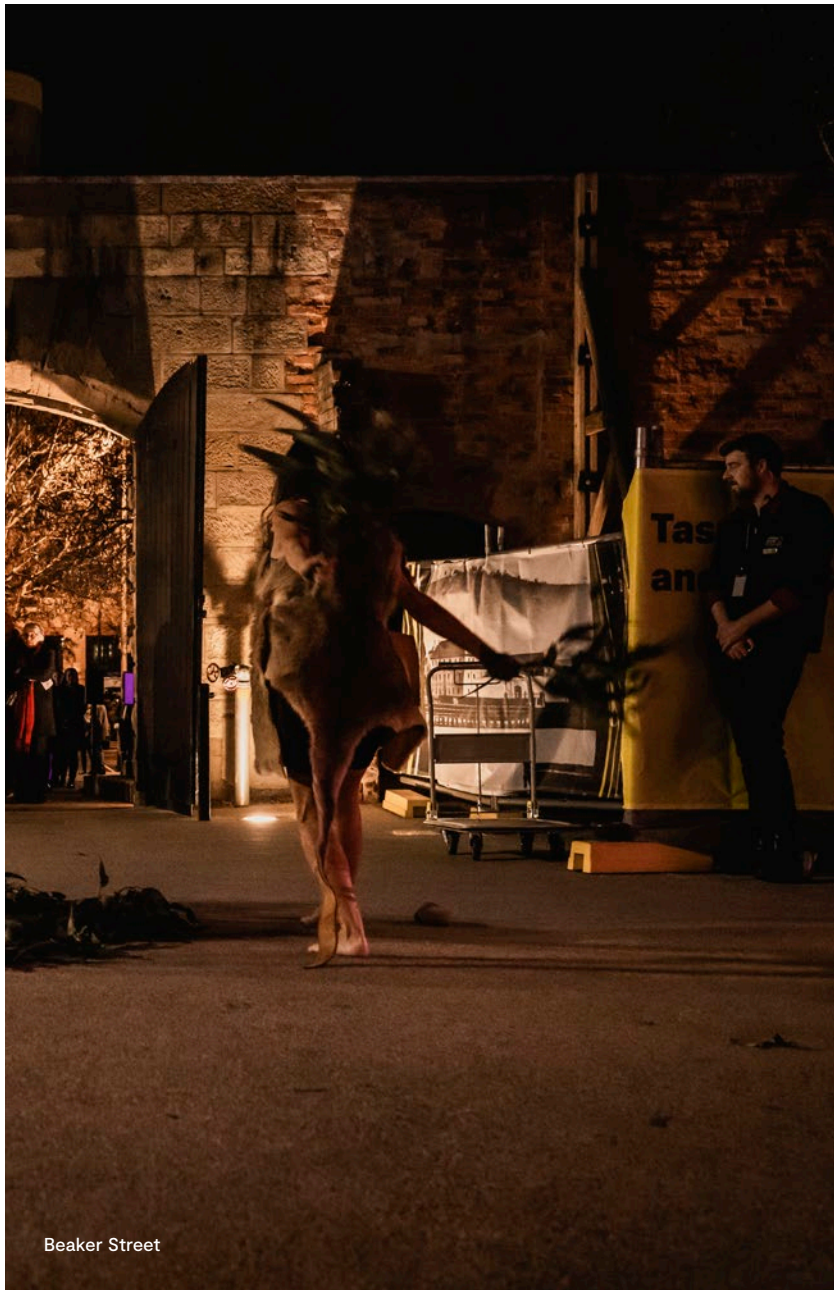
The Macquarie Point site is considered important culturally and the potential of providing a space for reconciliation has been well articulated. The footprint of the original shoreline offers the opportunity to provide a public forecourt or park that can provide for this.

Archaeology

In 2021, excavations identified both significant Aboriginal and European archaeology at the western end of the site. The scale of these works enabled a detailed and refined assessment of the subsurface archaeological sensitivity of the place to be graphically presented. It identified a further area of sensitivity at the western end of Macquarie Point that covers approximately 4,200m^2.

Permits under the *Aboriginal Heritage Act 1975* and *Sullivans Cove Planning Scheme 1997* have been received to carry out further excavation works, which will cover a total of 733m^2, or 17.4% of the area of sensitivity. Works will commence in early 2023, and be completed within approximately 12 weeks, after which the 2 excavation areas will be available for permanent development.

In the event that additional archaeological permits and further excavations may be required appropriate regulatory processes will be followed.



Beaker Street

Stakeholder engagement

Proactive stakeholder engagement has been a feature of the project since inception. The project team will continue to identify, plan for, and manage engagement with stakeholders to positively shape the project and support achievement of project objectives.

The stakeholder engagement objectives are:

- To identify and understand the perspectives of all individuals and groups with an interest in, or the ability to impact on, project success.
- To proactively plan for and manage engagement with stakeholders so that, depending on level of interest and influence, they are given the opportunity to shape project development, within the context of overall project objectives.
- To establish and maintain positive working relationships with key stakeholders.
- To capture the 'story' of project development and construction as an important public record.

Key stakeholders

The stakeholder engagement plan identifies the following key groups of stakeholders:

- Tasmanian and Australian members of parliament
- Mayors and local government councillors
- Government officials (executives and professional staff) – all levels of government and various departments
- The AFL and other national sporting associations (football, cricket, rugby, rugby league, basketball)
- State sporting associations
- Community associations (such as the RSL)
- Aboriginal groups
- Adjoining owners and occupants (TasWater, TasPorts, etc)
- Local residents and businesses
- Media – national, state and local
- Members of the community including sports fans and other potential visitors
- Business groups and associations in sport, tourism, hospitality, arts, leisure, entertainment and events.

The stakeholder engagement analysis and plan has most recently been updated for the September 2022 announcement of Macquarie Point as the preferred stadium location. During the definition and procurement phase, stakeholder engagement will include adjoining landowners such as TasWater and TasPorts. The update to the Macquarie Point Master Plan will be a key activity for stakeholder engagement, including specifically with the RSL and Australian Antarctic Division.

Stakeholder support

Many stakeholders have made supportive statements regarding the benefits the Arts, Entertainment and Sports Precinct will bring:

Additional supportive comments are provided under *Testimonials* p74-78.

"Right across Australia, we've seen these types of stadium infrastructure investments transform cities by igniting a whole new wave of economic activity that creates jobs, and stimulates investment."

LUKE MARTIN,
TOURISM INDUSTRY COUNCIL OF TASMANIA CHIEF EXECUTIVE

"If you could build an international sporting hub that future-proofs Tasmania's sporting capabilities for generations, why would you pass that opportunity up? Building a new stadium will have a positive effect."

RICHIE HASSETT,
CFMEU TASMANIAN SECRETARY

"The benefits of this investment will be far reaching, driving more hotels, retail, office and recreational spaces. It gives Tasmania the opportunity to become a world-class destination for investment, migration and also liveability."

REBECCA ELLSTON,
PROPERTY COUNCIL OF TASMANIA EXECUTIVE DIRECTOR

"Tasmania's construction and tourism sector has a cycle of boom and bust, and the certainty a world class Arts, Entertainment and Sports facility will bring to not only Hobart but the entire Tasmanian economy, is exciting."

ROB MALLET,
TASMANIAN SMALL BUSINESS COUNCIL EXECUTIVE OFFICER

"Townsville's new 25,000 seat CBD stadium was a game-changer for that (much smaller) city and has led to an inner-city boom. It's also created a domino effect in reinvigorating the once-deteriorating Townsville city heart, with multi-million dollar upgrades to existing hotels, new restaurants and accommodation and walkway upgrades within walking distance to the new stadium. Imagine what could be done in Hobart, a state capital, with a round, roofed stadium – so much more. Hobart and Tasmania needs to think big and back itself on these state building projects."

CRAIG WARHUST,
EDITOR, MERCURY NEWSPAPER

"Tasmania must invest in a multipurpose stadium in Hobart and it would be a boon for the capital and the state. It is about respecting your fans enough to give them the best show in sport, in facilities that are world class."

DAVID KOCH,
PRESIDENT, PORT ADELAIDE FOOTBALL CLUB

"The benefits will flow to hospitality businesses all across the state, not just Hobart."

STEVE OLD,
TASMANIAN HOSPITALITY ASSOCIATION CHIEF EXECUTIVE

Ongoing engagement and dialogue

Since the Tasmanian Government announced the preferred stadium location and its funding commitment, there has been a depth of public interest and a broad range of feedback and commentary.

Any significant public investment is rightly expected to draw interest, commentary and generate its fair share of debate. The recent experience from other Australian states where this sort of transformational investment has been made, such as the Adelaide Oval redevelopment and Optus Stadium in Perth, shows that when these projects are delivered, the benefits they provide become apparent.

The project team is aware of the many diverse stakeholders who have an interest in the project, and is committed to continuing to engage with them to maximise the benefits of the Arts, Entertainment and Sports Precinct for all Tasmanians.

Risk management

The project team recognises that effective risk management is critical to manage uncertainty, improve understanding and decision-making, and maximise opportunity, thereby increasing the probability of successful project delivery.

The project team is developing and implementing a risk and opportunity management framework to identify and manage the impact of uncertainty on achievement of project objectives.

This includes:

- Developing a risk management plan
- Maintaining and regularly updating the project risk register
- Conducting monthly and quarterly risk reviews
- Undertaking quantitative risk analysis (QRA) to inform regular reviews of the project cost estimate and budget.

The initial risk review has identified risks, causes, treatments/ mitigations and risk owners for risks in the following categories:

- Project development
- Operations
- Project delivery/ construction
- Governance
- Health and safety
- Environment.

Regular risk reviews will be undertaken throughout project development, procurement and delivery, and be embedded into the management framework for the project.

Project governance and management

At the start of the project definition phase, a project team will be established for the Arts, Entertainment and Sports Precinct, led by a dedicated Project Director with relevant suitable skills and experience of delivering major complex infrastructure projects.

Governance structure

The diagram below outlines the current draft initial governance structure for this project. Terms of reference for each group will be written early in the definition phase and endorsed at the initial meeting of each group, Each group will contain key membership to be fully representative of major stakeholders and financial contributors, so that the project has effective representation to ensure its success.

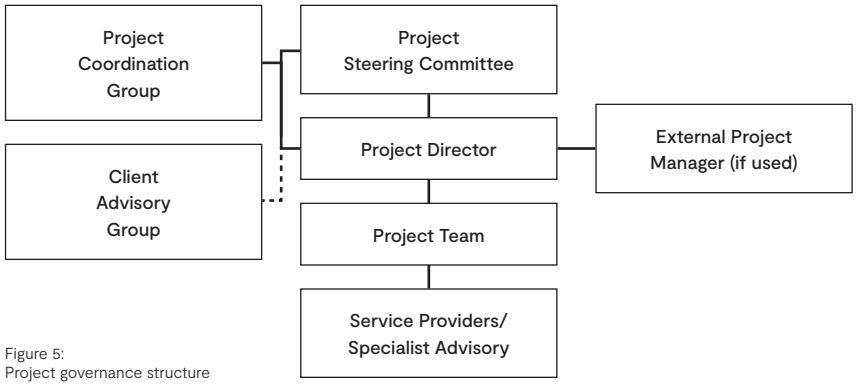


Figure 5:
Project governance structure

The Project Steering Committee will project strategic direction to the Project Director and oversee successful delivery of the project on behalf of the Tasmanian Government and Australian Government (subject to funding).

The Project Coordination Group will support and advise the Project Steering Committee and Project Director at a working level to approve deliverables, resolve issues, manage risk, and drive cooperation between key project stakeholders.

The Client Advisory Group will shape the project to ensure it meets the needs of hirers and attendees. It will do this by providing input to the development of the stadium and precinct product brief and provide ongoing advice to the project team during procurement and delivery. Its aim is for the new stadium and precinct to meet contemporary requirements for top level sports, entertainment and other events. Meeting the needs of stadium tenants and other hirers and providing a great customer experience will drive strong attendance and visitation, and maximise the benefits of the stadium and precinct to the community.

Management – definition and procurement phase

During the definition phase the initial team will be augmented to support ramp-up to transaction and other key deliverables.

- Design, approvals and cost planning (customer and product)
- Planning, environment and sustainability
- Commercial, delivery strategy and market sounding
- Stakeholder engagement.

Conclusion

The proposed new $715 million Macquarie Point Stadium, to sit as part of a bustling 365 days per year Arts, Entertainment and Sports Precinct on the doorstep of the Hobart CBD, is necessary to secure a 19th AFL licence for a Tasmanian AFL and AFLW team and also presents far broader opportunities for our state including:

- Fuelling Tasmania's economy and driving a construction blitz to retain jobs, industry confidence and growth.
- Unlocking new, sustainable transport nodes.
- Providing an all-weather stadium that will be capable of hosting sporting, cultural, entertainment, business and international events year-round.
- Leveraging the significant investment by value-adding to Tasmania's Antarctic strategy.
- Providing a cultural drawcard for the Hobart CBD and supporting a new dawn for tourism, retail and hospitality.
- Supporting a club that all Tasmanians can get behind in taking our rightful place in the national AFL competition.

The proposed Arts, Entertainment and Sports Precinct will be an iconic urban renewal project, further reconnecting Hobart with its historic waterfront. The stadium and precinct will improve community and visitor access to the waterfront.

The Tasmanian Government has committed $375 million to this once in a generational opportunity to deliver a transformational change that will unlock economic activity and invigorate a sense of community and pride, with flow-on benefits right across Tasmania.

All that remains is for the Australian Government to contribute $240 million to make the project a reality - that is one-third of the total cost.

Testimonials

CFMEU Tasmanian Secretary, Richie Hassett, saying on 7 November 2022:

"If you could build an international sporting hub that future-proofs Tasmania's sporting capabilities for generations, why would you pass that opportunity up?

"Building a new stadium will have a positive effect."

Former state and federal member for Braddon, Brett Whiteley, said in an opinion piece featured in The Advocate on 9 November 2022:

"It is time to focus on what is best for the state.

"Premier Jeremy Rockliff is exhibiting the leadership that is required for this state to rise above the parochialism that has held us back.

"Tasmania has much to offer, and we are offering it at every opportunity.

"We should celebrate the fact that finally the AFL appears set to allocate Tasmania an AFL licence. We will be on the national AFL map, just as we should be.

"Hobart Hurricanes and the JackJumpers have proven that we are worthy of being on that map and thousands of sports loving Northerners are regularly travelling to Hobart to soak up sport at the highest level.

"The granting of an AFL licence and the provision of a new stadium precinct will lead to more income via taxes such as the GST. These taxes are what provides the ability to spend money on essential services.

"Expenditure on essential services is at record levels and there is no evidence to support otherwise."

Craig Warhust, Editor, Mercury Newspaper, 14 October 2022

"Townsville's new 25,000 seat CBD stadium was a game-changer for that (much smaller) city and has led to an inner-city boom.

"It's also created a domino effect in reinvigorating the once-deteriorating Townsville city heart, with multi-million dollar upgrades to existing hotels, new restaurants and accommodation and walkway upgrades within walking distance to the new stadium.

"Imagine what could be done in Hobart, a state capital with a round, roofed stadium – so much more.

"Hobart and Tasmania needs to think big and back itself on these state building projects."

Bob Gozzi, past Chief Commissioner, Tasmanian Football League

"It is extremely easy to politicise the proposed stadium development but in doing so, ignoring the huge benefits to our economy which in turn will help us to meet the ever-increasing demands to provide for health, housing, education, emergency services and whole lot of other community needs.

"To put this into perspective, the $350m is a one-off contribution, it is not a recurrent cost. I would have thought what we need is developments and projects which will provide a recurrent return to our budget bottom line to help us better achieve financial sustainability over time. The stadium is one such project – it will be magnificent!"

Jim Wilkinson, former Tasmanian Football Commissioner

"I think the Hobart stadium looks a very promising stadium.

"When you look at what it's going to do for the city for itself and the community itself, it's only going to be a plus."

Stephen Bourke, Owner, Telegraph Hotel

"The stadium is an opportunity not to be missed.

"Looking at the big picture, this is all about opportunity. Social opportunity, economic opportunity and architectural opportunity for Hobart.

"So I think everything encompasses a magnificent opportunity for success for both business and the city as a whole."

Angelo Fraraccio, Co-owner, D'Angelo's Restaurant

"A Tasmanian team playing out of a stadium at Macquarie Point would bring huge benefits to the city. I reckon it will have a big impact on the restaurant and hotels in this vicinity.

"I think it's a great idea to help small businesses around the city."

Russell Hanson, Stadium advocate

"The Macquarie Point precinct has 90 per cent of all the hotels in Hobart within 15 minutes walking distance. The economic activity in just the building of this stadium would create around 4,200 jobs and over $300m over the 3 years.

"When its finished, 950 jobs and worth $85m per annum ongoing. It would be a world-class venue and if the team is going to be successful, it has to have it."

David Koch, President, Port Adelaide Football Club

"Tasmania must invest in a multipurpose stadium in Hobart and it would be a boon for the capital and the state.

"It is about respecting your fans enough to give them the best show in sport, in facilities that are world class."

Brendon Gale, CEO, Richmond Football Club

“A multipurpose stadium can be seen as nothing but a benefit to the state of Tasmania.

“You only have to look at the benefits that Adelaide Oval – and its redevelopment – and Queensland’s Country Bank Stadium in Townsville have provided to those 2 states.

“It won’t just underpin the financial model of the club and the prospects of success but it will be a huge boost to the Tasmanian economy. It’s not just about sport, it’s about world class entertainment, culture, business events, conference and exhibition centres, so it brings huge economic benefits that benefit the whole of the state and I know that because I’ve seen it.

“I’ve spoken with people like John Olsen who was the premier of South Australia when they gave Adelaide Oval (redevelopment) the green light, maybe 10 years ago, which was a huge investment back then from the state and it’s been transformative. I know people from far north Queensland with the Townsville stadium so yes it’s an investment but it’s one in the state that I’m confident will provide benefits. Not just for the south of Hobart but the whole of the state. It’s a compelling case from where I sit.

“The impact would be seismic because nothing drives participation of a sport more than proximity to the elite game. It’s going to stimulate participation, it’s going to create aspiration and it’s going to create ambition and young boys and girls from all over the state can grow up and become local heroes and reside in their own state. I think it would be wonderful.”

Luke Martin, CEO, Tourism Industry Council of Tasmania

“The project was a “once in a generation investment for Tasmania.

“Right across Australia, we have seen these types of stadium infrastructure investments transform cities by igniting a whole new wave of economic activity that creates jobs and stimulates investment.

“It’s about Tasmania being on the map for sport, entertainment and conference events we have never had a shot at bringing to the state before.

“We should expect our national teams like the Matildas and the Wallabies to play in Tasmania, and not just as token one-offs, but regularly, in a world-class roofed stadium in the heart of our capital city.

“Many Tasmanians have fond memories of AC/DC at the TCA Ground, & Dire Straits at KGV back in the 80’s. Why shouldn’t we as a community expect to bring these types of acts to visit Tasmania every year?”

Steve Old, CEO, Tasmanian Hospitality Association

“The stadium would benefit hospitality businesses from Hobart all the way to Burnie.”

Rebecca Ellston, Executive Director, Property Council of Tasmania

“The proposed precinct would encourage investors to purchase other economic drivers like hotels, as well as retail, office, and recreational spaces.

“It gives Tasmania the opportunity to become a world-class destination for investment, migration, and also liveability.”

Dominic Baker, CEO, Cricket Tasmania

“Having a world-class stadium would give the state significant leverage with Cricket Australia to ensure more international games were played in the Apple Isle, particularly after appearing to outgrow Blundstone Arena.

“We believe the fans are reaching out for a better stadia experience and that could be provided by this new stadium.

“The circles I mix in, they are very positive about it. In national cricket circles, everybody is talking about it as a really great addition to the venues that could be played at around the country.

“I mix in sports circles, and you never get many people saying a new stadium is a bad thing. From that perspective it is really positive, and in the business community there is a really great discussion about what it could do to bring the city to life.”

Robbie Williams, International Performer

When asked about the prospect of performing at a new stadium in Tasmania, Williams said: “I would actually love to, even if they have a medium sized stadium. I’ve never been there and I’d like to go.”

David Boon, former Australian cricketer and Cricket Tasmania Chairman

“To have a state of the art facility that is multi-purpose can only be of benefit. I think it will be a great asset for not only Hobart but Tasmania.”

Gary Baker, former VFL player

“We can’t afford to make the same mistakes as Victoria.

“When I first started playing footy at Waverley Park it was a great stadium but because it was right out in the hills, it only lasted 20 or 30 years because people wanted the stadium in the city.

“They wanted to fly in and stay in the hotels and walk to the stadium and the restaurants and bars and all of that and that’s why they built Marvel Stadium... so that’s what it’s all about.”

Brendan Self, Managing Director, Vandemonian Touring

“It excites us to bring big acts to Tasmania.

“Billie Eilish or the Foo Fighters have been recently touring and they don’t come to Tasmania generally as there is not a facility to host an artist or band of that calibre. That’s the sort of calibre we would need to get those numbers.

“Any infrastructure or concepts that provide this, we should consider.

“It is about time Tasmanian music lovers invested in their own economy. I don’t think there is a music lover, that wouldn’t like to see AC/DC or the Foo Fighters come to Tasmania.

“We often miss out and have to travel and invest in other economies. Instead, we could be investing in our own economy and bring people to our beautiful state.”

John Xintavelonis, Entertainer and Promoter

“The stadium would not only host elite sporting events but would become a major arts and entertainment precinct, allowing the state to host major international acts often left to the rest of Australia.

“We’ve got to keep up with not only the rest of the country, but the rest of the world and we think we are as good as they are, so let’s at least give ourselves a chance to prove it.

“Not only will sport come to this precinct, but you’ll also get concerts and acts and big shows that tour in arenas that we normally have to jump on a plane and pay accommodation somewhere else to go see.

“The arts and entertainment industry have been crying out for this sort of thing.”

Robert Mallett, CEO, Tasmanian Small Business Council

“The stadium’s ability to draw new visitors to Tasmania would have huge benefits for the state’s economy.

“It is a smart move for the state. Gives the federal government and private equity the chance to have skin in the game.

“A stadium like this with a pre-planned agenda of events will give small business the opportunity to know there’ll be thousands of people flocking into the city and the state.

“Some people will come for major footy matches, others will come for concerts and they will do their 5 or 7 or 10 days here and the concerts will be a highlight of that along with the… beauty of our island.

“The Government is spending more on health than ever before.”

Jack Riewoldt, Tasmanian and Richmond Football Club player

“A roofed stadium in the CBD – can you imagine what that’s going to do for Tasmanian football? For the economy? For jobs in Tasmania? For all sorts of sports and music, arts, everything like that? This stadium is going to provide so many opportunities for the Tasmanian community to continue to shine on a national and world stage.”

Professor Tim Harcourt, Chief Economist, IPPG

“To have a true national competition you have to have Tasmania in it.

“On footy, on footy historical terms, but even economics, it’s never been a better time for Tassie to be in now, given the economy is in reasonably good shape.

“Why would people protest about the Tasmanian Government supporting their own team and supporting a stadium when then they have been giving taxpayer’s money to Hawthorn and North Melbourne.

“As well as investing $750 million into the stadium precinct, the Tas Gov will leverage the Tasmanian AFL club to lift social and mental wellbeing across the state, investing in community footy and local sports and social capital.

“As well as Hobart stadium precinct, in the tradition of the Packers, the Wisconsin-based NFL franchise, the Tas Gov is also making additional investment into Dial Park in the North West and UTAS stadium in Launceston to ensure AFL games are spread around the state.”

Appendices

1. Macquarie Point Stadium – Tasmanian Arts, Entertainment and Sports Precinct – LIMINAL Studio Pty Ltd.
2. Hobart Stadium – Site Selection Process Report, prepared by MCS Management and Consulting in conjunction with PhilpLighton Architects.
3. Aurecon Pre-Feasibility Study for Regatta Point and Macquarie Point Sites.
4. Hobart Stadium Economic Impact of new Arts, Entertainment and Sports Precinct – PwC.
5. Macquarie Point: Estimating the economic contribution of commercial uses at the new arts, entertainment and sports precinct – PwC.
6. Hobart Stadium Capacity Optimisation Analysis – MI Global Partners.
7. Hobart Stadium Cost Benefit Analysis Report – MI Global Partners.

Tasmanian Government

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MACQUARIE POINT ARTS, ENTERTAINMENT & SPORTING PRECINCT

Tasmanian Government

Introduction

JEREMY ROCKLIFF
PREMIER OF TASMANIA

We have a once in a generation opportunity to deliver a transformational infrastructure project that will unlock economic activity and invigorate a sense of community and pride, delivering flow on benefits right across Tasmania.

Carefully reimagined over generations, the priorities of Hobart's waterfront have been redefined over many years to utilise existing assets more effectively, and encourage inclusive, healthy and productive lifestyles.

To seamlessly connect Hobart's waterfront, Macquarie Point's potential needs to be fully realised. Macquarie Point as an arts, entertainment and sporting precinct, featuring a roofed stadium would become a global destination for events based on location and experience.

It will enable Tasmania to compete for events, concerts, conferences, exhibitions and sporting fixtures, whose organisers currently don't consider Tasmania as an option, due to the lack of world class venue facilities and capacity constraints.

All of these will bring jobs, economic activity and visitors to Tasmania and allow us to build the image of our state as a clean, sustainable destination that is leading the way in Australia.

It would be a critical infrastructure project that provides an imaginative solution for Tasmania – similar to the impact that MONA had in providing Australians and people from across the world with a reason to come here, to stay here, to spend here and to taste everything that is good about Tasmania and Australia – from our food and wine, to our wilderness and tourist attractions.

The precinct's design and construction will demonstrate to the world our state's green credentials – and why we lead the world in self-sustaining renewable electricity.

It will deliver jobs for our construction workers and allow Tasmanians to build greater expertise in the events industry, the conference industry and drive more traffic into our hotels, restaurants, bars and cafes.

It will strengthen Tasmania's economy, delivering $2.2 billion in economic activity over 25 years providing more opportunity to invest in schools, hospitals, roads, social housing and future critical infrastructure projects.

Transport corridors will better connect communities and open further housing and development opportunities.

The precinct development will provide a stream of ongoing employment for those workers committed currently to projects such as the Bridgewater Bridge construction.

This is an infrastructure project that levels the playing field with other states and allows us to compete –

really compete – on an international level for major concerts, sporting events, conferences and cultural exhibitions that Tasmanians normally need to jump on a plane and fly out of the state to have the opportunity to experience. Or in the worst case, move interstate to experience. It will also deliver and underpin the success of a Tasmanian AFL and AFLW team - a team that unites Tasmanians, provides benefits that flow to the north, north-west and south of the state and gives Tasmanians the opportunity to represent their state in a national competition that allows us to promote the best Tasmania has to offer – to the mainland and to the world.

Critics said no when MONA was proposed. Critics said no when the Tasmanian waterfront was redeveloped last decade, which now houses internationally rated hotels, restaurants and bars that attract people from around the world. Some critics are also saying no to this new arts, entertainment and sporting precinct that will – again – deliver jobs, tourism and economic activity that helps to build Tasmania as the place to live, work, play and visit. But, these game changing projects have delivered and each have made Tasmania better in many ways.

The precinct will be developed in a way that is sympathetic to Hobart's maritime heritage, that showcases Tasmania's culture and boutique crafts, and is emblematic as the gateway to the Antarctic and Southern Ocean.

There is, we believe, something special about a maritime and Antarctic focused precinct in the heart of a city.

The precinct can host the stadium, while benefitting the science and Antarctic precinct, hospitality venues and convention facilities, with scope and aspiration also to incorporate the proposed reconciliation park in liaison with the Tasmanian Aboriginal community.

Macquarie Point, thanks to the partnership with the Federal Government, has undergone significant clean up and remediation in readiness for development.

We envisage this precinct being a global drawcard which will benefit all of Tasmania.

JEREMY ROCKLIFF
PREMIER OF TASMANIA

Construction blitz to retain jobs and boost industry confidence

Government investment in the new Arts, Entertainment and Sports Precinct will provide certainty to the Tasmanian construction sector beyond current committed infrastructure projects.

Construction of the precinct and stadium starting in 2025 would provide significant demand and continuity for the local workforce following completion of the Bridgewater Bridge major project which currently supports around 830 jobs.

During construction the project would support 4,200 jobs

$300 million injected into the Tasmanian economy

The Tasmanian Government is committed to supporting Tasmanians find jobs. To maximise the benefits of this project, the government will develop binding requirements in the delivery and operating contracts for the new precinct for companies to:

- **Engage, train and employ a significant minimum percentage of Tasmanian and local employees, including apprentices and Aboriginal people.**
- **Preference Tasmanian suppliers for contracts, consulting engagements and materials wherever possible, including small businesses.**

Adam Gibson

Tasmanian Government

Adam Gibson

Fuel Tasmania's economy, create jobs and drive growth

Once built the new stadium in Hobart is estimated to:

- **Contribute $85 million directly and indirectly in gross state product annually.**
- **$2.2 billion in economic activity over 25 years.**
- **Support 950 jobs each year across key industries including hospitality, transport, accommodation and services.**
- **Attract up to 420,000 attendees each year, contributing $162 million in direct expenditure annually.**

PwC have also estimated that commercial activity from developments around the stadium in the Macquarie Point precinct could generate up to a further 6,720 jobs during operations, excluding construction.

In addition, $120 million is forecast to be generated by Tasmania's own AFL and AFLW teams per annum, and the new stadium is estimated to contribute $162 million in direct expenditure annually.

All weather stadium to attract new events all year-round

Macquarie Point provides the opportunity to build a roofed stadium for all seasons. It will attract a new events industry and market on a scale never before possible, including national and international sport, concerts, artists, conferences, conventions and exhibitions.

It is projected that the stadium could see on average 587,000 in attendance each year.

An annual event calendar of 44 events (28 new to Tasmania) could be achieved with an estimated additional acquisition budget of $5.3 million. It is projected that the stadium could see on average 587,000 in attendance each year: 420,000 attendees from events that are new to Tasmania and 123,500 (104,000 from new events) interstate and overseas visitors.

Potential market opportunity to compete for an estimated 523,000 delegates, their friends and families to Tasmania, valued to generate a direct economic impact of $1.3 billion to Tasmania. This will enable the expansion of current iconic events such as Dark MOFO and Taste of Summer.

"I think the Hobart stadium looks a very promising stadium. When you look at what its going to do for the city for itself and the community itself, it's only going to be a plus."

JIM WILKINSON, FORMER TASMANIAN FOOTBALL COMMISSIONER

Tasmanian Government

A place for Food & Drink

Adam Gibson

Ness Vanderburgh

Adam Gibson

Adam Gibson

Brand Tasmania

A new dawn for tourism, retail and hospitality

Around 70% of current interstate and overseas visitors to AFL games in Tasmania spend 2 or more nights in the state as part of their trip.

The stadium is estimated to attract up to 104,000 interstate and overseas visitors and up to 184,000 intrastate visitors annually.

The extra AFL matches and other events to be hosted by the new stadium will expand this visitor market. The stadium is estimated to attract up to 104,000 interstate and overseas visitors and up to 184,000 intrastate visitors annually, corresponding to 350,000 bed nights. This will generate significant stimulus for retail and hospitality businesses large and small throughout the state.

Expanding financial benefits to a wide range of businesses including venue suppliers, hirers and sponsors, with multiplier effects throughout the state. The Macquarie Point location on the edge of the CBD is ideal to spread the benefit of event attendees taking advantage of the restaurants, hotels and bars in the precinct and surrounds.

An opportunity to taste everything that is good about Tasmania and Australia – from our food, to our wine, to our wilderness and tourist attractions.

"The stadium is an opportunity not to be missed. Looking at the big picture, this is all about opportunity. Social opportunity, economic opportunity and architectural opportunity for Hobart. So I think everything encompasses a magnificent opportunity for success for both business and the city as a whole."

STEPHEN BOURKE, OWNER, TELEGRAPH HOTEL

Tasmanian Government

Moon Cheese Studio

Unlock new, sustainable transport nodes

The new precinct at Macquarie Point on Hobart's waterfront is much better placed for access from the heart of the city in the south, west, east and north. Its location will encourage more sustainable transport options.

Walking

Cycling

Park and ride

Public transport

Ferry

The hospitality offerings in and around the stadium will encourage people to arrive early and stay later at events, spreading the load on the transport network. The new precinct will help unlock transport corridors and with it the associated development opportunities. This includes the proposed Northern Suburbs Transit Corridor link and the ferry network – both of which are much needed and important Hobart City Deal initiatives.

The new precinct at Macquarie Point, at the southern end of the corridor, will present a once in a lifetime opportunity to support urban activation and renewal, contributing to a critical mass of investment in realising the corridor vision. The location can also be served by the current ferry network and supports increased ferry services.

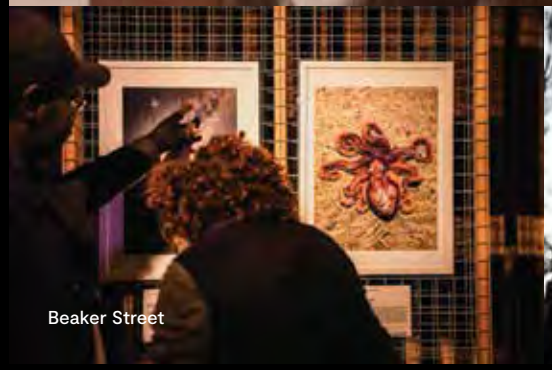
A place for Natural Inspiration

Natalie Mendham

Emilie Ristevski

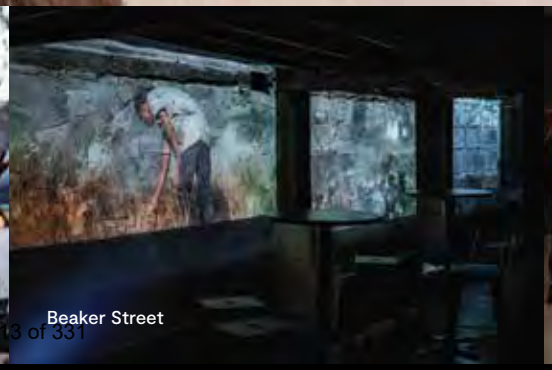
A place for Art & Culture

Tasmanian Museum and Art Gallery

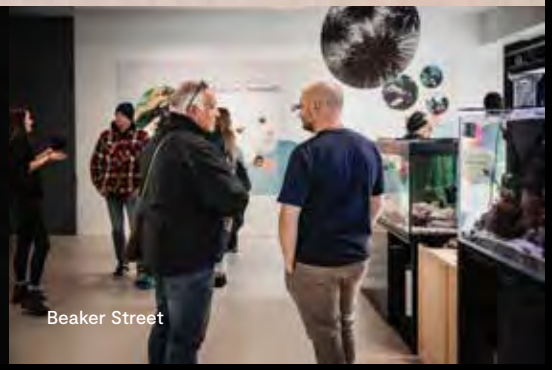


Beaker Street

Ness Vanderburgh



Beaker Street



Beaker Street

A cultural drawcard, that complements Tasmania's Antarctic strategy

The design process will seek out and consider diverse views from members of the Aboriginal and the broader Tasmanian community.

> **Detailed design of the precinct will consider and recognise the strong, spiritual connection that Aboriginal people have to country while embracing artistic and cultural expression.**

The incorporation of world class studios and pre and post-production facilities in the precinct design, to support and service our growing film and digital entertainment sectors. Along with the creation of venues within the precinct to accommodate spaces for performing arts rehearsals, and events such as Dark Mofo and general art installations, will also be considered.

The proposed Antarctic and Science Precinct will add value to Tasmania's Antarctic Strategy through shared access to co-located conferencing and events spaces, with close connection to the Hobart port and Nuyina berth. The proposed Antarctic and Science Precinct would also benefit from improved road access as a result of transport points required for the arts, entertainment and sports precinct.

"Imagine what could be done in Hobart, a state capital with a round, roofed stadium – so much more. Hobart and Tasmania needs to think big and back itself on these state building projects."

CRAIG WARHUST, EDITOR, MERCURY NEWSPAPER

Pride, unity and health outcomes

The precinct presents an unparalleled opportunity for large-scale urban renewal and placemaking on the doorstep of Australia's second-oldest capital city. The new stadium will be developed as the catalyst for the entire precinct at Macquarie Point.

The Tasmanian Government is committed to investing in transformative infrastructure that will help the economy thrive into the future, providing jobs and opportunities for Tasmanians. Investments like this ensure that the economy is in a strong position in order to pay for essential services like health, education and housing.

In addition to the economic and job benefits already outlined, the project will deliver further benefits including:

- Encouraging greater sports attendance and participation, with improvements in physical and mental health.
- Enhancing the experience of sports and entertainment fans in Tasmania.
- Enhancing the brand of Tasmania and Hobart, contributing to the continued transformation of the state and creating a symbol of pride for the local community and entire state.
- Growing into a key attractor for interstate and international visitors to Tasmania the whole year round – even becoming the next MONA.

Jess Oakenfull

Jess Oakenfull

Our rightful place in the national AFL competition

Tasmania is regarded as a heartland for AFL football in Australia. It is a founding state of Australian Rules Football, but is the only state in Australia not to have an AFL team. There have been a number of proposals for a Tasmanian AFL team since the early 1990s, and around 32,000 Tasmanians are members of existing mainland AFL clubs and over 90,000 people have signed up to the Believe Tasmanian campaign. A Tasmanian licence would enable four elite teams (AFL & AFLW and VFL and VFLW) to represent Tasmania on the national stage – bringing content to all three regions across the state and talent pathways for local boys and girls to enable them to represent their state on the national stage.

The new team and stadium also represent an important opportunity to leverage an estimated $250 million investment from the AFL into the new club and state (over the first 12 years).

A new stadium will underpin the new Tasmanian club's commercial revenues (membership, ticketing, corporate hospitality, etc.) ensuring its sustainability and success. The commercial model estimates that around 5,000 people will travel per game to Hobart – which is not only a critical driver of club financials but the economic impact for the state more broadly.

"A roofed stadium in the CBD – can you imagine what that's going to do for Tasmanian Football? For the economy? For Jobs in Tasmania? For all sorts of sports and music, arts, everything like that? This stadium is going to provide so many opportunities for the Tasmanian community to continue to shine on a national and world stage."

JACK RIEWOLDT, TASMANIAN AND RICHMOND FOOTBALL CLUB PLAYER

Alastair Bett

Tasmanian Government

Precedents

Stadiums across the globe and Australia are game-changing for economies and social and community outcomes. Experience from clubs in Melbourne, Perth and Adelaide demonstrates significant uplifts (in attendance, yield, revenue) from redeveloped stadiums located in proximity to the CBD, and there are significant and growing expectations on the customer experience from AFL fans with rising standards in stadium quality and amenity across the country. The growth in metrics from Adelaide and Port Adelaide clubs moving from Football Park/ West Lakes to Adelaide Oval in South Australia was transformational. In addition to the points above:

- For the clubs — Port Adelaide/Adelaide combined net club revenue more than doubled – driven by both attendance and yield.
- For the state – visitors for events at Adelaide Oval nearly doubled, employment nearly doubled, and economic impact in the CBD was up by more than 200%.

Investment in new stock increased by nearly 9% and revenue by 30%.

The new facilities delivered an economic benefit of $170 million, and an associated regional value of a further $74.5 million

Key outcomes for the city and the state:

- Events at Adelaide Oval nearly doubled.
- Employment associated with the stadium nearly doubled.
- Economic impact in CBD up by more than 200% from redevelopment.
- Increased tourism is not just AFL games, but other sports, entertainment and events.

Investment in new stadium at Metricon on the Gold Coast has allowed for major events, including the Commonwealth Games, driving visitation, investment and community pride and leaving lasting infrastructure that is being used to attract new sporting, cultural events.

“The redevelopment of Adelaide Oval saved our Club from bankruptcy, invigorated the city and set SA up for a tourism boom. The outrage against the plan was so strong people marched in the street to try and stop construction, but sentiment shifted radically once the AO revamp was completed. Now everyone acknowledges it is one of the best pieces of government infrastructure in decades.”

DAVID KOCH, PORT ADELAIDE PRESIDENT

Feasibility studies

- The Department of State Growth has already commissioned a number of feasibility studies. This has included analysis of six potential stadium sites which led to Macquarie Point being selected as the preferred site based on its suitability and proximity to the CBD.
- The site selection was supported by further technical studies undertaken by design and engineering company Aurecon during 2022 to examine the site in more detail. Those investigations focused on the below-ground issues particular to the site as well as stadium alignment, topography, geotechnical, site arrangement, bulk earthworks, vehicle access, utilities (sewer, water, gas, electrical, stormwater), pitch structure, foundations, perimeter concourse, and public plaza/ meeting space.
- WT partnerships undertook detailed work to determine indicative costs to build the stadium based on the engineering analysis.
- MI Global undertook analysis of the potential to host events at the new stadium and determined that an annual event calendar of 44 events (28 new to Tasmania) could be achieved with an estimated additional acquisition budget of $5.3 million, and also determined that an optimal seated capacity for the new stadium would be 23,000 with the ability to scale up to 30,000 for entertainment events including standing room.

“The stadium would not only host elite sporting events but would become a major arts and entertainment precinct, allowing the state to host major international acts often left to the rest of Australia.”

JOHN XINTAVELONIS, ENTERTAINER & PROMOTER

Tasmanian Government

Cost benefits analysis

- The evidence gathered to date demonstrates that Tasmania's new Arts, Entertainment and Sports Precinct would be much more than a football oval or a venue to play AFL matches. It would be a multi-purpose entertainment venue which would provide significant economic, health, social and community benefits not just for Hobart but for the whole state. The new precinct will deliver benefits through construction and operation, as well as wider socio-economic benefits for generations to come.
- MI Global Partners has analysed the costs and benefits of the stadium component of the project and calculated the benefit cost ratio (BCR) in the range 0.35 to 0.73, with a central estimate of 0.50. The range of outcomes is based on sensitivity and scenario testing of project costs, benefits, and discount rate.
- Social infrastructure such as stadiums rarely return a BCR above 1.0 and usually the economic costs will outweigh the economic benefits. For example, the recently completed Allianz Stadium in Sydney had a BCR of 0.5 and the Townsville Stadium, a BCR of 0.21.
- Importantly, based on an annual life cycle and estimated operational costs of $16 million, and the estimated incremental revenue of $16.24 million calculated in the MI cost-benefit analysis, the Hobart stadium could operate at break-even or generate a small profit annually based on 44 events and other assumptions around associated venue hire, ticketing, food and beverage, naming rights, pouring, supply and signage rights taken into account in the analysis.

"The proposed precinct would encourage investors to purchase other economic drivers like hotels, as well as retail, office, and recreational spaces. It gives Tasmania the opportunity to become a world-class destination for investment, migration, and also liveability."

REBECCA ELLSTON, EXECUTIVE DIRECTOR, PROPERTY COUNCIL OF TASMANIA

Conclusion/recommendation

- The proposed new $715 million Macquarie Point stadium to sit as part of a bustling 365 days per year arts, entertainment and sports precinct on the doorstep of the Hobart CBD, is necessary to secure a 19th AFL licence for a Tasmanian AFL and AFLW team and also presents far broader opportunities for our state, including:
  - **Fuelling Tasmania's economy and driving a construction blitz to retain jobs, industry confidence and growth.**
  - **Unlocking new, sustainable transport nodes.**
  - **Providing an all-weather stadium that will be capable of hosting sporting, cultural, entertainment, business and international events year-round.**
  - **Leveraging the significant investment by value-adding to Tasmania's Antarctic strategy.**
  - **Providing a cultural drawcard for the Hobart CBD and supporting a new dawn for tourism, retail and hospitality.**
  - **Supporting a club that all Tasmanians can get behind in taking our rightful place in the national AFL competition.**
- The proposed arts, entertainment and sports precinct will be an iconic urban renewal project, further reconnecting Hobart with its historic waterfront and the stadium and precinct will improve community and visitor access to the waterfront.
- The Tasmanian Government has committed $375 million to this once in a generational opportunity to deliver a transformational change that will unlock economic activity and invigorate a sense of community and pride, with flow on benefits right across Tasmania.
- Following a period of design, consultation and approvals, the proposed timeline for the project will see construction commence in mid-2025 and conclude in late 2028.
- All that remains is for the Australian Government to contribute $240 million to make the project a reality with funding backended between 2026-27 and 2028-29.

"Right across Australia, we have seen these types of stadium infrastructure investments transform cities by igniting a whole new wave of economic activity that creates jobs and stimulates investment. It's about Tasmania being on the map for sport, entertainment and conference events we have never had a shot at bringing to the state before."

LUKE MARTIN, CEO, TOURISM INDUSTRY COUNCIL OF TASMANIA

Tasmanian Government

Department of State Growth
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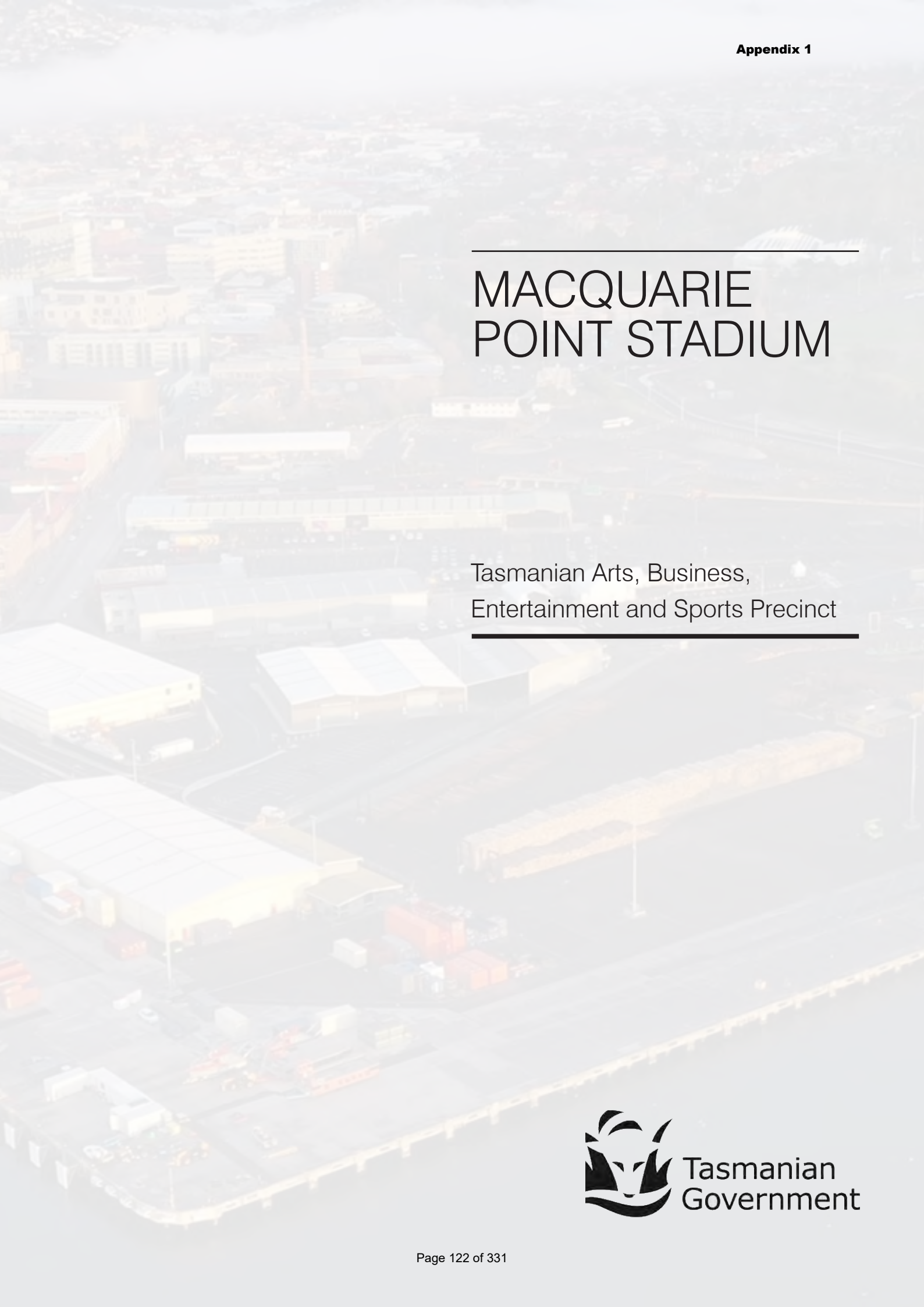

MACQUARIE POINT STADIUM

Tasmanian Arts, Business, Entertainment and Sports Precinct

Tasmanian Government

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DOCUMENT ISSUE

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INTRODUCTION

This document is not a proposal or a brief for Macquarie Point Stadium but rather a guide to help those tasked with promising, promoting, funding and advancing a once in a lifetime opportunity for Tasmania. It describes an ambition that illustrates how this project can and will be extraordinary or to borrow words from others, *the pursuit of the extraordinary.*

It firstly reflects on the history of stadia. For thousands of years, the importance of people gathering has been well documented. The post war era has seen the flourishment of stadia built around the world, where people come together (under one roof) to connect and experience an emotional outpouring often closely associated with loyalty to their sporting team. Many stadia were built in the centre of cities (or suburbs) and the ritual of travelling to and from the game was as important (and socially infections and exhilarating) as watching the game itself. This depicts the traditional stadium model.

The rise in popularity of global sporting occasions (spectacles), such as the Olympics and global sporting events, spawned the growth of sporting precincts and mini-sporting-cities. These facilities often augment cities' existing sporting infrastructure (as we saw recently in Sydney and the Gold Coast) and become globally identifiable stadia icons.

This century, we have seen how social media and global broadcasting has allowed sports of all codes to be as enthusiastically followed remotely as they are in their home town or city. The global sporting spectaculars reach enormous worldwide audiences and in return place cities and countries at the forefront of global organisations and individuals minds.

Contemporary sporting arenas are not just a weekend place to visit; and equally, the discerning stadium-goer wants much more than just three hours of sport – they are in search of further related experiences. The Macquarie Point Stadium, Arts, Business, Entertainment and Sports Precinct represents a 365 day per year investment with a focus on attracting diverse communities, social inclusivity and advancing the experience economy for locals and visitors alike.

This document proposes themes, images and activities to provoke thinking about what a contemporary offer might be in a Tasmanian context. Six themes with associated sub-theme activities are illustrated. Not all are needed; not all will fit; the aim is to find and form social and community links using images, descriptions and ambitions.

Research emboldens the brave when funding projects and global evidence strongly supports that an integrated precinct stadium model is yet to be realised (and that it is waiting to be done). This is illustrated by twenty-two stadia case studies, which are visually presented in this document, enabling global comparisons of functionality, which reveals a persuasive ambition for Macquarie Point Stadium to be the world's first fully integrated and activated precinct (achieving all twelve themed aspirations).

As noted, this is not a proposal or a brief, but describes the opportunity to be different and lead globally through foresight, innovation and willingness to be seen as, *extraordinary.*

1

STADIA OVER TIME

The concept of a 'stadium' has changed through time. For generations, the desire (and need) to assemble in a stadium (or place of assembly) to follow your team has inspired great loyalty amongst fans, created life-long advocates for sports codes and harnessed the power of good by the bringing together emotionally excited human beings to be as one.

Today's crowds demand greater sophistication and diversity for their sporting experience. Tasmania has an opportunity to envisage Australia's first fully activated, year-round, socially inclusive precinct that recognises that there is more to a stadium than just the game inside but the connectivity and parallel interests and activities that can surround the stadium.

The Traditional

SIMPLY A STADIUM
Melbourne Cricket Ground (MCG)

The MCG is primarily a world class major sports and entertainment venue. While there are hospitality venues and spaces for business activities and other events, it's a stadium that is purpose-built for professional sports (originally cricket) and is the home ground to current AFL and AFLW teams. It supports other activities including a sports museum and training facilities. This has been the traditional approach to stadium development for some decades.


1

The Contemporary

MORE THAN JUST A STADIUM
Adelaide Oval

Adelaide Oval is representative of a more contemporary approach to stadium development and the beginnings of developing a broader, hospitality and entertainment precinct that is strategically integrated with its city and actively targets tourism. Not only does it present world class professional sports, concerts and other forms of entertainment, Adelaide Oval also has a variety of hospitality and tourism venues, including restaurants, a hotel and contributes to the liveliness and vibrancy of the city through its interconnectedness. It also sits alongside Adelaide's arts and education precincts. This contemporary example starts to provide year-round precinct activation.

2

The Future

THE PURSUIT OF THE EXTRAORDINARY
Macquarie Point Stadium

Macquarie Point Stadium presents an opportunity to offer something out of the ordinary that doesn't exist anywhere else in the world. To create a stadium that caters to, and attracts, world class sporting and entertainment events and creates a diverse and integrated precinct. A precinct that is activated 365 days of the year and belongs to all Tasmanians and attracts visitors worldwide. Appealing to a broad fan base and building on the notion of the experience economy, Macquarie Point Stadium (a Stadium of the Future) aims to target multiple complimentary revenue streams realising wealth and employment opportunities to the broad community and to the State of Tasmania.

EXCITEMENT AND ENTERTAINMENT

The world-class Macquarie Point Stadium enables the presentation of major sporting, cultural and entertainment events with a planned seating capacity of 23,000 people in sports mode and up to 30,000 in entertainment mode. The stadium will host AFL, AFLW, soccer, rugby, basketball, boxing, WWE, other sports and cultural events including outdoor concerts, performance and ice shows. It will join other Australian stadia capable of attracting and promoting international (concert) artists and offer for the first time, long-awaited affordable access (for locals) and significant tourism opportunities, by securing and promoting such events in Tasmania.


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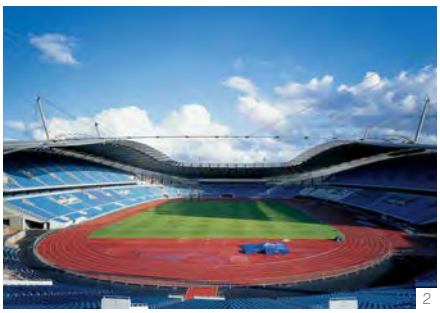
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A PLACE FOR ALL

More than just a stadium, Macquarie Point Stadium forms part of a precinct for all; a place where the community feel they belong. A place to experience and be inspired, engaging fans and adding to the fan-journey (way beyond the pre-match and the final siren). It will be both a major events precinct as well as a community precinct where locals, vistors and Tasmanians dwell, mingle and share their experiences to the world via social media. It will provide the infrastructure to support a diversity of activities including festivals, community sports, Monster Jams; art galleries, theatre, while integrating parklands, playgrounds, walkways and cycleways with connections to timtumili minanya the River Derwent, the Cenotaph and the Queens Domain precincts.

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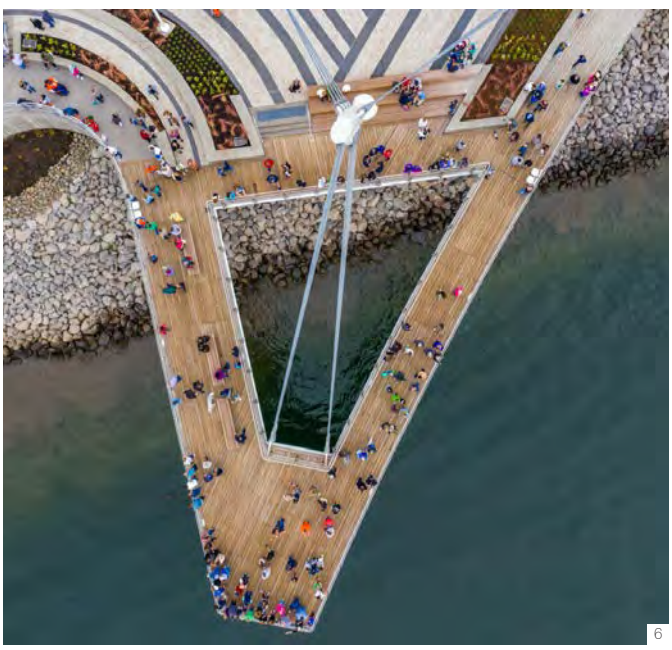
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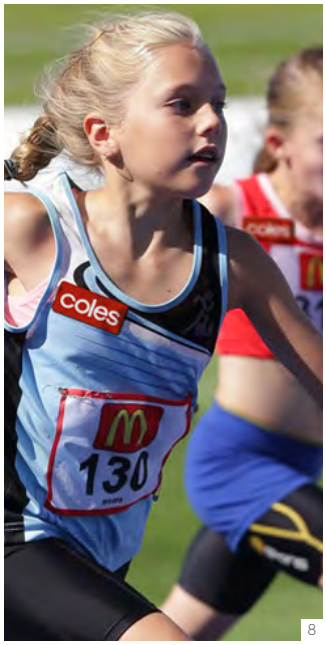

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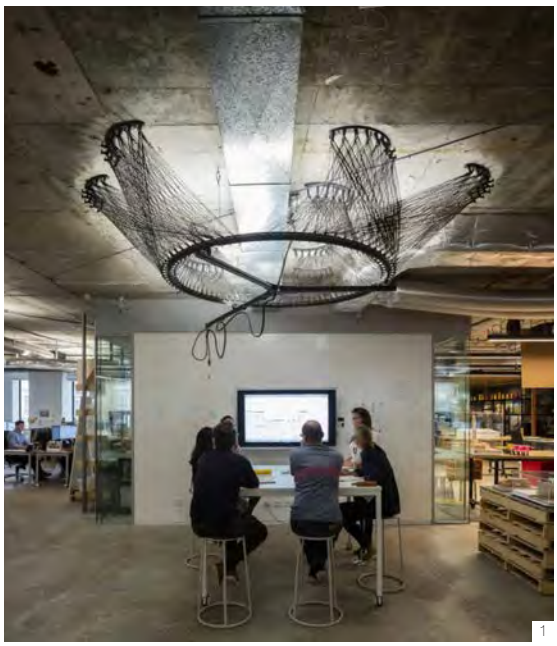
TASMANIAN ASPIRATION

Macquarie Point Stadium will exude Tasmanian placemaking and present a destination that celebrates and advances all things Tasmanian. A place to expand our aspirations and future opportunities, elevate Tasmania's brand and invite transformative experiences. Incorporating next generation businesses and virtual workplaces (state-of-the art work environments, meeting spaces with advanced digital capabilities), sustainability and carbon neutrality (battery for the city, water collection and geothermal functions), celebrating local materials and supporting local industry, showcasing Tasmania's gastronomy sector and providing pathways for our youth to dream big and excel in their sporting endeavours.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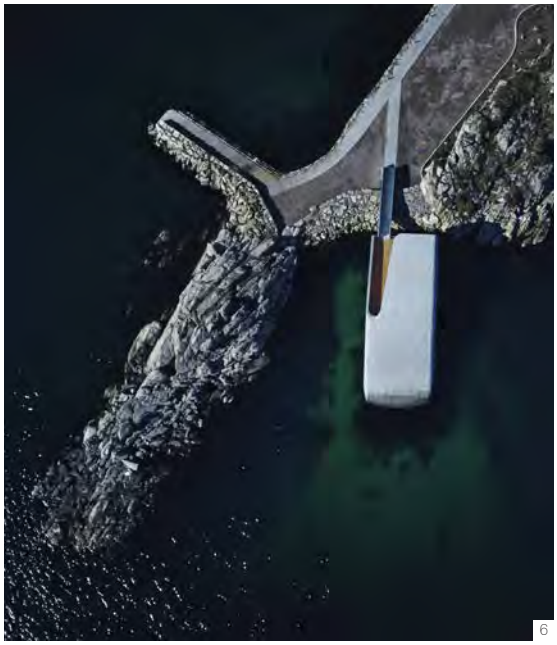
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GATHERING

Macquarie Point Stadium presents a destination to gather and connect throughout 365 days of the year through local produce markets, cafés, restaurants and destination dining, bars, street food pop-ups, external activated spaces, retail, playgrounds and water experiences. A place for Tasmanians and our visitors to come together. A place that is in the top 10 most Instagrammed locations in Australia.

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RECOGNITION AND REFLECTION

Creating an equitable and inclusive precinct invites opportunity for recognition, wellness, self-health, contemplation and reflection through cultural values and activities. Acknowledging the footprints of our past brings us to a shared aspiration of the future.

Museums (for sports, ANZAC heritage and inclusive acknowledgement of the breadth of wars, truth-telling,


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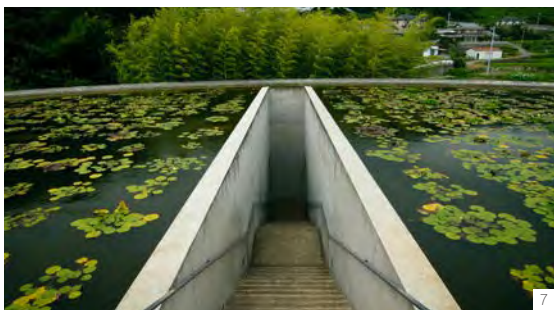
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GLOBAL CONNECTIVITY

The precinct is a portal that links Tasmania with the rest of the world and brings the world to Tasmania. It advances Tasmania's global visibility through digital interconnectivity, expo's, world leading research, business and retail launches, the gateway to the Antarctic and the rest of the world. A strong education and research institution presence (including primary, secondary, tertiary, the Antarctic Division, CSIRO, the Menzies Institute for Medical Research) will help push extraordinary Tasmanian talent into the global spotlight. Further global connectivity via Network TV, Global TV Partners, concert streaming and filming, next gen accommodation and hotels will create the platform for these activities.


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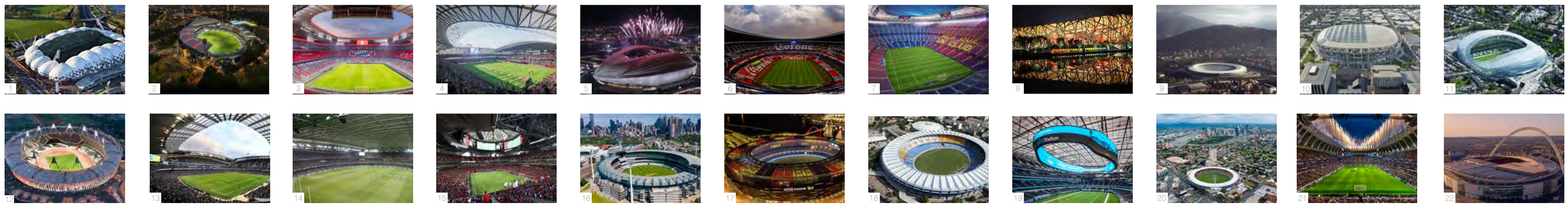
CASE STUDIES

GLOBAL STADIA EXEMPLARS	SPORT	ALL WEATHER VENUE	CULTURAL + ENTERTAINMENT	RETAIL	HOSPITALITY	EDUCATION + RESEARCH	BUSINESS	RECOGNITION + REFLECTION	SUSTAINABILITY	HEALTH	BROADCAST	HOTEL + CONFERENCE
1. AAMI Park, Melbourne	●		●				●			●	●	
2. Adelaide Oval	●		●		●	●	●	●		●	●	●
3. Allianz Arena, Munich	●				●		●	●			●	
4. Allianz Stadium, Sydney	●		●		●				●	●	●	
5. Al Wakrah Stadium, Qatar	●		●		●		●		●	●	●	
6. Azteca Mexico Stadium	●		●				●				●	
7. Camp Nou Stadium, Barcelona	●		●			●	●	●			●	
8. Beijing National Stadium	●		●	●	●		●		●		●	
9. Brescia Sport and Culture Precinct	●	●	●	●	●	●	●	●	●	●	●	●
10. Christchurch Stadium	●	●	●								●	
11. Aviva Stadium, Dublin	●		●		●		●		●		●	
12. London Olympic Stadium	●		●		●		●		●		●	
13. Manchester City Stadium	●		●			●	●		●	●	●	
14. Marvel Stadium, Melbourne	●	●	●		●				●		●	
• Macquarie Point Stadium	●	●	●	●	●	●	●	●	●	●	●	●
15. Mercedes Benz Atlanta	●	●	●		●		●	●	●	●	●	●
16. Melbourne Cricket Ground	●		●		●		●		●		●	
17. Optus Stadium, Perth	●		●		●	●	●				●	
18. Rio Stadium	●		●				●		●		●	
19. SoFi Stadium, California	●	●	●		●		●		●		●	●
20. The Gabba, Brisbane	●		●				●				●	
21. Tottenham Hotspur Stadium, London	●		●		●		●		●		●	
22. Wembley Stadium, London	●		●	●			●		●	●		●



THE PURSUIT OF THE EXTRAORDINARY

APPENDIX

APPENDIX

Image Credits

COVER PAGE

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INTRODUCTION

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HOBART STADIUM – SITE SELECTION PROCESS

25th February 2022

MCS MANAGEMENT & CONSULTING

PhilpLighton Architects

Contents

The State Government requires a preliminary feasibility assessment of possible sites that could accommodate the footprint of a contemporary Tier 2 sporting and event stadium (capacity of 23-27,000 seats) within easy commuting distance of the Hobart CBD. The assessment may include up to three (3) sites.

PhilpLighton Architects

MCS MANAGEMENT & CONSULTING

Scope of Report

PHASE A: BRIEFING AND PROJECT COMMENCEMENT

Inception meeting with Secretary of Department and any other relevant persons to agree first level-assessment criteria.

Agreement of initial first-level assessment criteria to determine a zone for potential locations with the Department of State Growth / Infrastructure that:

- has an acceptable commuting/walking distance from the CBD (eg within a determined radius from the GPO), to maximise patron utilisation of existing CBD parking, passenger transport, accommodation and hospitality
- maximise the promotional benefit of the venue to the State
- minimise impact on residential areas

PHASE B: DEVELOPMENT AND ANALYSIS OF ASSESSMENT CRITERIA

A workshop with specialist Departmental staff to interpret and apply information relevant to multi-criteria analysis.

Further development of a multi-criteria analysis to enable comparison of potential sites within the defined zone that includes desk-top assessment of the following criteria:

- Heritage impacts
- Aboriginal heritage impacts
- Natural conservation value impacts
- Noise/light impacts
- Event day Traffic impact / congestion / management / ease of patron access
- Hobart City Council zoning and management plan compliance
- Site ownership constraints
- Site size constraints, including expansion capability
- Opportunities for functional integration with nearby infrastructure
- Services capacity
  - distribution – power, gas, water, sewer, stormwater, data, augmented reality
  - Data consumption and speed during events
- Emergency and other services amenity, access and ability to respond
  - Tas Police, Ambulance, Air Ambulance, Fire Services, etc
  - Health Department (eg: Covid agencies)
  - Federal Agencies
  - Defence forces
- Construction impact
  - Long term construction project (+2 years)
- Safety and security
  - Evacuation and egress
  - Surveillance / observation / protection
  - Counter terrorism
- Environmental considerations
  - Low impact – materials, re-use and recycled, energy demand, building envelope etc
  - Carbon neutral footprint guiding principals
  - Low emissions
- Site Expansion/Growth Opportunities

PHASE C – SCHEMATIC CONCEPT DESIGN

Production of concept designs, including

- Location / Site Assessment Plans
- High level conceptual floor plans
- Digital renders showing visual impact of two or three most feasible stadium sites at a landscape level

PHASE D – COMPILATION OF A REPORT + PRESENTATIONS

Collation of successful outcomes of Phases A, B and C into a presentation and Draft Report providing methodology and results and discussion of multi-criteria analysis.

Presentation to Secretary (1) (and potentially Minister/s) on content of draft Report.

Final Report to be provided following presentation.

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Project Brief

The State Government requires a preliminary feasibility assessment of possible sites that could accommodate the footprint of a contemporary Tier 2 sporting and event stadium (capacity of 23,000 to 27,000 seats) within easy commuting distance of the Hobart CBD.

The final assessment may include up to three (3) sites.

KEY CONSIDERATIONS FOR THE SITES

1. Has an acceptable commuting/walking distance from the Central Business District (eg within a determined radius from the GPO), to maximise patron utilisation of existing CBD parking, passenger transport, accommodation and hospitality
2. Maximise the promotional benefit of the venue to the State
3. Minimise impact on residential areas

SITE CONSIDERATION CRITERIA

Site Consideration Criteria

- Heritage impacts
- Aboriginal heritage impacts
- Natural conservation value impacts
- Noise/light impacts
- Event day Traffic impact / congestion / management
- Ease of patron access
- Hobart City Council zoning and management plan compliance
- Site ownership constraints
- Site size constraints, including expansion capability
- Opportunities for functional integration with nearby infrastructure / precinct creation
- Services capacity
- distribution – power, gas, water, sewer, stormwater, data, augmented reality
- Data consumption and speed during events
- Emergency and other services amenity, access and ability to respond
- Tas Police, Ambulance, Air Ambulance, Fire Services, etc
- Health Department (eg: Covid agencies)
- Federal Agencies
- Defence forces
- Construction impact
- Long term construction project (+2 years)
- Safety and security
- Evacuation and egress
- Surveillance / observation / protection
- Counter terrorism
- Environmental considerations
- Low impact – materials, re-use and recycled, energy demand, building envelope etc
- Carbon neutral footprint guiding principles
- Low emissions
- Site Expansion/Growth Opportunities

SITE CONSIDERATION CRITERIA

We developed a spreadsheet to allow us to score the sites. Using the scope as the basis, and then subsequently the site consideration criteria, we grouped each into a 5 distinctive categories being;

- Environmental
- Cultural
- Location
- Buildability
- Goverance

Each is given a total point value which adds up to 100. Each category has sub categories which contain sub-sections relating to the area. We placed a weighting against these sub-categories based on our view of the importance of the sub-category to the overall project.

Finally, we used a scoring process for each sub-category, out of 5, which then calculates the total points of each area. If any area scored a 1 it calculated 0% of the total potential score whereas a 5 scored 100% of the potential score.

Each site was set off against each other to enable us to get a total score for each area and site to compare as part of our analysis.

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS
	30%	Natural conservation value impacts	Flora & Fauna
Points Value	20%	Noise/light impacts	Nearby Residential location
20	20%	Patron impact	Residential location
Total Points	10%	Construction impact	Long term construction project (+2 years)
0	20%	Environmental considerations	Land disturbance
CULTURAL	30%	Heritage impacts	Historical significance of site
Points Value	30%	Aboriginal heritage impacts	Cultural significance of site
20	20%	Community	Residential impact
Total Points	20%	Community	Existing usage
0			
LOCATION	35%	Ease of patron access	Walking distance from CBD
Points Value	15%	Event day traffic impact and congestion	Need for vehicular access
40	10%	Site size constraints, including expansion capability	Future proofing
Total Points	10%	Emergency and other services amenity	Access and ability to respond
	10%	Safety and security	Evacuation and egress
	20%	Wow factor	Look and feel of stadium within surrounds
BUILDABILITY	30%	Cost to develop	Civil works required
Points Value	10%	Cost to develop	Minimising project costs
10	30%	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site
Total Points	30%	Services capacity	Existing availability and/or capacity of services
0			
GOVERNANCE	25%	Ownership	Site ownership constraints
Points Value	50%	Statutory authority compliance	Planning and development constraints/opportunities

SITE CONSIDERATION CRITERIA

ENVIRONMENTAL – FOCUS AREAS

This describes the environmental impact of the development both during construction and after completion on the pre-existent endemic and introduced flora and fauna, together with excavation or fill into natural landform and topography, and the nearby residential uses.

- Flora and Fauna: score based on the impact on the natural environment, including identification of any know habitat for rare or endangered species
- Noise and Light: score based on the impact on neighbouring houses on event night, including stadium noise, and flood lighting
- Patron impact: score based on the anticipated impact of patron using the site, both during construction and event night, including traffic congestion and pedestrian management, and outside stadium anti-social behaviour before or after events.
- Construction impact: score based on a long term construction activity and working hours, contractor parking, traffic management, construction noise including rock-breaking and power tools, heavy vehicle movements, meal purchases at local shops, rubbish, dust and spoil management
- Topography and landform: score based on the disturbance of the landform including natural waterways and to riparian corridors, cut, fill, excavations, and stockpiling of excavated material, over a +6ha flat site

CULTURAL – FOCUS AREAS

This describes the cultural impact of the development on the historical and cultural significance of the site, both first nations' and post-colonial, including heritage, adjacent residential uses and the effect on the site's current usage patterns and experiences

- Aboriginal heritage impacts: score based on the consultation with the traditional custodians of the land to determine identification of issues, evidence of occupation and connections to country (site)
- Heritage Impacts: score based on the impact to the historical significance of the site including known buildings, relics or previous usage or historical links to the site
- Community residential impact: score based on the anticipated impact to the adjacent residences and occupants, including impacts on occupants' peace and quiet, on-street parking, flood lighting, and noise, property values, outlook, and views
- Community existing usage impact: score based on the anticipated impact to the existing current usage of the proposed site, be it passive, recreational or organised, including such things as accessibility to the site, community sport, commercial or industrial usages

LOCATION – FOCUS AREAS

This describes the site's location in relation to the Central Business District, distance by walking, capability and capacity of the existing infrastructure, services, utilities, road networks and access and promotional capacity of the facility to the state.

- Ease of patron access: score based on the adjacency to the CBD, and ease and safety of pedestrian access before, during and after events, ease of way-faring, utilisation of existing infrastructure and services
- Event day traffic impact and congestion: score based on the ease of traffic management, event logistic vehicles, carparking, safe access, public and alternative transport arrangement – bus, bikes, e-vehicles, light rail, ferry, ride share, taxis, utilisation of existing infrastructure and services
- Site size constraints: score based on the ability to future proof the site to provide for the ability to grow the site with minimal changes to requirements, this includes such items as infrastructure capacity, land availability, etc
- Emergency and services amenity: score based on the ability for emergency and other services to be accommodated, infrastructure capacity, reaction times and ease of access (fire fighting etc)
- Safety and security: score based on the provisions for emergency evacuation and safe refuge, entry screening, crime prevention through environmental design
- Wow factor: score based on the experiential brilliance, showcase of Tasmanian excellence, promotional overview to city, iconic facility embedded in the public realm

SITE CONSIDERATION CRITERIA

BUILDABILITY – FOCUS AREAS

This describes the straightforwardness with which the facility could be developed on the site and includes building cost, earthworks (cut / fill / excavation), other required civil works construction, connections to the existing infrastructure and contractor access to the site

- Cost to develop - civil works: score based on the relative costs for excavations, cut and fill, importation of material and the complexity of building the site on the existing topography
- Cost to develop – building works: score based on minimising project expenditure by using existing landforms, services, structures and the like
- Opportunities for functional integration with nearby infrastructure: score based on the ability to connect to existing road networks, and other transportation hubs without the need to build new access or provide major improvements to the existing.
- Services capacity: score based on the close availability of building services such as stormwater, sewer, power, water, data and comms without the need to build new or provide major upgrades or improvements to the existing

GOVERNANCE – FOCUS AREAS

This describes the ownership of the land on the proposed site, statutory requirements and management over the site and the ease of meeting those requirements

- Ownership: score based on the ability to obtain "ownership" and access to the site – lease / rent / purchase and to amalgamate titles or other methods to enable construction over adjacent lots
- Statutory Authority compliance: score based on the ability to meet town planning requirements for the new works working within the statutory authority framework
- Management Plan compliance: score based on the ability to meet management plan requirements for the new works working within the statutory authority framework

SITE CONSIDERATION CRITERIA

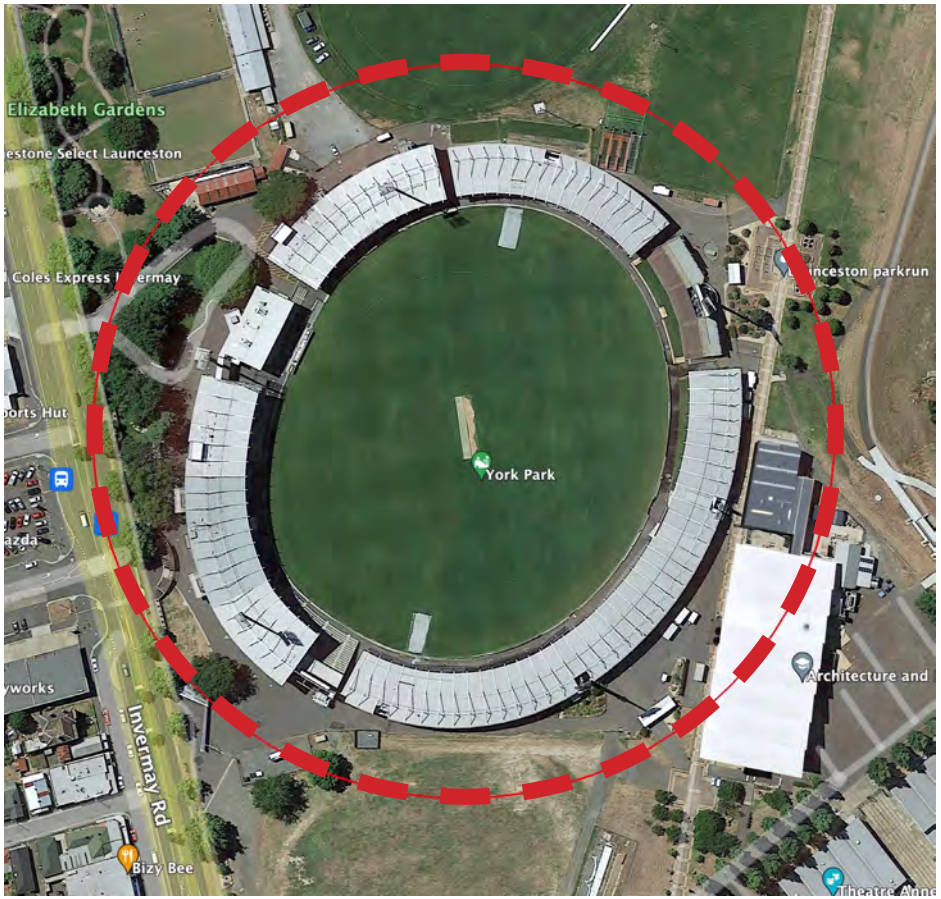
140M RADIUS – EXPLANATION AND IMAGERY AUTHORITY FRAMEWORK

After viewing various stadia around the country we developed the 140 metre radius to allow us to consider the different sites. This radius is considered a reasonable size for the development of the stadium and precinct, which allows for approach routes of both foot and traffic, activation areas, meeting space and appropriate apron around site.

You can see that Tasmania's two stadiums sit well inside the 140 metre radius. Some of the criticism of these stadiums is the approaches and meeting space as well as the ability to create a true "match day experience" by enabling quality activation areas in the precinct. The creation of these spaces allows the patrons the ability to engage in some of the pre/post event atmosphere which creates excitement and enjoyment of the event.

The space also allows for true separation between players & officials, broadcast and patrons, as well as giving the space for safe entry and exit processes and practices, both counter terrorism and public health.

140m radius - Blundstone Arena - 20,000 capacity



140m radius - UTAS Stadium - 21,000 capacity

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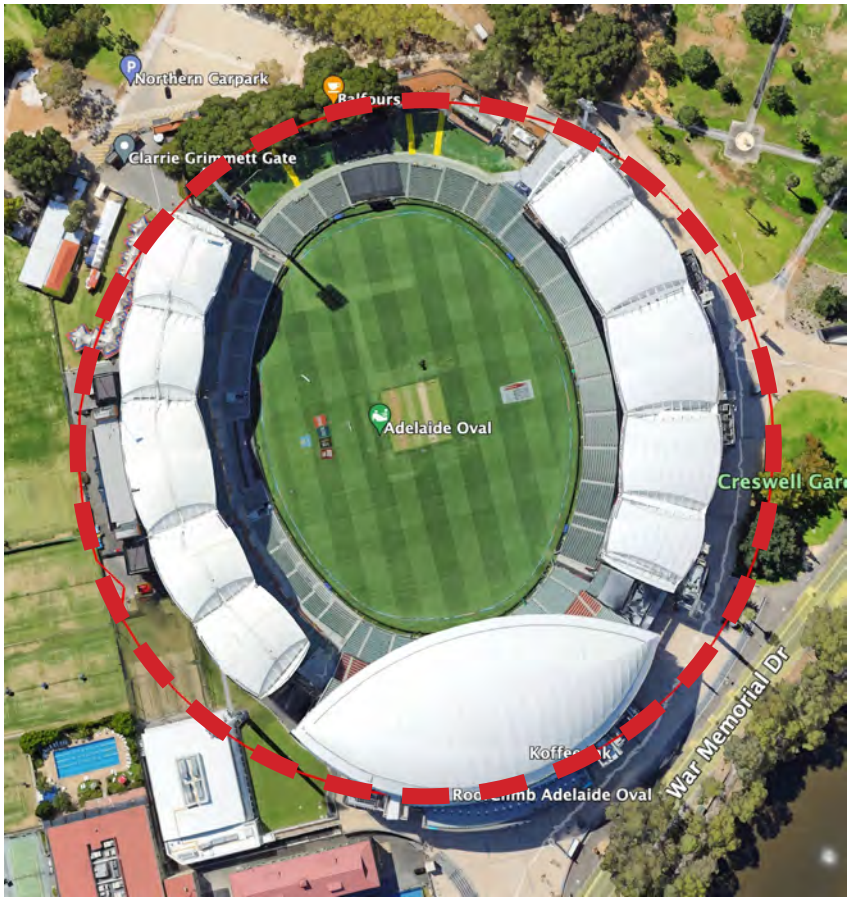
SITE CONSIDERATION CRITERIA



140m radius - Adelaide Oval - 53,500 capacity

140m radius - Metricon Stadium - 25,000 capacity

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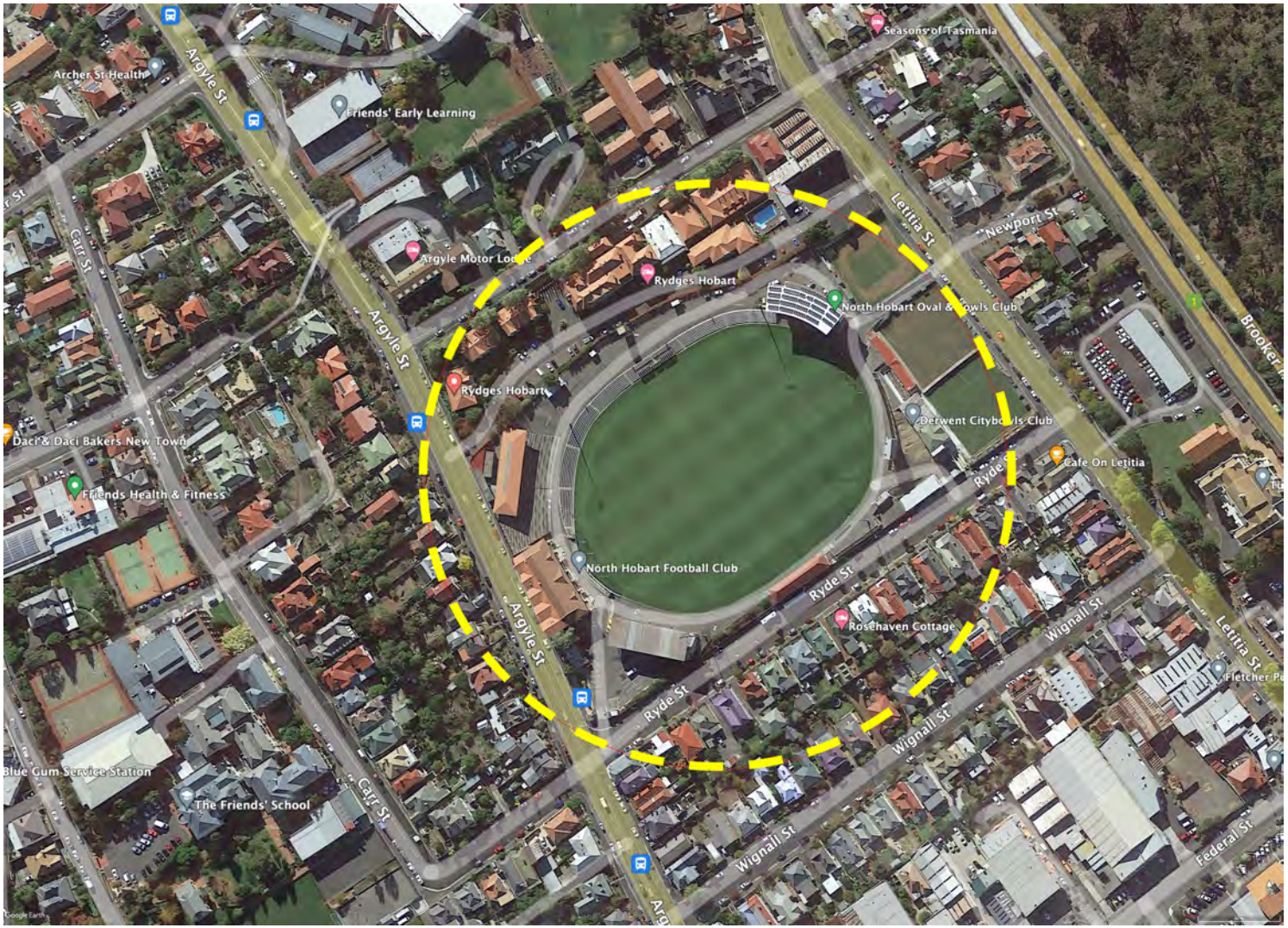
SITE CONSIDERATION CRITERIA

North Hobart Oval was considered briefly however when overlaying the 140 metre radius and consideration that site is 1,750 metres from the GPO, as well as the density of property around the site we decided to disregard.



140m radius - North Hobart Oval

SITE CONSIDERATION CRITERIA

ACCEPTABLE COMMUTING / WALKING DISTANCE

Walkability Standards – Design Concepts – Test of Common Assumptions

Robby Layton, Phd.

- Typical pedestrians believe 10 minutes walking time is an acceptable time
- Average speed of pedestrians ranges from 1.44 to 3.32 miles per hour (2.32 to 5.34km/h)
- Outcome of this study is common assumption is 390 to 900

Australasian Transport Research Forum

- Average speed of pedestrians is 1.49 metres per second (90 metres per minute = 900 metres)

PROJECT ASSUMPTION

10 to 15 minutes is the radius we will work to = 1,350 metres

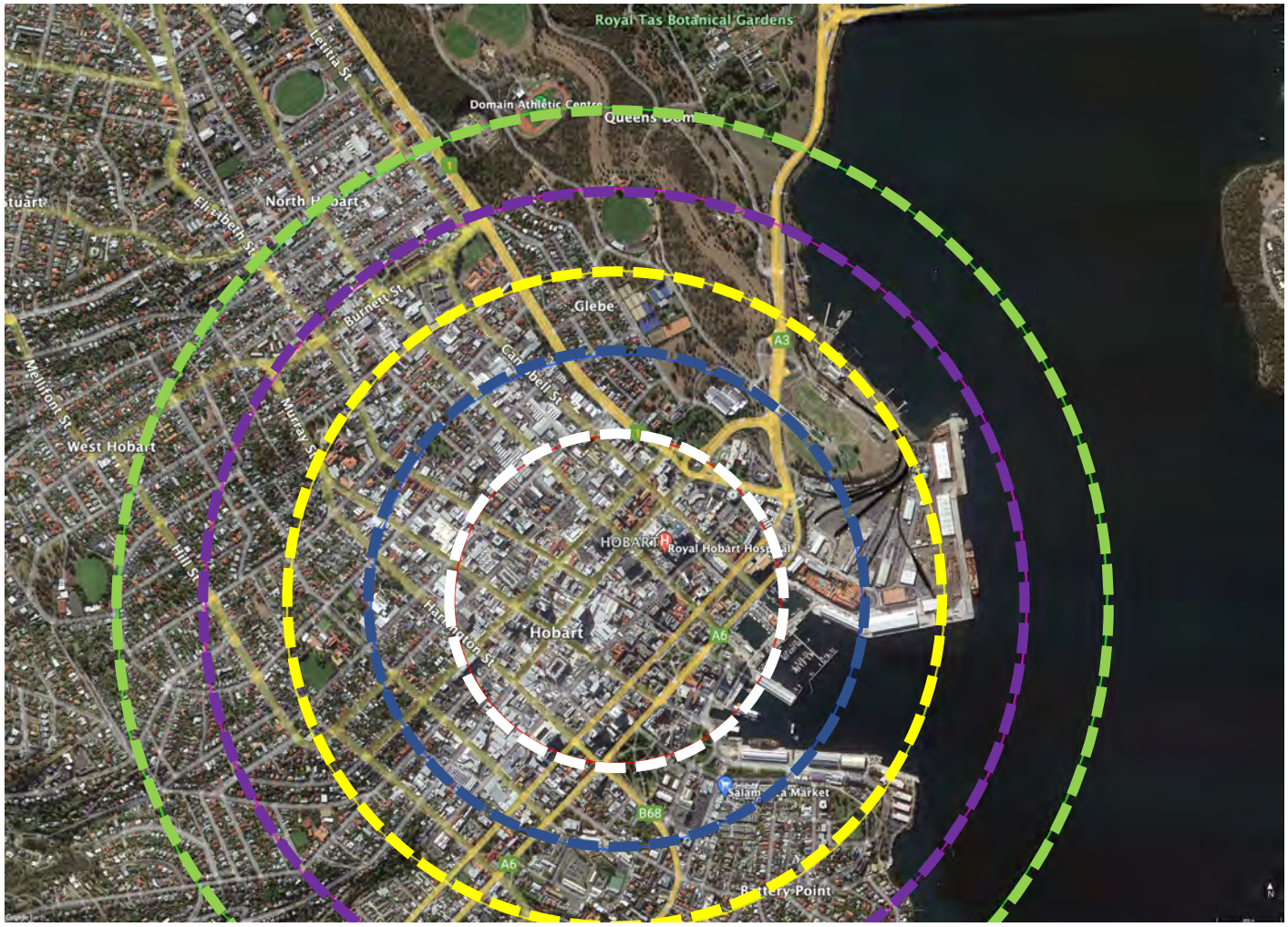
1500m RADIUS

1250m RADIUS

1000m RADIUS

750m RADIUS

500m RADIUS



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SITE SELECTION AREA

STADIUM

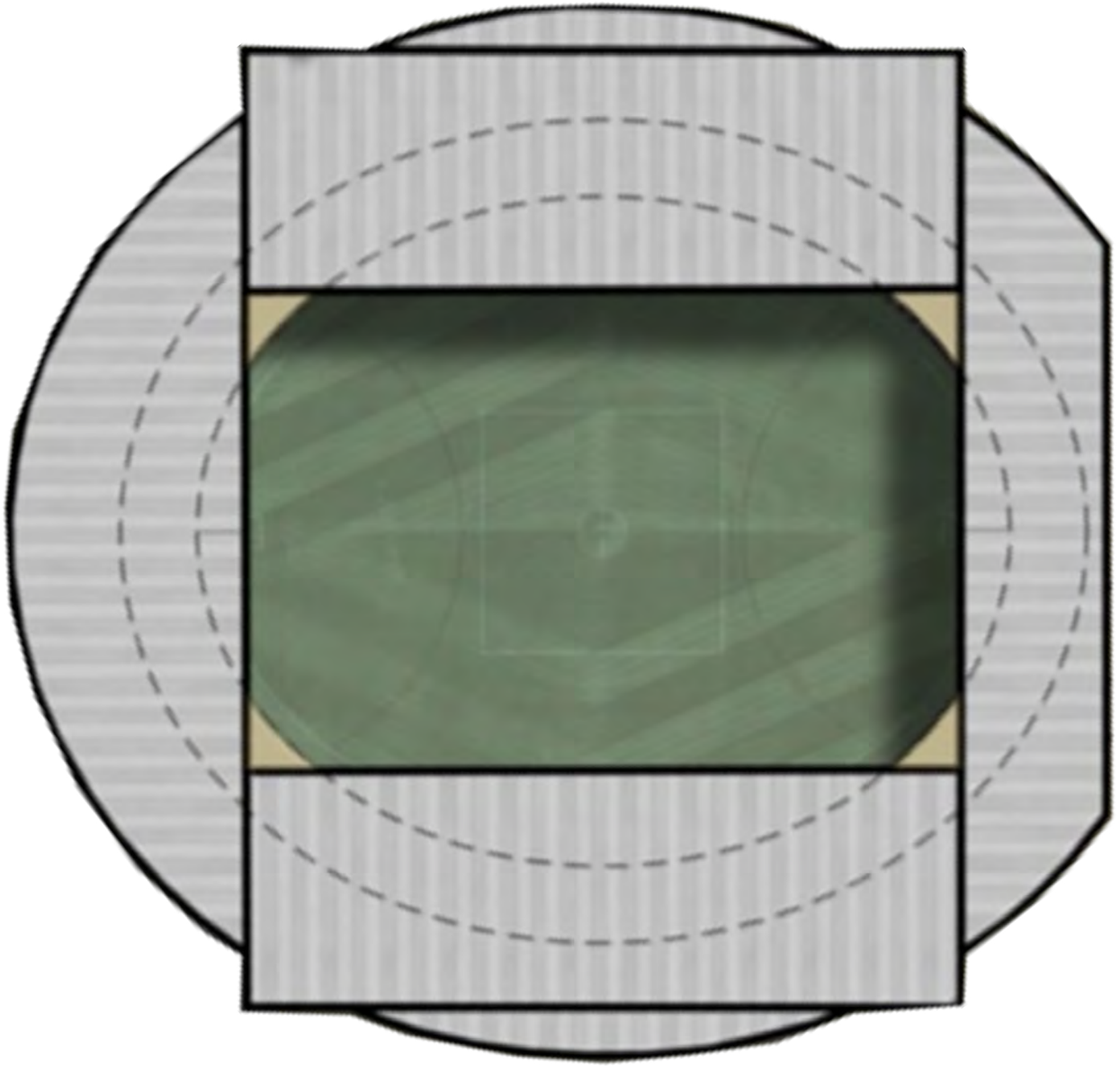
The stadium would have a 25,000 seat capacity with an operable roof. Lighting and AV equipement would be positioned within the envelope of the building to enhance the experience and to control light and sound spill.

Playing field size, roof height and broadcasting facility locations are designed to cater for multiple sports and events.

Operable banks of seating enables the stadium to transform when hosting rectangular sports events like Soccer or Rugby, creating more engaging spectator, player and broadcast experiece.

MODES AND CAPACITIES

AFL	25,000
Cricket	23,000
Rugby/Soccer	20,000
Concert	30,000



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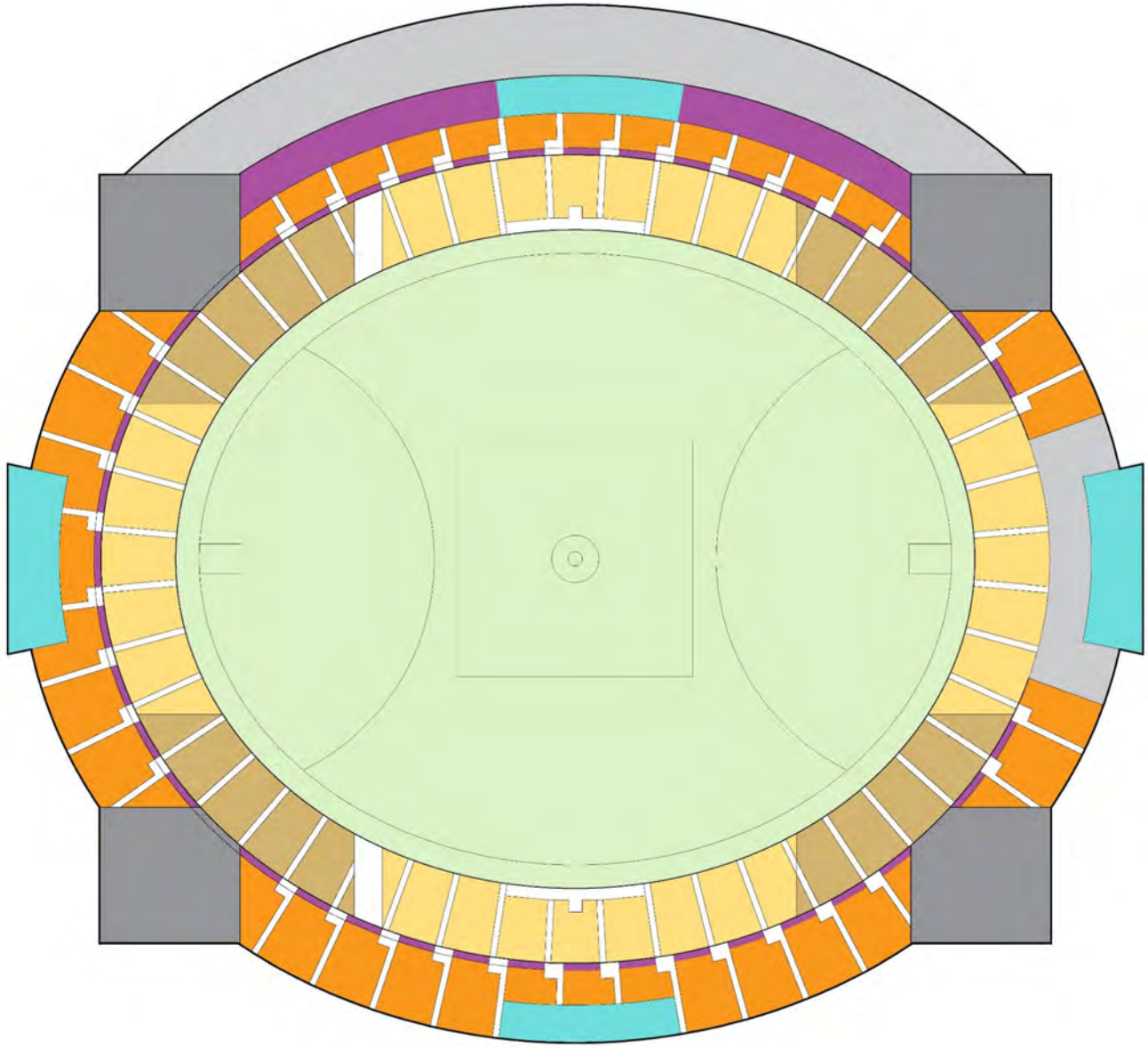
SITE SELECTION AREA

- LOWER LEVEL SEATING
- UPPER LEVEL SEATING
- CORPORATE VIEWING
- BROADCAST / MEDIA
- ROOF SUPPORT / VERTICAL CIRCULATION



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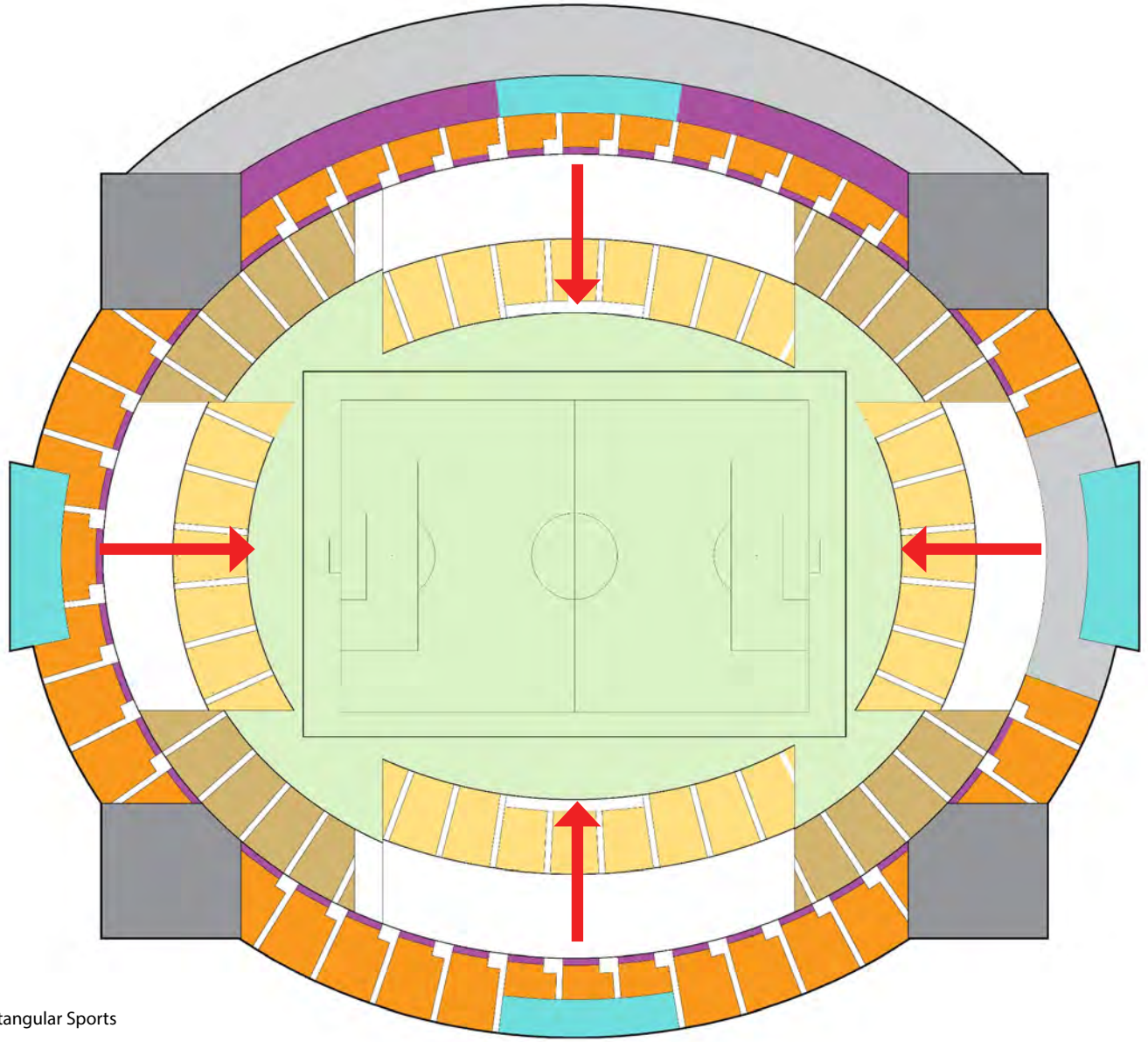
SITE SELECTION AREA



Operable Seating for Rectangular Sports

SITE ASSESSMENTS

Site 1: Soldiers Walk Crossroads

Aerial contextual view

SITE ASSESSMENTS - SITE 1: CROSSROADS – SOLDIERS MEMORIAL OVAL

Title information: 2 Davies Avenue Queens Domain CT164058/1

Owner: People of Hobart managed by the City of Hobart

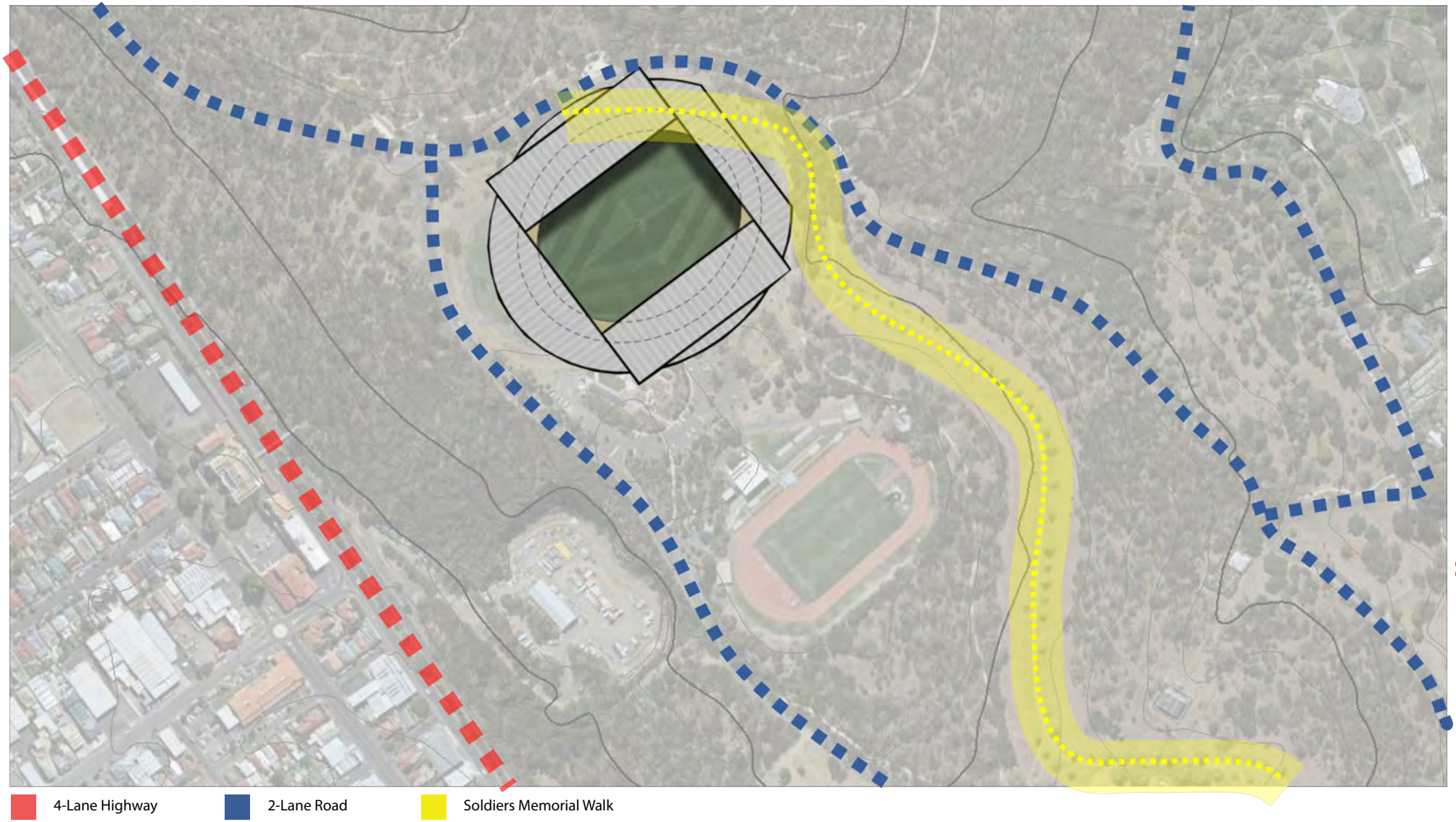
This site comprises two open sports fields bounded to the North and West by Upper Domain Road and to the East by the Soldiers Memorial Walk. The site is grassed and generally level as sports playing fields.

140m radius overlay

SITE ASSESSMENTS - SITE 1: SOLDIERS WALK CROSSROADs

Stadium fit

SITE ASSESSMENTS - SITE 1 SOLDIERS WALK CROSSROADS



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SITE ASSESSMENTS - SITE 1: SOLDIERS WALK CROSSROADS

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	4	4.50	Low impact due to existing site being two ovals
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	3	2.00	Site is a reasonable distance away from residential properties
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	2	1.00	Patrons and traffic will need to travel through residential area to access
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	3	1.00	Area currently used for parking and transit around domain as well as usage of area for outdoor activities
11.5	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	4	3.00	As existing sports field not a great deal of excavation etc to be done
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	3	3.00	Impact on existing Soldiers Memorial Walk area
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	2	1.00	Patrons and traffic will need to travel through residential area to access
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	2	1.00	Site used by many different community groups for various purposes
8							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	1	0.00	Site is significant distance from GPO and via steep terrain
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	2	1.50	Small narrow existing road network and directional change required
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	4	3.00	Site has space around for expansion in most directions
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	2	1.00	Small narrow existing road network which congests easily
10.5	**10%**	Safety and security	Evacuation and egress	Safe surrounds	4	3.00	Space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	2	2.00	Site is concealed and difficult for markability
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	5	3.00	As existing sports field not a great deal of excavation etc to be done
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	2	0.25	High cost as site is significant distance from major services
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	1	0.00	Small narrow existing road network which congests easily
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	1	0.00	Site is significant distance from major services
3.25							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	3	1.25	Domain land holdings problematic
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	4	3.75	Exisitng use as a sportsfield
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	3	1.25	Domain land holdings problematic
Total Points							
6.25							
						39.50	
TOTAL SCORE	**39.5**						

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

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SITE ASSESSMENTS

Site 2: Upper Domain Road

Aerial contextual view

SITE ASSESSMENTS - SITE 2: UPPER DOMAIN ROAD

Title information: 2 Davies Avenue Queens Domain CT164058/1

Owner: People of Hobart managed by the City of Hobart

This site comprises open wooded grassland sloping down from the Domain Athletics Centre (DAC - Athletics Tasmania) to the TCA Ground (North Hobart Cricket Club, Hobart Football Club, DOSA Football Club). There is approximately 25m fall from the DAC to the TCA. The Domain Athletic Centre was built in 1971 on the site of two small existing ovals

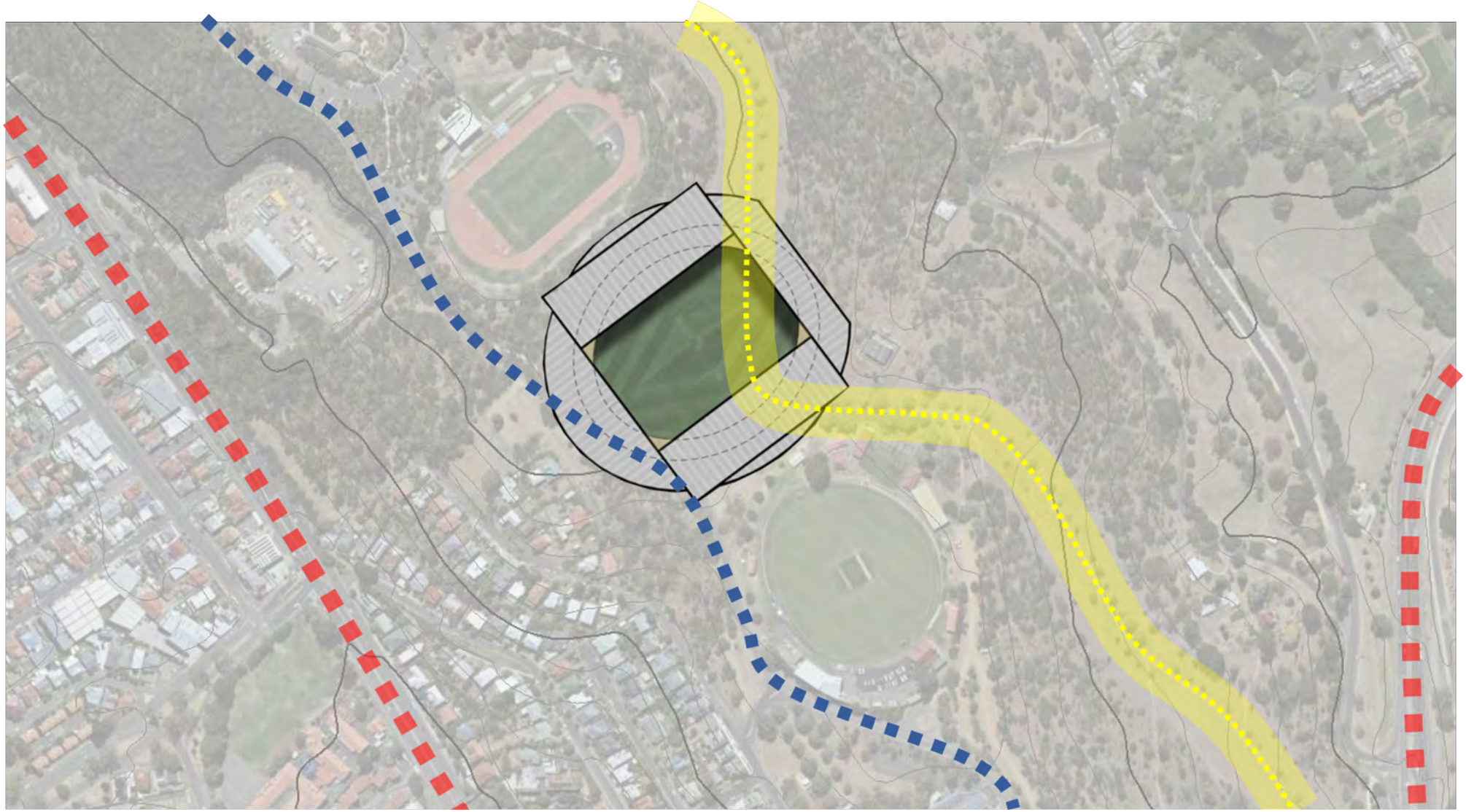
The site is bounded by to the North – the Domain Athletics centre embankment retaining the athletic track, to the east Soldiers Memorial Walk (including heritage buildings – Victoria Powder Magazine), to South the TCA Ground, a frequently used Sports Oval with a long history (see below) and to the west Upper Domain Road.

140m radius overlay

SITE ASSESSMENTS - SITE 2: UPPER DOMAIN ROAD

Stadium fit

SITE ASSESSMENTS - SITE 2: UPPER DOMAIN ROAD



4-Lane Highway 2-Lane Road Soldiers Memorial Walk

SITE ASSESSMENTS - SITE 2: UPPER DOMAIN ROAD

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	2	1.50	High impact due to existing site part bushland
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	1	0.00	Site is a close distance to residential properties
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	1	0.00	Patrons and traffic will need to travel through residential area to access
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	1	0.00	Area currently used for parking and transit around domain is only accessible from one road
2.5	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	2	1.00	In excess of 5 metre fall across site requiring excavation and fill
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	2	1.50	Impact on existing Soldiers Memorial Walk area
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	1	0.00	Patrons and traffic will need to travel through residential area to access
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	4	3.00	Site not utilised for many activities other than parking. TCA & Athletcs centre needs consideration.
7.5							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	2	3.50	Site is significant distance from GPO and via considerable terrain
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	2	1.50	Small narrow existing road network and directional change required
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	1	0.00	Narrow site constrained by existing facilities
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	1	0.00	Small narrow existing single road which congests easily
9	**10%**	Safety and security	Evacuation and egress	Safe surrounds	3	2.00	Limited space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	2	2.00	Site is concealed and difficult for markability
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	1	0.00	Major cut and fill required to prepare site
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	2	0.25	High cost as site is significant distance from major services
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	1	0.00	Small narrow existing road which congests easily
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	2	0.75	Site is significant distance from major services
1							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	3	1.25	Domain land holdings problematic
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	3	2.50	Exisitng use as busland and a car-park
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	3	1.25	Domain land holdings problematic
Total Points							
5							
						25.00	
TOTAL SCORE	**25**						

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

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SITE ASSESSMENTS

Site 3: TCA Ground

Aerial contextual view

SITE ASSESSMENTS - SITE 3: TCA GROUND

Title information: 2 Davies Avenue Queens Domain CT164058/1

Owner: People of Hobart managed by the City of Hobart

This site comprises a heritage cricket and football oval, formerly the headquarters ground of the Tasmanian Cricket Association (now Cricket Tasmania - CT). It is a picturesque ground and includes several heritage buildings and some moveable cultural heritage such as stone pitch rollers.

Since CT relocated to Bellerive Oval / Blundstone Arena the ground has primarily been used for local cricket and football competition and is used by North Hobart Cricket Club, Hobart Football Club, and DOSA Football Club

Surrounded by native bush and some mature exotic trees are located within its grounds, the site is bounded to the North – by open woodland as above to the Domain Athletics Centre, to the east Soldiers Memorial Walk (including heritage buildings), to the South open woodland and to the west Upper Domain Road / Davies Road.

140m radius overlay

SITE ASSESSMENTS - SITE 3: TCA GROUND

Stadium fit

SITE ASSESSMENTS - SITE 3: TCA GROUND

4-Lane Highway 2-Lane Road Soldiers Memorial Walk

SITE ASSESSMENTS - SITE 3: TCA GROUND

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	4	4.50	Existing sportsfield
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	3	2.00	Intensification of existing use
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	1	0.00	Patrons and traffic will need to travel through residential area to access
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	2	0.50	Area currently used for parking and transit around domain is only accessible from one road
10	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	4	3.00	Existing site requiring minimal excavation
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	1	0.00	Impact on current buildings significant
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	1	0.00	Patrons and traffic will need to travel through residential area to access
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	2	1.00	North Hobart CC, Hobrt & Dosa FC's would all require relocation
4							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	2	3.50	Site is significant distance from GPO and via considerable terrain
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	2	1.50	Small narrow existing road network and directional change required
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	3	2.00	Limited space available around site
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	2	1.00	Small narrow existing single road which congests easily
15	**10%**	Safety and security	Evacuation and egress	Safe surrounds	4	3.00	Reasonable space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	3	4.00	Historical site which provides some traditional opportunity for markability
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	4	2.25	Limited civil works reaquired due to existing footprint
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	3	0.50	Limited opportunity as site is significant distance from major services
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	2	0.75	Small narrow existing road network which congests easily
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	3	1.50	Some existing services on site howeevr site is reasonable distance from major services
5							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	2	0.63	City of Hobart & Tennanted hence some issues
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	4	3.75	Existing usage as a sports field
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	4	1.88	Intensification of existing use
Total Points							
6.25							
						40.25	
TOTAL SCORE	**40.25**						

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

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SITE ASSESSMENTS

Site 4: Lower Domain Road

Aerial contextual view

SITE 4: LOWER DOMAIN ROAD

Title information: 7 Lower Domain Road "Government House Estate" - historic title in the Crown

Owner: The Crown

This site comprises sloping open pasture to the south of Government House, the Vice Regal residence of the Governor of Tasmania.

Government House Estate is Permanently Registered on the Heritage Register, and the site is adjacent to other heritage features. The land is open pasture grazed by the Governors cattle and has a fall of approximately 20+m across the site.

The site is bounded to the North – by Government House and associated outbuildings and infrastructure, to the East and South by the Tasman Highway and to the West Upper Domain Road

140m radius overlay

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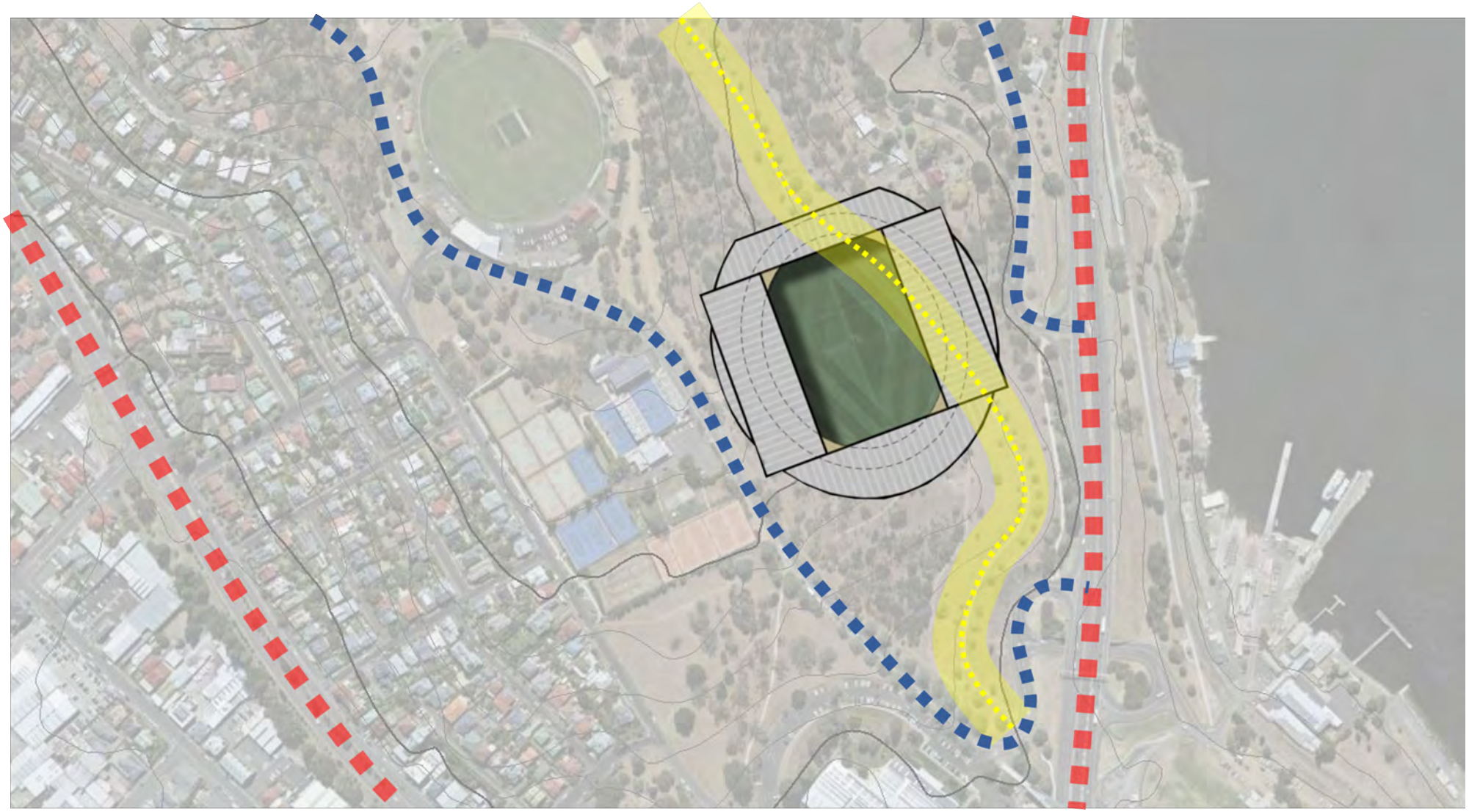
SITE ASSESSMENTS - SITE 4: LOWER DOMAIN ROAD

Stadium fit

SITE ASSESSMENTS - SITE 4: LOWER DOMAIN ROAD



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SITE ASSESSMENTS - SITE 4: LOWER DOMAIN ROAD

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	2	1.50	High impact due to existing site part bushland
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	4	3.00	Site is a clear distance to residential properties
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	4	3.00	Site is a clear distance to residential properties
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	2	0.50	Impact on existing services bar Botanical Gardens and Government House
9	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	2	1.00	Significant civil works requiring excavation and fill
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	1	0.00	Impact on existing Soldiers Memorial Walk & Heritage buildings
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	4	3.00	Site is a clear distance to residential properties
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	5	4.00	No current users identified
10							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	3	7.00	Site is reasonable distance from GPO
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	3	3.00	Some congestion expected impacting Tasman Highway - East only
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	2	1.00	Site constrained by topography
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	4	3.00	Via Tasman Highway (major arterial)
22	**10%**	Safety and security	Evacuation and egress	Safe surrounds	3	2.00	Limited space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	4	6.00	Site has potential to link with area including water, bridge and city
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	1	0.00	Major cut and fill required to prepare site
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	3	0.50	Reasonable cost as site somewhat distance from major services
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	3	1.50	Minimal works required
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	2	0.75	Limited services in area
2.75							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	3	1.25	Domain land holdings problematic
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	3	2.50	Exisitng use as busland and a car-park
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	3	1.25	Domain land holdings problematic
Total Points							
5							
						48.75	

TOTAL SCORE	**48.75**

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

SITE ASSESSMENTS

Site 5: Regatta Point

Aerial contextual view

SITE ASSESSMENTS - SITE 5: REGATTA POINT

Title information:

1. Cenotaph & Regatta Grounds Queens Domain CT1350
2. South Line McVilly Drive CT179192/4
3. Crown Land – foreshore apron – historic title

Owner(s):

1. People of Hobart managed by the City of Hobart
2. TasRail
3. Crown Land Services DPIPWE

This site comprises several packages of land including reclaimed land. The site has for many years been the site of the historic Hobart Regatta held in February, The Regatta Pavilion holds historic memories but is not listed, and the Cenotaph, Anzac Parade and the Queen's Battery are all Permanently Registered

The site would include for the flat waterfrontage apron rising up the headland on which the Cenotaph is placed, and is bounded to the North-West by Tasports slip and HMAS Huon facilities, to the North East the River Derwent, the South-East by the Taswater Sewage treatment plant, Macquarie Point and Tasports Hunter Street port workings and to the South West by the Cenotaph parklands.

140m radius overlay

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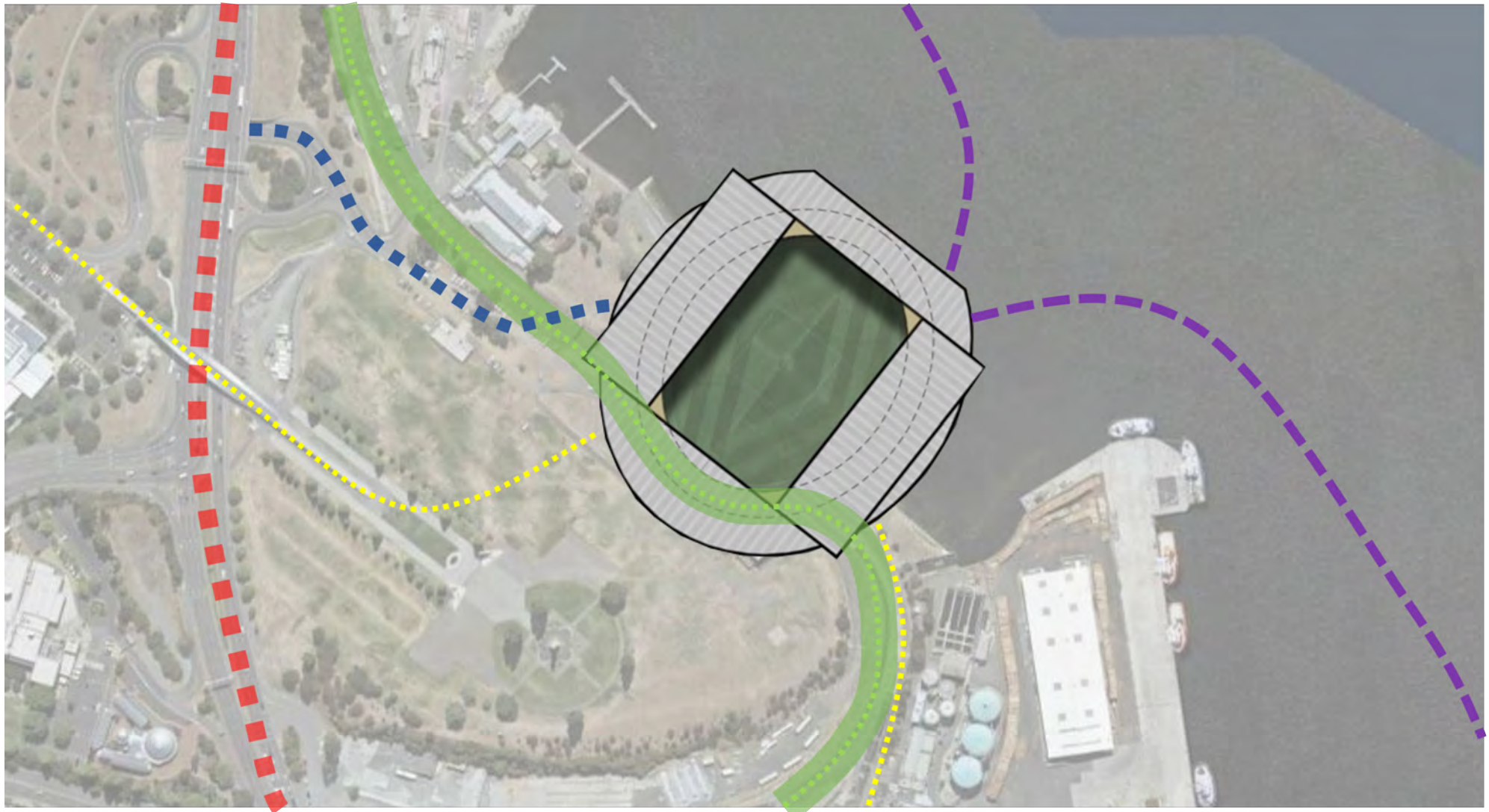
SITE ASSESSMENTS - SITE 5: REGATTA POINT

Stadium fit

SITE ASSESSMENTS - SITE 5: REGATTA POINT



SITE ASSESSMENTS - SITE 5: REGATTA POINT

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	3	3.00	Aquatic environment requiring further discussion
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	5	4.00	No issues identified
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	5	4.00	No issues identified
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	4	1.50	Minor impact on existing roadworks and surrounds
14.5	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	3	2.00	Some significant earth works/reclamation required
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	3	3.00	HMAS Huon, Regatta Association and Cenotaph needing consideration
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	5	4.00	No issues identified
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	3	2.00	Impact on regatta and boat ramp users
12							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	5	14.00	Short distance to CBD
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	3	3.00	Some congestion expected - most arterial roads accessible
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	3	2.00	Site has some contsraints due to being built in
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	4	3.00	Close proximity to CBD area
33	**10%**	Safety and security	Evacuation and egress	Safe surrounds	4	3.00	Space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	5	8.00	Site has potential to link with area including waterfront and city
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	3	1.50	Cut and reclamation/piering required (utilization of material excavated)
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	4	0.75	Industrial services nearby area
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	4	2.25	Some works required but access to ferrie and bike/rail network
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	4	2.25	Industrial services nearby area
6.75							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	3	1.25	Multiple ownership tricky but not immsomountable
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	3	2.50	Some work required
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	3	1.25	Some work required
Total Points							
5							
						71.25	
TOTAL SCORE	**71.25**						

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

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SITE ASSESSMENTS

Site 6: Macquarie Point

Aerial contextual view

SITE 6: MACQUARIE POINT

Title information: 10 Evans Street CT179192/3

Owner: Macquarie Point Development Corporation

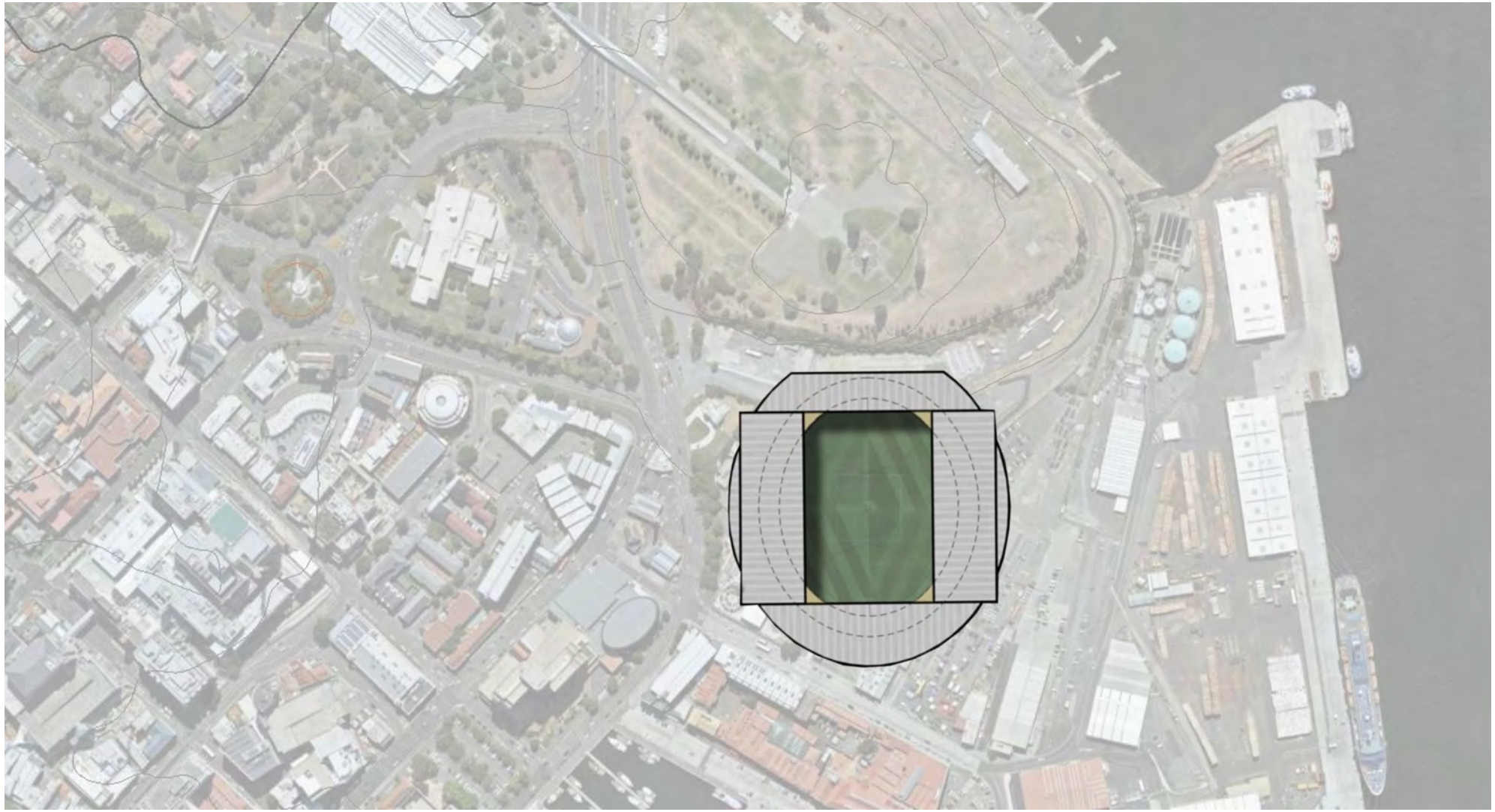
The Macquarie Point site comprising 9.3 hectares is largely located on reclaimed land within the Hobart port area. The site and surrounding area have a history of mixed industrial use, including the former Hobart Gasworks, Taswater sewage works, rail freight, and bulk fuel storage.

The Macquarie Point Development Corporation was created by the Tasmanian Government to remediate and develop the site, and there are several development plans for the Site.

The site would be considered "flat" and is bounded by the Cenotaph parklands to the North, Tasports operations to the east, Evan Street to the South and the Tasman Highway/ Davey Street to the West

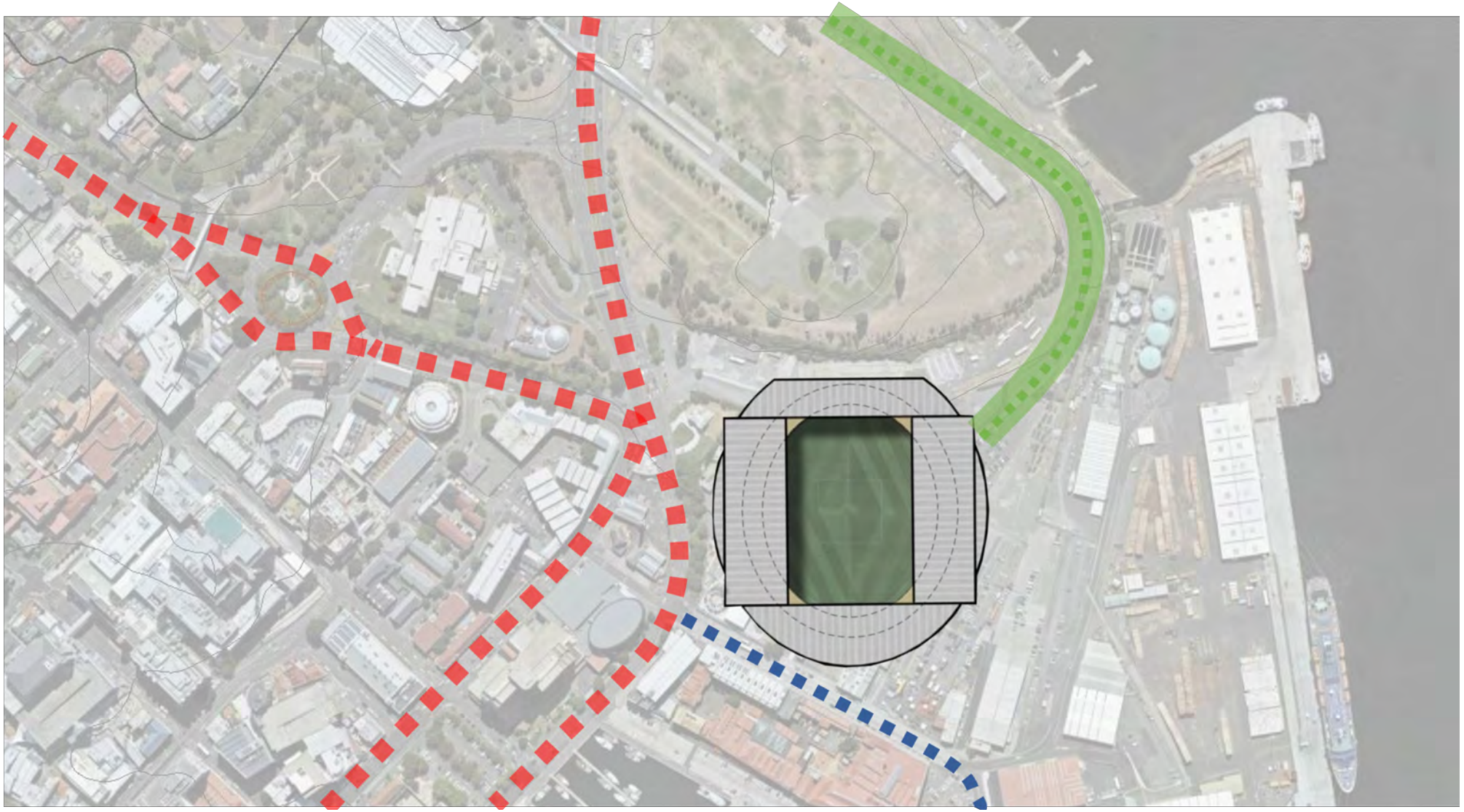
140m radius overlay

SITE ASSESSMENTS - SITE 6: MACQUARIE POINT



Stadium fit

SITE ASSESSMENTS - SITE 6: MACQUARIE POINT



4-Lane Highway 2-Lane Road Intercity Link

SITE ASSESSMENTS - SITE 6: MACQUARIE POINT

CATEGORY	WEIGHT	SUB-CATEGORY	FOCUS	DESCRIPTION	RATING	POINTS	COMMENT
ENVIRONMENTAL	**30%**	Natural conservation value impacts	Flora & Fauna	Impact on current habitat	5	6.00	No impact due to current site
Points Value	**20%**	Noise/light impacts	Nearby Residential location	Event sound and light emmitence	4	3.00	Somewhat limited by future accomodation providers and proposals
20	**20%**	Patron impact	Residential location	Event traffic & pedestrian management	4	3.00	No impact due to current site and proposals
Total Points	**10%**	Construction impact	Long term construction project (+2 years)	Impact on surrounding area during build period	4	1.50	No impact due to current site and proposals
16.5	**20%**	Environmental considerations	Land disturbance	6.1 hectares flat build site	4	3.00	No impact due to current site - some potential for contaminants on site
CULTURAL	**30%**	Heritage impacts	Historical significance of site	Identification of issues	4	4.50	Limited however some due to Cenotaph
Points Value	**30%**	Aboriginal heritage impacts	Cultural significance of site	Evidence and connection to site	3	3.00	Unknown - TBA
20	**20%**	Community	Residential impact	Impact on residential ammenity	4	3.00	Somewhat limited by future accomodation providers and proposals
Total Points	**20%**	Community	Existing usage	Impact on users and tennant activities	1	0.00	Proposed developments on site
10.5							
LOCATION	**35%**	Ease of patron access	Walking distance from CBD	Utilisation of existing infrastructure & services	5	14.00	Short distance to CBD
Points Value	**15%**	Event day traffic impact and congestion	Need for vehicular access	Utilisation of existing infrastructure & services	4	4.50	Some congestion expected - all arterial roads accessible
40	**10%**	Site size constraints, including expansion capability	Future proofing	Ability to grow site with changes to requirements	3	2.00	Site has some constraints by being built
Total Points	**10%**	Emergency and other services amenity	Access and ability to respond	Tas Police, Ambulance and Fire Services etc access routes	4	3.00	Close proximity to CBD area
32.5	**10%**	Safety and security	Evacuation and egress	Safe surrounds	4	3.00	Space around site to egress for emergency
	20%	Wow factor	Look and feel of stadium within surrounds	Maximise the promotional benefit of the site to the state	4	6.00	Site has potential to link with area including waterfront and city
BUILDABILITY	**30%**	Cost to develop	Civil works required	Complexity of site preparation on existing topography	5	3.00	Minor works required
Points Value	**10%**	Cost to develop	Mimising project costs	Maximise the savings to project	5	1.00	Industrial services already in area
10	**30%**	Opportunities for functional integration with nearby infrastructure	External civil works to access and service site	Approach roads, footpaths, parking etc	5	3.00	Minor works required
Total Points	**30%**	Services capacity	Existing availability and/or capacity of services	Power, gas, water, sewer, stormwater & data	5	3.00	Assumed more than adequate
10							
GOVERNANCE	**25%**	Ownership	Site ownership constraints	Obtaining and amalgamating site titles	1	0.00	Proposed usage problematic
Points Value	**50%**	Statutory authority compliance	Planning and development constraints/opportunities	Working within statutory authority requirements	5	5.00	Not an issue
10	**25%**	Statutory authority compliance	Management plan compliance	Working within statutory authority requirements	1	0.00	Proposed usage problematic
Total Points							
5							
						74.50	
TOTAL SCORE	**74.5**						

DESCRIPTION	RATING	SCORE
EXCEPTIONAL	5	100%
EXCELLENT	4	75%
SATISFACTORY	3	50%
POOR	2	25%
UNACCEPTABLE	1	0%

SITE ASSESSMENTS

Summary

SITE	ENVIRONMENTAL	CULTURAL	LOCATION	BUILDABILITY	GOVERNANCE	TOTAL POINTS	RANKING
1 Crossroads	11.50	8.00	10.50	3.25	6.25	39.50	5
2 Upper Domain Rd	2.50	7.50	9.00	1.00	5.00	25.00	6
3 TCA	10.00	4.00	15.00	5.00	6.25	40.25	4
4 Lower Domain Rd	9.00	10.00	22.00	2.75	5.00	48.75	3
5 Regatta Point	14.50	12.00	33.00	6.75	5.00	71.25	2
6 Macquarie Point	16.50	10.50	32.50	10.00	5.00	74.50	1

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Comparative Analysis

The selection criteria were developed to provide a logical assessment of each site against standard measures.

The summary of the comparative analysis and findings follows.

SITE 1: CROSSROADS – SOLDIERS MEMORIAL OVAL

Positives

- large flat open space
- currently utilised as sports fields
- reasonably distant from current residential areas

Challenges

distance from Hobart CBD

lack of services in the immediate vicinity

impact on Soldiers' Memorial Walk

SITE 2: UPPER DOMAIN ROAD (BETWEEN DOMAIN ATHLETICS CENTRE AND TCA GROUND)

Positives

- open woodland
- Abuts current sports fields

Challenges

- distance from Hobart CBD with minimal existing road networks
- considerable cross fall requiring substantial cut and fill
- some impact on Soldiers' Memorial Walk
- close to existing residential areas

SITE 3: TCA GROUND

Positives

- Currently utilised as a sports fields
- Former major State cricket venue
- Picturesque site

Challenges

- distance from Hobart CBD with minimal existing road networks
- heritage constraints
- some impact on Soldiers' Memorial Walk
- close to existing residential areas

SITE 4: LOWER DOMAIN ROAD (OPPOSITE THE TENNIS CENTRE)

Positives

- excellent views from the River and Domain Highway
- good infrastructure adjacent
- good distance from existing residential areas

Challenges

- considerable cross fall requiring substantial cut and fill
- substantial impact on Soldiers' Memorial Walk
- close to existing residential

SITE 5 – REGATTA POINT

Positives

- excellent views from the River and Domain Highway – WOW factor!
- major infrastructure opportunities adjacent – including road rail and river
- substantial distance from existing residential areas but close to CBD

Challenges

- existing landholdings and operations
- potential for impact on Cenotaph and associated events
- potential for impact on Regatta events

SITE 6 – MACQUARIE POINT

Positives

- flat site capable of accommodating the facility
- major infrastructure opportunities adjacent – including road and rail
- substantial distance from existing residential areas but close to CBD

Challenges

- existing landholdings and operations
- impact on the future development earmarked for the site

Report Findings

Whilst the Domain Precinct has always been touted as an ideal location for a stadium to be developed the reality is that there are so many other users and uses of the area, any development at sites 1 (Soldiers Walk – Crossroads), 2 (Upper Domain Road) or 3 (TCA Ground) will face significant obstacles.

There has been tension with local residents and objections to sporting or other developments citing noise, light emission, traffic and pedestrian movement as well as existing user groups as part of their grounds. Limited access to the area via smaller local road network designed for light vehicle movement would also be problematic requiring substantial infrastructure re-works.

Sites 1, 2 & 3 are located in either recreational or open space zones meaning there is a mechanism to challenge other events at the venue.

The TCA Ground as a site, and their users, has a long history and any acquisition would be considered detrimental to the relevant codes unless suitable and agreed relocation can be found & funded. The growing significant soccer usage at Crossroads in winter would also pose as a high detrimental and contentious removal facing strong opposition.

We feel though that the underlying issues with these sites is the fact that they sit outside the "acceptable walking" distance and pose a threat to foot traffic use of the site. The terrain itself must be given significant attention when considering a site so as to allow for all users. When comparing to other sites, on flat surfaces, and then back to the Project brief these sites have been discounted.

Site 4 (Lower Domain Road) offers much better commuting ability by foot and link to the city as opposed to sites 1, 2 & 3 there are still some significant hurdles to pass.

The site itself is situated directly through Soldiers Memorial Walk, as well as a number of significant sites surrounding.

The build cost is significant here and the contour cut is some 30 to 40 metres into the Queens Domain. As the site is a greenfield site there are also limited to no services in the area which would required considerable investment in developing.

Site 5 (Regatta Point) & 6 (Macquarie Point), whilst having their own challenges are the obvious choices for this project with their proximity to the city, limited current users and fact that they both are the closest to the city, accommodation and entertainment districts as well as in direct site of Hobart, hence the wow factor.

Macquarie Point has been touted for other uses and throughout our project we have gained an understanding that the chances of using this site are more or less non-existent.

Regatta Point is our recommended site.

Whilst there are some challenges to overcome such as reclaiming and structural works, the topography of the site lends itself to a structure of this size with the land already falling away from 20 metres to sea level in the desired location. The water level is shallow here also fanning out to a depth of no more than 10 metres.

Site users of the area are limited to the Regatta Association and a public boat ramp. The conversations with the Regatta Association should be along the lines of incorporating their needs into the design of the stadium. A relocation of a boat ramp to a suitable site around the Derwent would be a reasonably cost-effective solution.

The other consideration is to work with the RSL on how such a stadium can enhance the Cenotaph area and annual events held to remember the servicemen and their sacrifices. Consideration could be given her to amphitheatre seating for the parades, use of screens or facilities to enrich the experience, all the way to the name of the stadium, such as Anzac Stadium (as an example) to honour the association.

We believe that there are a number of reasons to choose this site over the other sites such as;

- Ability to develop new absolute waterfront restaurant and retail precinct.
- Wow factor from approach.
- Implementation of extra public transport options than all others with Ferry service, as well as joining Macquarie Point with access to Northern Corridor.
- Development of a regular Public Transport hub to help awaken and enhance the new precinct.
- It is the furthest away of any of the sites to residential areas.
- Opportunity to work with Regatta Association to have new Regatta site – undercover.
- Open flat space adjacent on current Regatta Grounds for parking/ match day activations at events.

Appendix 3

Hobart Stadium Site Options

Pre-Feasibility Study for Regatta Point and Macquarie Point Sites

Australian Football League and State Growth Tasmania

2022-08-05

aurecon

Bringing ideas to life

Document control record

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Document control						aurecon
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File path						
Client		Australian Football League and State Growth Tasmania				
Client contact		Matthew Chun/ Andrew Finch	**Client reference**			
Rev	**Date**	**Revision details/status**	**Author**	**Reviewer**	**Verifier** (if required)	**Approver**
A	2022-08-02	Initial issue to QS	MLS/ES	TG		MLS
B	2022-08-05	Issue to State Growth Tas	MLS/ES	TG		MLS
Current revision		**B**				

Contents

Figures

Tables

Executive Summary

Following an earlier study into three potential sites for the proposed Hobart Stadium, Aurecon has been commissioned by the Australian Football League (AFL) to provide further information to aid in a more detailed assessment of two of these sites, namely Regatta Point and Macquarie Point.

Our primary assessment is to focus on the below-ground technical issues that are particular to each individual site. It is envisaged that the above-ground stadium would be similar for each site. The aim of this investigation is therefore to identify the technical issues that are unique to each of these sites, so that indicative costs associated with these issues can be determined for the purposes of comparison. To allow an assessment of the inground works, an assumed stadium configuration has been used. An architectural design for the stadium has not commenced, so this study is based on reference projects such as Marvel Stadium in Melbourne, and Metricon Stadium in Queensland but with a reduced grandstand size based on a seating capacity of around 23,000 seats. In the GA zones a grandstand arrangement similar to Metricon Stadium has been adopted, which accesses the lower tier from a raised concourse, and from which the upper tier is accessed via stairs.

A number of key criteria were identified to enable a comparison of the sites to be made. These are described in the body of the report, but have been summarised below for ease of reference.

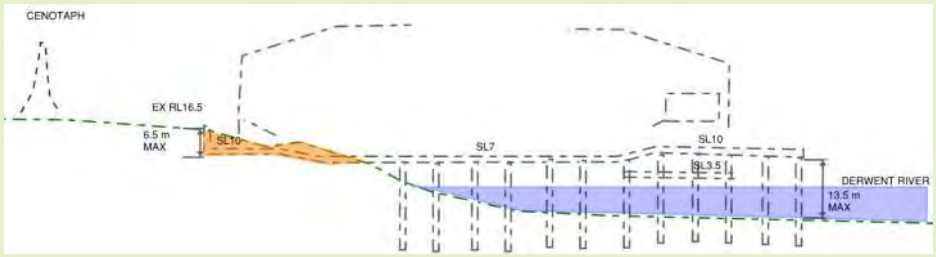
Commentary on the merits of fixed roof vs an operable roof is provided in Section 4.1. Some commentary around the sensitivity of the figures with respect to roof type, façade type, and relative areas of GA vs Operational zones is provided in Section 12.

A pictorial summary for the two sites is also included in Figure 14-1 and Figure 14-2.

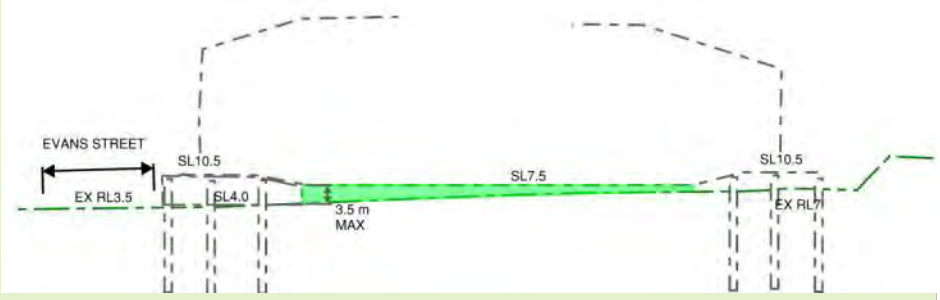
The arrival and departure of over 20,000 people to the events at the stadium will challenge the existing transport infrastructure. Whilst not within the scope of this study, we have included a section that discusses some of the issues that will need to be addressed. This is presented in a graphical format by considering a “Journey Map” for different people within the community that will attend the stadium. Should the stadium development proceed, State Growth Tasmania will need to consider the improvements that may need to be made to the existing transport infrastructure. In Section 13 we have also referenced potential development opportunities a stadium in Hobart would afford the surrounding precinct.

Regatta Point Site

ISSUE	SECTION OF REPORT	DESCRIPTION
Stadium Alignment	1.0	At around 45degrees from the preferred north-south orientation. This is driven by the alignment of the existing Regatta Point shoreline.
Topography	3.1.2	The site topography varies between RL17 and RL3.5. The site falls by more than 13m from the Hobart Cenotaph end towards the Derwent River.
Geotechnical	3.3	Expected to be predominantly natural material, with Dolerite rock at an average depth of around 5m. The max depth of water is expected to be 10m, with sediments at the base of the river, above the clay and Dolerite rock.

Typical arrangement on site	5.1	At the high side (Cenotaph side) the stadium would be set down with a batter where possible and with a retaining wall at the narrowest section. The pitch will be mostly suspended on piles, apart from the end nearest to the Cenotaph. Access for servicing the facility and the location of all the back-of-house areas of the building will need to be from this “land side”, which generates the need for further excavation on the high side compared to the other sites. 
Bulk Earthworks	6.1	Requires around 14,000m^3 of cut into material that is expected to be mostly clean. Minimal fill required.
Site Vehicle Access	6.2	Access road to be created from north. Around 1,200m^2 of new pavement and a retaining wall required.
Potable Water	7.2	Will require a new 150mm water main from the 250mm water main off Tasman Highway. This main could extent to the existing 150mm water main to form a ring main providing additional supply resilience.
Sewer	7.3	May require diversion of an existing 150mm sewer line and if to be used for the stadium upgraded to a new 225mm line discharging close to the Sewerage Treatment Plant in a branch line pit.
Gas	7.4	Extend the existing 63mm line which is currently close to the site and a metered takeoff from this new pipe.
Electrical	7.5	Will require two supply authority substations fed from a new 11kV feed from the nearest zone substation. This site will also require relocation of an existing 11kV feeder.
Stormwater	7.7	New Gross Pollutant Trap to protect Derwent River from solids. New 1100m^2 bioretention basin to treat water quality from stadium. New 30m long 450mm pipe to discharge to basin.
Pitch Structure	8.2	Predominantly suspended on piles
Foundations	8.2	Pad Footings over approximately a quarter of the site, For the piles required for the remainder of the project, approx 25% will be around 15m long and 75% will be around 27m long. Additional retaining wall required on Cenotaph side.
“Found Space”	9.0	A total of 14,000m^2 of back-of-house area has been identified and standardised across both sites. This will need to be tested against the requirements of the project, but may generate in the order of 40 car spaces.
Perimeter Concourse	10.0	An external concourse of 10m width has been allowed to the full perimeter. This is located at the same level as the internal concourse, which is about 3metres above the pitch.
Plaza/ Meeting Place	11.1	3,600m^2, suspended over water on river side.

Macquarie Point Site

ISSUE	SECTION OF REPORT	DESCRIPTION
Stadium Alignment	1.0	Site allows alignment in the preferred north-south orientation
Topography	3.2.2	The site topography varies between RL8 and RL3.5. The site is relatively flat with a fall of 4m from the Hobart Cenotaph towards Evans Street.
Geotechnical	3.3	Expected to be predominantly mine tailings and fill, with Dolerite at depth. The Macquarie Point Development Corporation has undertaken remediation of the site to treat the known contamination that has been present on this site.
Typical arrangement on site	5.2	The modest cross fall on this site enables the pitch to be generally on-grade, or on engineered fill. An aim of the design is to limit the amount of excavation due to the potential for further contamination to be encountered. 
Bulk Earthworks	6.1	Due to the potential for contamination to be encountered, the design requires minimal cut on site. As the pitch will be built up above the existing surface, requires 23,000m^3 of fill
Site Vehicle Access	6.2	Realignment of the road on the northern side is expected to be required to fit the stadium on this site. 400m^2 of new pavement required.
Potable Water	7.2	New tapping into existing 250mm watermain on Davey Street which is part of ring main.
Sewer	7.3	A new branch line pit to be constructed over the existing 450mm pipe.
Gas	7.4	Install a new metered take off line from the 90mm supply on Evans Street.
Electrical	7.5	Will require two supply authority substations from a new 11kV from the nearest zone substation. This will require boring under Evans St.
Stormwater	7.7	New 45m long 525mm RCP to for major flow discharge to existing asset. New gross pollutant trap to protect Derwent River from solids. New 1100m^2 bioretention basin to treat water quality from stadium. New 30m long 450mm to discharge to basin. New 25 long 525mm pipe to discharge major flow to existing asset.
Pitch structure	8.3	On engineered fill.
Foundations	8.3	Piles of approx 20m length across whole site. A retaining wall will be required around most of the perimeter of the pitch.
“Found Space”	9.0	A total of 14,000m^2 of back-of-house area has been identified and standardised across both sites. This will need to be tested against the requirements of the project, but may generate in the order of 40 car spaces.
Perimeter Concourse	10.0	An external concourse of 10m width has been allowed to the full perimeter. This is located at the same level as the internal concourse, which is about 3metres above the pitch.
Plaza/ Meeting Place	11.2	3,600m^2, located on grade at Evans St end.

1 Introduction

Aurecon was commissioned by the Australian Football League (AFL) to aid in the assessment of three potential sites for the proposed Hobart Stadium. The sites investigated in the original study were Lower Domain Road, Regatta Point and Macquarie Point. Subsequent to the completion of our initial assessment, the decision has been made to eliminate the Lower Domain Road site as a viable option, and to delve more deeply into the other two sites. This report builds upon the previous study of the Regatta Point and Macquarie Point sites, but provides more detail. It is intended as a standalone report, bringing forward the relevant information from our initial study, such that reference to our previous report is not required. The main changes we have made since issuing our previous report are as follows:

- A focus on 2 sites only – Regatta Point and Macquarie Point
- The stadium on each site has been rotated to better suit a north-south orientation
- An external perimeter concourse has been added to both sites for costing purposes
- Considerations have been added if the stadium were to include a permanent ETFE roof

The report provides:

- A description of the site and key characteristics
- A review of existing and future infrastructure services available in the surrounding area
- An assessment of existing infrastructure requirements to serve a proposed Stadium
- A description of a generic stadium that has been applied to each of the sites for the purpose of this report (only)
- An indicative structural design of the sub-structure to suit the respective sites.

The location of the two studied sites is shown in Figure 1-1.

Figure 1-1 – Site Locality

2 Review Assumptions

This report has been prepared in response to a request from AFL for Aurecon to further investigate the relative merits of two possible sites for a stadium in Hobart, focussing primarily on the below-ground technical issues that are particular to each individual site. It is envisaged that the above-ground stadium would be similar for each site. The aim of this investigation is therefore to identify the technical issues that are unique to each of these sites, so that indicative costs associated with these issues can be determined for the purposes of comparison.

An architectural design for the stadium has not been made available to date, so this study is based on reference projects such as Marvel Stadium in Melbourne, and Metricon Stadium in Queensland but with a reduced grandstand size based on a seating capacity of around 23,000 seats. The assumed footprint will serve the purposes of this comparison exercise, however will likely need to be refined in future stages of design to further consider spatial requirements for concourses, food and beverage outlets, broadcast media, corporate and function areas, changerooms, BOH areas, vehicular servicing arrangements, etc.

For the purposes of this report, we have divided the stadium into 2 zones, General Admission (GA) and Operational. For the purposes of this report, the footprint of the GA zone is assumed to be approximately 60% and Operational is 40%. It is assumed that the Operational portion of stadium is located on the “low” side of the site to make use of the available space for support and back-of-house areas including kitchens, deliveries, team drop-off, player change rooms, media facilities, etc.

The stadium orientation assumed in this study has the field generally in a north-south orientation. This is because if a fixed ETFE roof is adopted the stadium will require this orientation to optimise the sunlight onto the natural turf. For Regatta Point it is awkward to orient the stadium in a true north direction, so it has been placed as best as possible.

A roof height above the playing surface of at least 37m has been adopted, which provides the same “high ball” line above the pitch as Marvel Stadium. The roof height is also driven by the need for the sports lights to be located below the roof line at suitable height that achieves broadcast illuminance requirements whilst minimising glare to players and spectators. Without a specific sports lighting design, we have adopted a similar height to Marvel Stadium.

Note that due to the confidential nature of this investigation, Aurecon were not able to engage freely with other consultants, utility service providers and other authorities who may have been able to provide more detailed information than what we were able to source as part of this desktop assessment. On this basis, this report is indicative in nature and does not provide comprehensive details of all the technical issues across the two sites.

3 Site Information

3.1 Regatta Point

3.1.1 Location

The property title information is as follows:

Cenotaph & Regatta Grounds Queens Domain - CT1350

South Line McVilly Drive CT179192/4

Crown Land – foreshore apron – historic title

Owner(s):

People of Hobart managed by the City of Hobart

TasRail

Crown Land Services DPIPWE

This site comprises several parcels of land, including reclaimed land. The site has for many years been the site of the historic Hobart Regatta held each February. The Regatta Pavilion holds historic memories but is not heritage listed. The Cenotaph, Anzac Parade and the Queen's Battery are all permanently registered.

The site includes the flat waterfront apron rising up the headland on which the Cenotaph is placed and is bounded to the north-west by Tasports slipway and HMAS Huon facilities; to the north-east by the River Derwent; the south-east by the Taswater Sewage Treatment Plant, Macquarie Point and Tasports Hunter Street port workings; and to the south-west by the Cenotaph parklands.

The site can be accessed via McVilly Drive off the Tasman Highway.

3.1.2 Topography

The site topography varies between RL16.5 and RL3.5. The site falls approximately 13m from the Hobart Cenotaph towards the Derwent River. An illustration of the relative levels (RL) is shown in Figure 3-1.

Figure 3-1 – Regatta Point Topography Heat Map

3.2 Macquarie Point

3.2.1 Location

The property title information is as follows:

10 Evans Street CT179192/3

Owner: Macquarie Point Development Corporation

The Macquarie Point site comprising 9.3 hectares is largely located on reclaimed land within the Hobart port area. The site and surrounding area have a history of mixed industrial use, including the former Hobart Gasworks, Taswater sewage works, rail freight, and bulk fuel storage.

The Macquarie Point Development Corporation was created by the Tasmanian Government to remediate and develop the site, and there are several development plans for the site.

The site can be considered relatively flat and is bounded by the Cenotaph parklands to the north, Tasports operations to the east, Evan Street to the south and the Tasman Highway/ Davey Street to the west.

3.2.2 Topography

The site topography varies between RL7.5 and RL3.5. The site is relatively flat with a fall of 4m from the Hobart Cenotaph towards Evans Street. A heat map of the relative levels (RL) is shown in Figure 3-2.

Figure 3-2 – Macquarie Point Topography Heat Map

3.3 Geotechnical Conditions

The general geology of Hobart is covered in the following diagram published by the Tasmanian Government:

Figure 3-3 – Hobart Geology Map

This is consistent with anecdotal evidence Aurecon has been able to obtain from other sources. Dolerite is an igneous rock that is seen across many sites in Tasmania. The sound (solid) rock is often overlain by completely weathered dolerite (clay in layman's terms). This is the general geology expected at Regatta Point. In the river adjacent to the Regatta Point site it is expected that a layer of estuarine/marine deposits will exist over the weathered dolerite and dolerite bedrock.

For the Macquarie Point site the Hobart Geology map indicates mine tailings and fill. This is consistent with reports sourced from the Macquarie Point Development Corporation.

4 Assumed Stadium Configuration

To enable this desktop pre-feasibility study to be undertaken some assumptions have been made on the configuration of the stadium. These will need to be tested in the feasibility/ concept phase of the project. These issues include the following.

4.1 Roof Typology

To enable a natural turf pitch to be used in the stadium, sunlight will need to reach the pitch surface. This can be achieved by providing an operable roof, or by providing a light-penetrating roof material such as ETFE. Each of these two roof types have advantages and disadvantages as listed below. For the purposes of this report, in the time available, we have assumed an operable roof similar to that on Marvel Stadium. However should an ETFE fixed roof be preferred, the cost of the structure as presented in this report will still be representative for that type of roof. We have aligned the stadium on both sites to optimise (as best as possible) a north-facing orientation to maximise the sunlight onto the pitch should an ETFE roof be adopted.

4.1.1 Operable Roof Systems

Operable roofs have been designed by Aurecon at all of the major venues across Australia – Marvel Stadium, John Cain Arena, Perth Arena, Margaret Court Arena, and the recent upgrade to Rod Laver Arena. We also designed the roof for Wembley Stadium in the UK. The main attributes of operable solid roof systems can be summarised as follows: -

Positive attributes:-

- Ability to be able to incorporate heavy acoustic insulation. Acoustic insulation is used at many of the major arenas worldwide to restrict noise break-out, allowing them to host major concert events.
- Ability to be able to incorporate thermal insulation.
- Design can be readily adapted to incorporate provision for hanging loads at multiple locations across the arena.
- Catwalks and walkways are less noticeable, and these can be loaded with both permanent and temporary equipment (lights, speakers, theatrical items, etc) without potentially affecting the broadcasting of events (shadows) or the ambiance of the space.
- Doesn’t typically require specialist contractors to fabricate and install the roofing components.
- The roofing consists of known technologies, so contractors are less likely to allocate risk contingency to pricing.
- Lifecycle of components is well documented through common usage, and warranties are also known and trusted.

Negative attributes:-

- The roofing elements generally have a less “high tech” look and feel compared to a fabric roof structure.
- Generally heavier in weight, which will increase the size of supporting columns and foundations. Also increases the seismic mass under an earthquake event, increasing the size and cost of bracing members.
- Requires specialist mechanical bogey contractors to construct and assist with the operation and ongoing maintenance of the moving components.

4.1.2 Light Penetrating Roof Systems

Light penetrating roof options can be categorised as those clad in materials such as PTFE, ETFE, PVC and glass. These cladding materials are often combined with lightweight structural system, including tensioned cables to create a more “airy” feel and aesthetic to the facility. It is often considered that these roof structures create a more dynamic and visually appealing feature to the venue.

Whilst these cladding systems all provide a level of translucency, we are not aware of any stadium in the world where natural turf is expected to grow under a fixed PTFE or PVC roof. We understand that only glass and ETFE are able to transmit the Light Spectrum needed to grow natural turf grass. The Forsyth Barr Stadium in Dunedin was the first major natural turf stadium to be built with a permanent ETFE roof. We understand that the turf growth at Forsyth Barr has been acceptable, for the usage that it receives. At the MCG in Melbourne, the northern stand has a roof coverage of up to 42metres, of which the innermost 17metres is fritted glass. This was incorporated into the design to assist with turf growth in the shaded area of the ground.

Challenges associated with the adoption of a lightweight roof cladding system include the ability to acoustically insulate the stadium. Acoustic insulation is achieved by mass, air gaps, noise dissipating (non-flat) surfaces and the like.

Lightweight cladding materials such as ETFE, PTFE and glass do not allow for any significant noise reduction and can limit a venue’s ability to host concerts. Similarly, the lightweight nature of the supporting structure often means it has limited residual capacity to support significant theatrical/concert loads. Another challenge is the fact that the fabric is stretched across the roof, meaning that equal and opposite horizontal forces are induced in the steel structure. Additional steelwork needs to be added into the roof structure to accommodate these loads.

Positive attributes:-

- Generally have a more “high tech” look and feel compared to a solid roof structure.
- Generally lighter in weight, which will minimise the size of supporting columns and foundations. Also decreases the seismic mass under an earthquake event, decreasing the size and cost of bracing members.
- Roof structure designed and detailed to prevent large shadows across the pitch and to assist with reduction of adverse lighting conditions for broadcasting of events.
- Can better support the growth of a turf pitch, when used in conjunction with adequate natural ventilation and grow-lights.
- Ability to act as a screen for projection of images and lighting.

Negative attributes:-

- Reduced ability to be able to incorporate heavy acoustic insulation. Acoustic insulation is used at many of the major arenas worldwide to restrict noise break-out, allowing them to host major concert events.
- Reduced ability to prevent sound reverberation within the bowl space under the roof, negatively impacting on the acoustic sound quality during music concerts and the like.
- Reduced ability to be able to incorporate thermal insulation rendering the space difficult to heat in the winter and difficult to cool in the summer. In order to prevent adverse overheating outcomes in summer, these types of roofs need large openings for natural ventilation. These openings also contributing to noise spill.
- The need for large openings in the walls to allow airflow across the pitch to promote grass growth.
- The lightweight nature of the supporting structure may not be able to incorporate provision for hanging loads at multiple locations across the arena. The light weight and flexible nature of these roof structures makes it difficult to break up the space with curtains or acoustic walls on tracks due to roof movement.

- Catwalks, walkways and equipment (lights, speakers, theatrical items, etc) may affect the broadcasting of events (shadows) or the ambiance of the space.
- May require specialist contractors to fabricate and install.
- Contractors may allocate risk contingency to pricing due to specialist materials and contractors.
- ETFE pillow cladding components require mechanical systems and a network of piping infrastructure to keep pillows inflated. Similarly hotwire systems are required to activate in the event of fire to assist with smoke spill.
- Lifecycle of components is less well documented, so warranties need to be researched and questioned with greater requirements for maintenance.

4.2 Stadium Alignment

In our earlier report, the orientation of the stadium mirrored what was adopted in the February 2022 report by Philip Lighton Architects and MCS. To better suit an ETFE roof, should that be considered, we have oriented the stadium on each site to have one end generally facing north which would maximise the natural sunlight onto the turf.

4.3 Grandstand Configuration

As a means of reducing costs for the stadium, we have assumed a 2-tier grandstand configuration for the GA section similar to Metricon Stadium in Queensland as shown in Figure 4-1. This features a single concourse, from which the lower tier is accessed from the rear and the upper tier via stairs from this concourse.

Figure 4-1 – Metricon Stadium

4.4 Sports Lighting

Sports lighting is a significant design consideration that will influence the stadium geometry and will play a key role in the success of a stadium. For multi-use venues, the lighting design needs to consider the different sports that may be played on the arena surface, each of which will have differing lighting requirements published by their respective governing bodies and design requirements set out in the Australian Standards. Lighting performance requirements will be significantly influenced by broadcast television requirements and in this venue those set out in the AFL's venue standards.

The broadcast lighting requirements result in very high lighting levels and so placement of luminaires is critical to avoid glare to both players and spectators. Typically, luminaires need to be installed at a height such that the angle of the luminaire aimed to the centre of the field and the vertical plane does not exceed 65 degrees. Angles of up to 70 degrees are accepted with careful glare control considerations. In this instance a mounting height of at least 35m above the field of play is likely to be required to achieve a reasonable balance between broadcast lighting and minimising glare. As the stadium is proposed to have an operable roof with the lights positioned below the roof line, the height of the stadium roof line is therefore directly influenced by the lighting requirements.

The lighting design should be a key parameter in developing the stadium design.

The above will likely dictate that the moving roof is positioned at least 37m above the playing surface (as is the case with Marvel Stadium). This roof height is significantly higher than what would normally be required for a 23,000-person seating bowl, which would have the same external perimeter but with light towers and no operable roof. This has the potential to lead to increased façade and roof costs and would need to be studied in more detail in the next phase of the project.

5 Site-Specific Issues for the Stadium

Each of the proposed stadium sites has advantages and challenges to be overcome. The following sections discuss some of these as they relate to each of the proposed sites.

5.1 Assumed Regatta Point Stadium Configuration

This option has an existing difference in height across the site of approximately 13metres at the end closest to the Cenotaph to a point a few metres above the water level.

At the high side (Cenotaph side) the stadium would be set down with a batter where possible and with a retaining wall at the narrowest section. Access for servicing the facility and the location of all the back-of-house areas of the building will need to be from this “land side”, which generates the need for further excavation on the high side compared to the other sites.

To determine a surface level for the stadium on this site a detailed analysis will be required which would include flood modelling and risk assessments. However, for the purposes of this report, as noted in Section 7.7.3 an elevation of RL 3.5 for the lowest floor level is proposed. This is based on a year 2100 sea level with a climate change allowance and 500mm freeboard. To allow for finishes and falls to the concourse, and for structural depth to support emergency vehicles and the like, we have allowed a nominal 6.5m of floor-to-floor height between the concourse and lower slab. This places the concourse at around RL10.0. The back-of-house facilities would need to be located in the undercroft areas under the concourse.

To suit the Metricon-style raised concourse and front tier arrangement, we have placed the pitch at RL 7.0 at the boundary fence (the centre would be around 700mm higher to generate a cross fall for drainage). Allowing for 500mm of soil above the slab, this places the pitch level at around RL6.5.

An image of the stadium position relative to the existing site profile is shown in Figure 5-1.

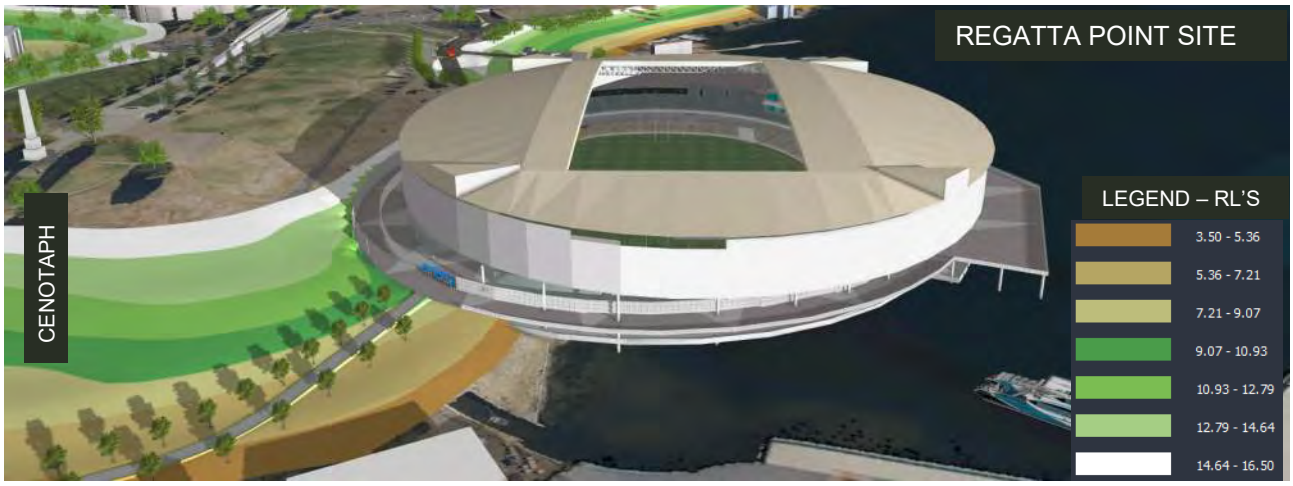


Figure 5-1 – Reduced Levels (Elevation) Heat Map – Regatta Point

An indicative section through the stadium is shown in Figure 5-2. This demonstrates the need for the excavation in the north-western corner on the Operational side to provide back-of-house access etc, while the GA zone side can be generally located on ground with some localised earthworks shaping. The surface level (SL) for the playing surface at around RL7.0 is around 13 metres below the Hobart Cenotaph.

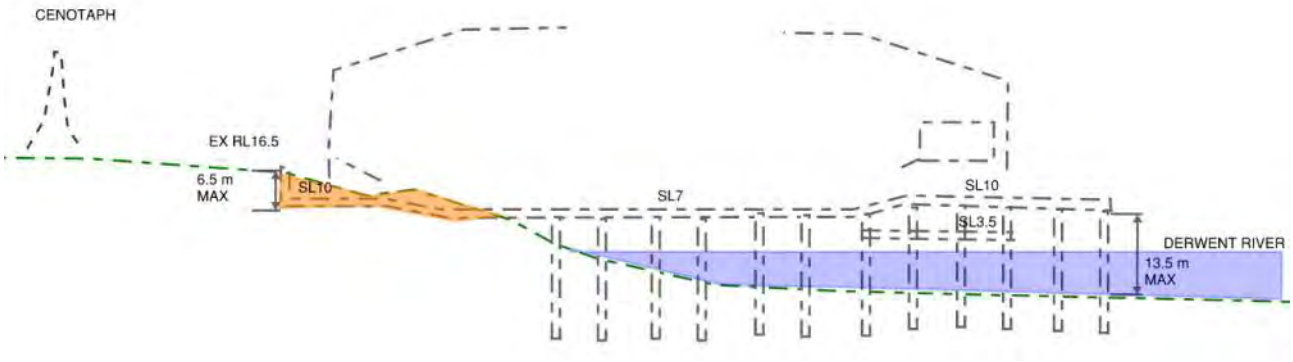


Figure 5-2 - Indicative Site Section Through Stadium

To demonstrate how the stadium would sit against the existing site levels we have generated an image of the slabs as they would appear during the construction phase, without the excavation on the land side being commenced. This is shown in Figure 5-3 below, with the first image showing the outer ring slab at RL3.5 surrounding the pitch slab that would be at around RL6.5. The second image shows the how the upper lab at concourse level (RL10.0) would interact with the existing hill.

Figure 5-3 – Interface between Suspended Concrete and Existing Soil

5.2 Assumed Macquarie Point Stadium Configuration

This option has an existing fall across the site of approximately 3-4m as shown in Figure 5-4 and Figure 5-5. Due to the potential for contaminated soil to be encountered, it is proposed that the building generally be located above the existing surface levels.

To avoid digging down for the pitch at the high (north) end, this needs to be located at around RL7.5. To maintain the Metricon-style raised concourse and front tier arrangement, we have placed the concourse at RL 10.5m, which conveniently maintains the 6.5m floor-to-floor height required at the Evans Street end to allow for finishes and falls to the concourse, the required structural depth for the concourse slab to support emergency vehicles and the like, whilst maintaining tall vehicle delivery heights in the main undercroft area where the Loading Dock and other back-of-house facilities would be located.

The field is proposed to be at grade, to achieve this the site will need to be filled up to 500mm below proposed field level. A retaining wall around the perimeter of the pitch will be required to maximise the "basement" area under the stand. An image of the stadium position relative to the existing site profile is shown in Figure 5-4.

Figure 5-4 - Reduced Levels (Elevation) Heat Map – Site 6

An indicative section through the stadium is shown in Figure 5-5.

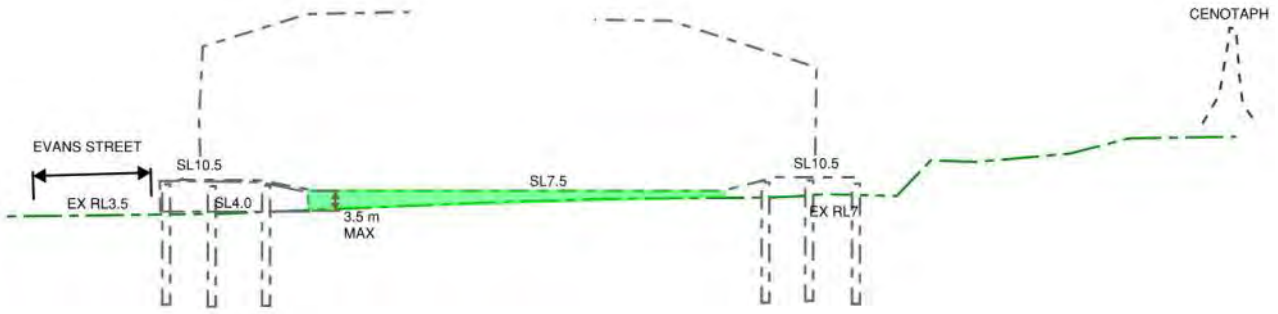


Figure 5-5 - Indicative Site Section Through Stadium

The following image in Figure 5-6 shows how the pitch and lower-most floor slabs would interact with the existing site levels. To minimise the site excavation (which may encounter contamination) the pitch level has been built up above the existing surface level at its highest point (the northern end). This generates the height required for the concourse to allow tall vehicle access to the Loading Dock and back-of-house areas. In this undercroft area, it is envisaged that the floor-to-floor height would reduce towards the north, due to the gentle raising of the existing ground level.

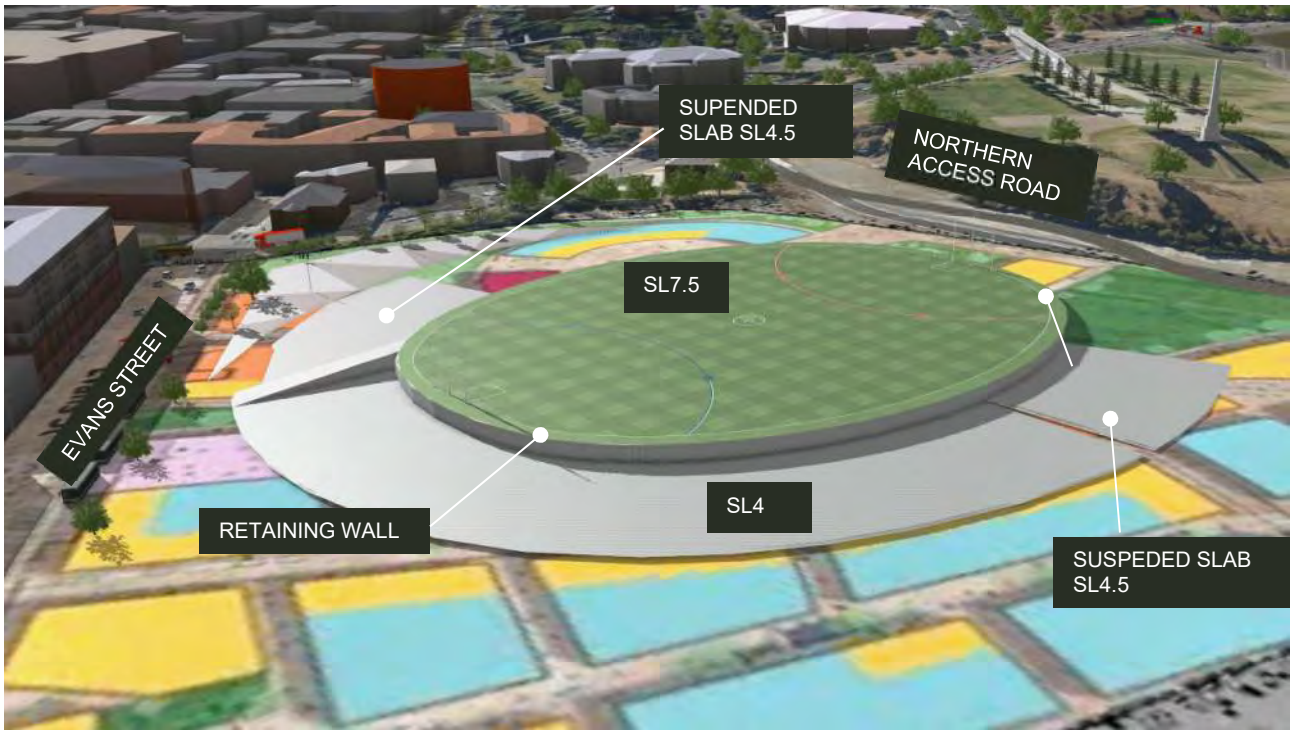


Figure 5-6 – Interface between suspended structure and existing soil

6 Infrastructure Considerations

6.1 Cut and Fill

Based on the above assumptions, the sites will require the following approximate amounts of cut and fill:

Table 6-1 Cut and Fill Volumes

Option	Cut (m^3) Clay/rippable/fill	Cut (m^3) Rock	Fill (m^3)
Regatta Point	13,000	1,300*	0
Macquarie Point	1,800	0	23,000**

* It is assumed due to limited geotechnical data that 10% of the cut will be rock

** Field is at grade. It is assumed the bulk earthworks is to 500mm below field level to allow for drainage and field makeup

6.2 Site Vehicle Access

A high-level assessment of site access has been undertaken for each site addressing the following key considerations:

a) Heavy vehicle access (B-Double) for delivery of equipment for events (such as music concerts or pitch/grass replacement) directly to the field of play

b) Light vehicle access for parking in basement/s where possible

c) Allowance for player bus drop in basement where possible

d) Limit disruptions to existing facilities and walkways

It should be noted that no traffic analysis has been assessed or undertaken as part of this advice and the site access strategy is subject to significant change as a result of any future assessment.

For example, it is likely that multiple points of access may be necessary to provide emergency vehicle access to the full perimeter of the stadium. However, as this requirement will be consistent for both sites, this has not been included in this study.

6.2.1 Existing Vehicle Access Assessment

The existing site assessment is as follows:

Regatta Point Site

The Regatta Point site is located between Tasman Highway and Derwent River as shown in Figure 6-1.

a) Heavy Vehicle will be accessed from the west of the stadium off McVilly Drive.

b) Player bus's will be accessed via Tasman Highway via McVilly Drive

c) As the stadium doesn't have a basement carpark the traffic will not be centralised towards a basement entry.

A new road will need to be constructed as shown in Figure 6-2 to extend McVilly Drive to the lower suspended slab.

There is an opportunity to access the stadium off the recently constructed Northern Vehicle Access Point for Macquarie Point Precinct, this option however will be complicated by the interface with pedestrian movement and the heritage listed Rivulet that discharges to the Derwent River.

Figure 6-1 – Primary Vehicle Route Access to Stadium

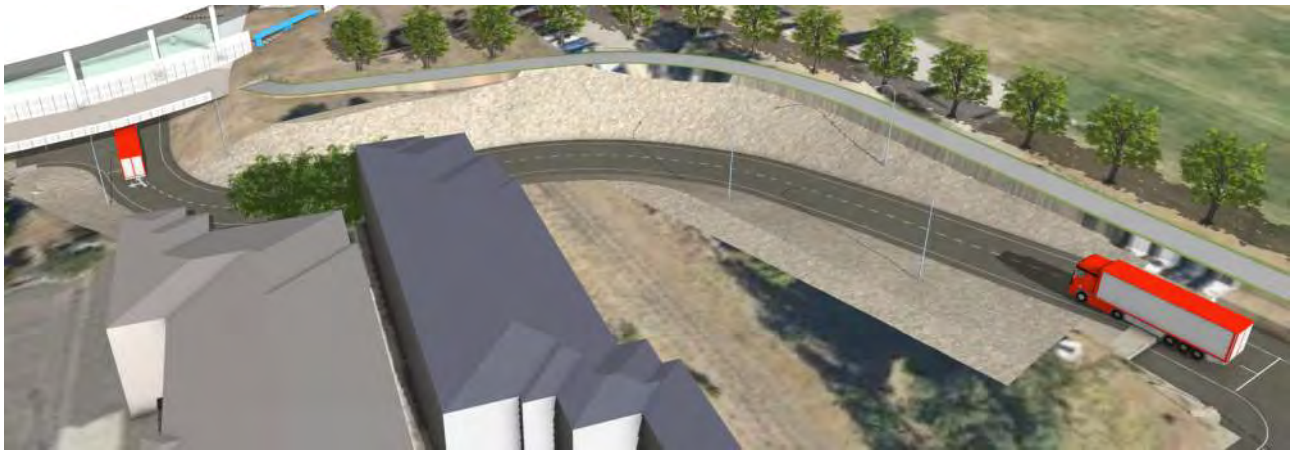


Figure 6-2 – New Roadworks off McVilly Drive

Macquarie Point Site

The Macquarie Point site is located between Evans Road, Tasman Highway and a new Northern Vehicular Access Way to Mac Point Precinct as shown in Figure 6-3.

a) Heavy vehicle access to field of play can be accessed via Evans Road as show in Figure 6-4.

b) Player Bus's will be dropped off on Evans Road as there is no basement level.

c) As the stadium doesn't have a basement carpark the traffic will not be centralised towards a basement entry.

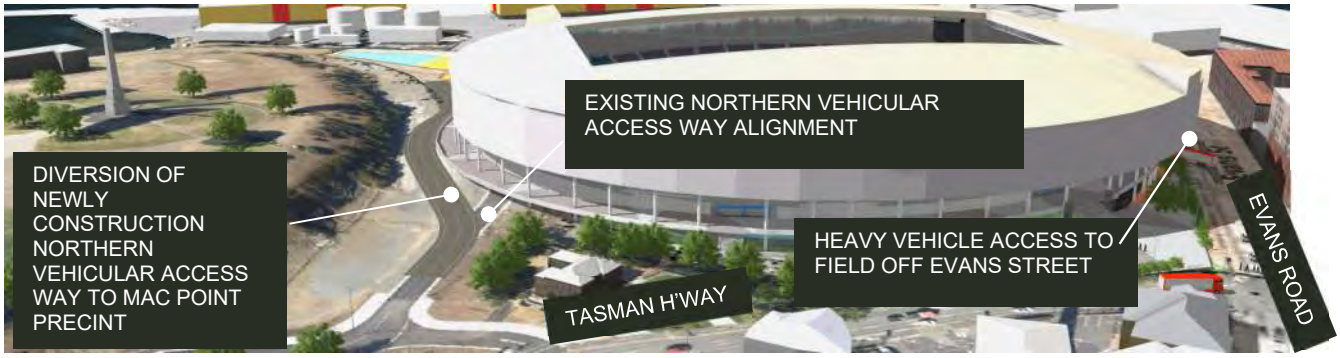


Figure 6-3 – Macquarie Point Roadworks

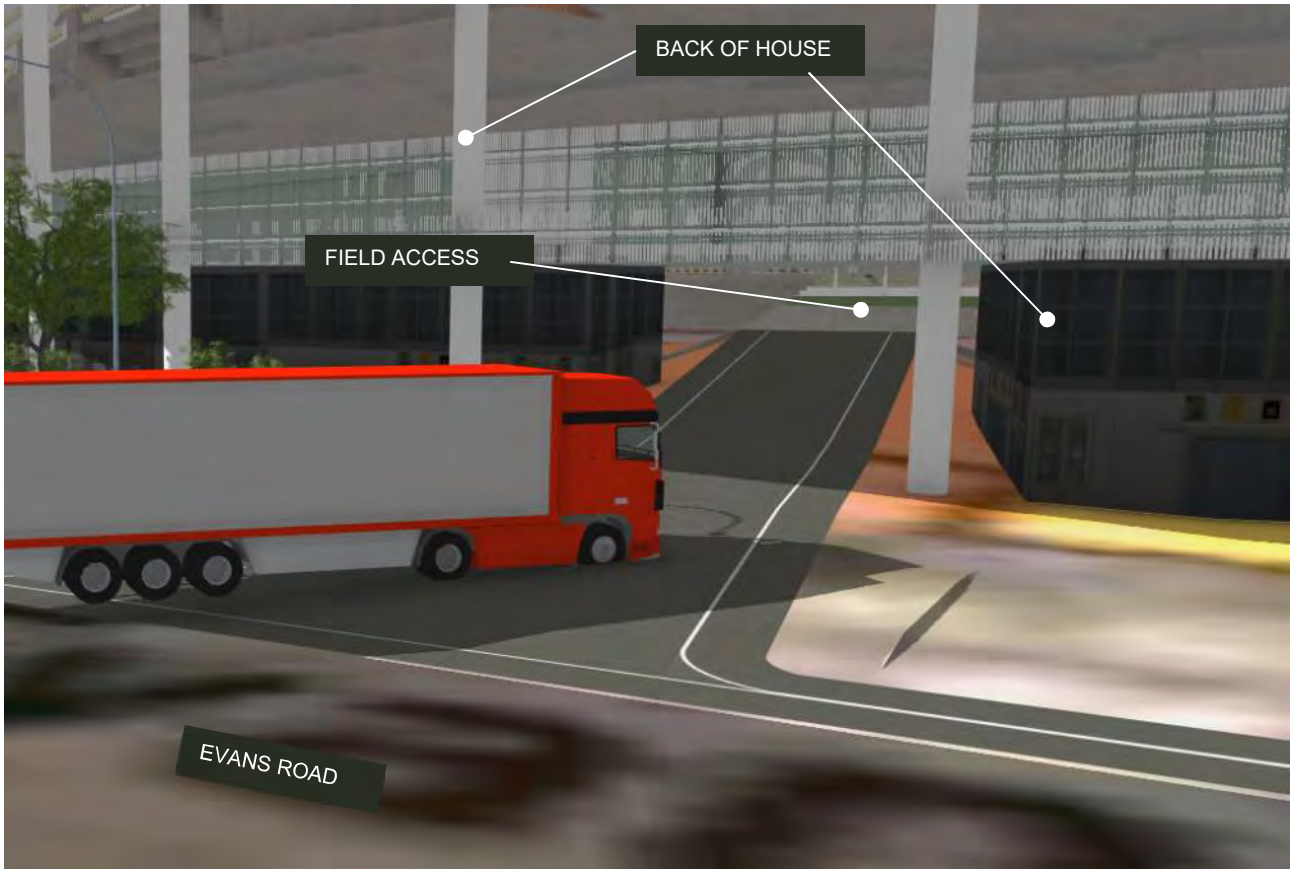


Figure 6-4 – Heavy Vehicle Field Access

6.2.2 Proposed Vehicle Access Strategy

Based on the above, for access to the sites roadworks similar to that shown in Figure 6-5 should be allowed for.

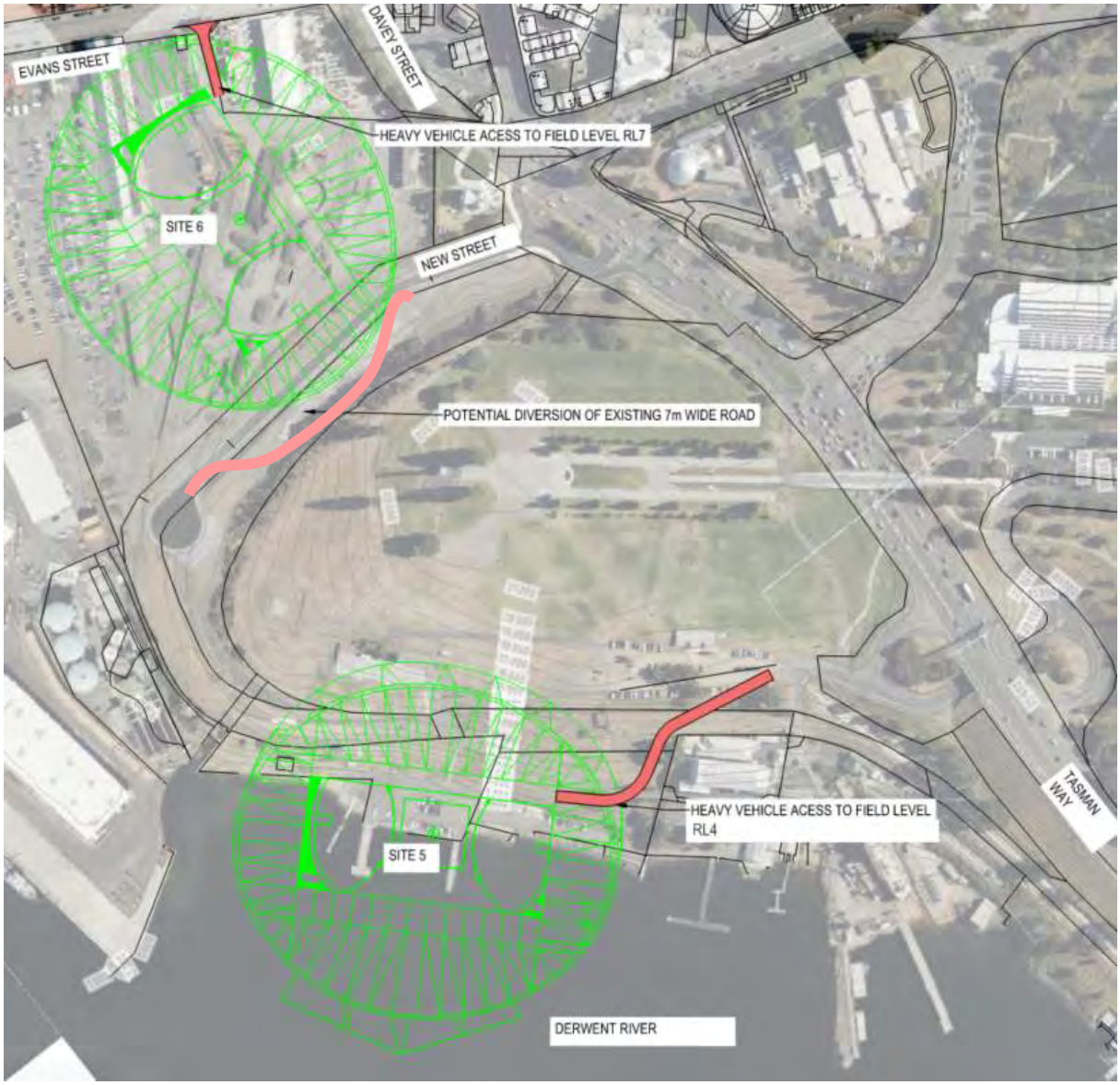


Figure 6-5 – Proposed Site Access

The proposed new road pavement area for each site is shown in Table 6-2.

Table 6-2 Pavement Quantity

Site	Area (m^2)
Regatta Point	1,200
Macquarie Point	400 + diversion of the existing road

No pavement assessment has been undertaken as part of this report, assume 600mm pavement depth for pricing purposes.

7 Utilities Considerations

7.1 Services Authorities

The following servicing authorities are applicable to the subject sites

Table 7-1 Service Infrastructure Authorities

Infrastructure Element	Authority
Local Roads and Drainage	City of Hobart
Sewer and Water	Tas Water
Natural Gas	Tas Gas Networks
Telecom	NBN, Telstra, Optus
Power	Tas Networks

7.2 Potable Water Infrastructure

7.2.1 Existing Infrastructure

Tas Water is the responsible authority for the provision of water supply to service the subject site.

As shown in Figure 7-1, The following key points are of note:

Regatta Point is located near a 150mm and 250mm connection that has been taken off Tasman Highway.

Macquarie Point is surrounded by an existing water main infrastructure forming a ring with an adjacent 250mm potable water supply along Tasman Highway.

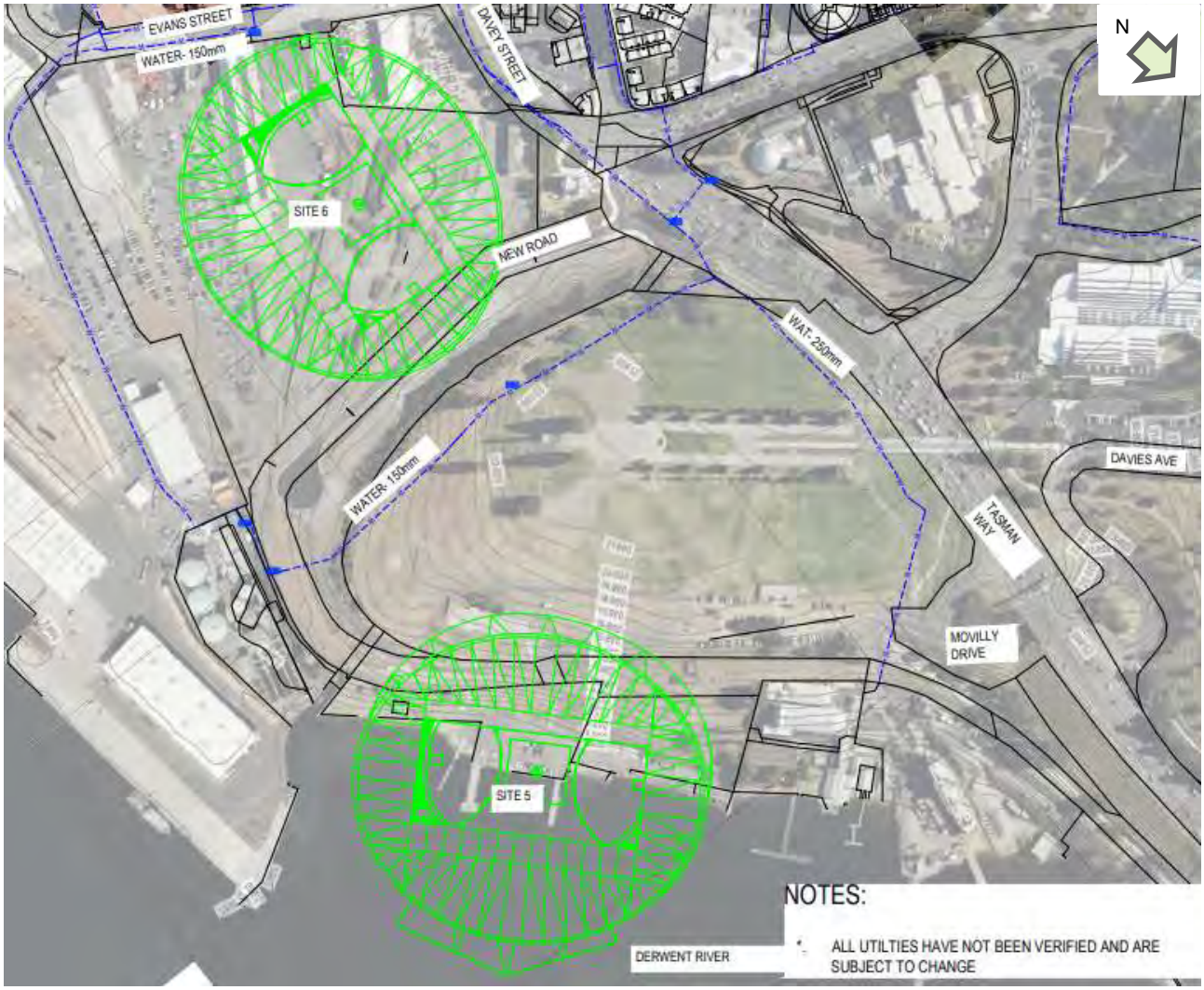


Figure 7-1 – Existing Potable/Fire Water Layout

7.2.2 Estimated Development Demands

Aurecon has undertaken a high-level demand study for domestic water and fire services assuming a capacity of around 23,000.

The demand assessment is based on the following:

- 25,000 Seats
- 1,000 Staff
- 3-hour event time (average)
- Allowance of 5L/pp
- Non-potable used for Sanitary Flushing Systems

The estimated peak water demand is estimated to be between 10-15L/s

The average day potable water usage is estimated to be 100-150 kL/average daily event.

No recycled water infrastructure exists in the vicinity of the subject site and the supply of recycled water in not mandated. Rainwater harvesting may be considered in the design, but has not been relied upon for this study.

The developer will be required to enter into an agreement with TasWater to service the development and extend the services into the site as part the standard conditions.

For fire water demand, the following flow rates are anticipated as minimum requirements, with a maximum anticipated simultaneous flow rate of 30 L/sec made up as follows:

- Sprinkler System Ordinary Hazard (0H3) 25 L/sec
- Wall Wetting System (allowance extra over from the sprinkler demand) 5.0 L/sec
- Hydrant

7.2.3 Proposed Infrastructure

The water supply code of Australia suggested a minimum DN150mm pipe size for industrial and commercial developments. The sizing required is based on maximum demand and will need approval from TasWater.

It is anticipated that the combined potable water/fire water supply of 250mm will be required to supply the stadium.

The proposed infrastructure for each site is proposed as following as shown in Figure 7-2:

Regatta Point will require a new 150mm water main from the 250mm water main off Tasman Highway. This main could extent to the existing 150mm water main to form a ring main providing additional supply resilience

Macquarie Point will require a tapping into the existing 250mm water main on Davey Street which is part of a ring main.

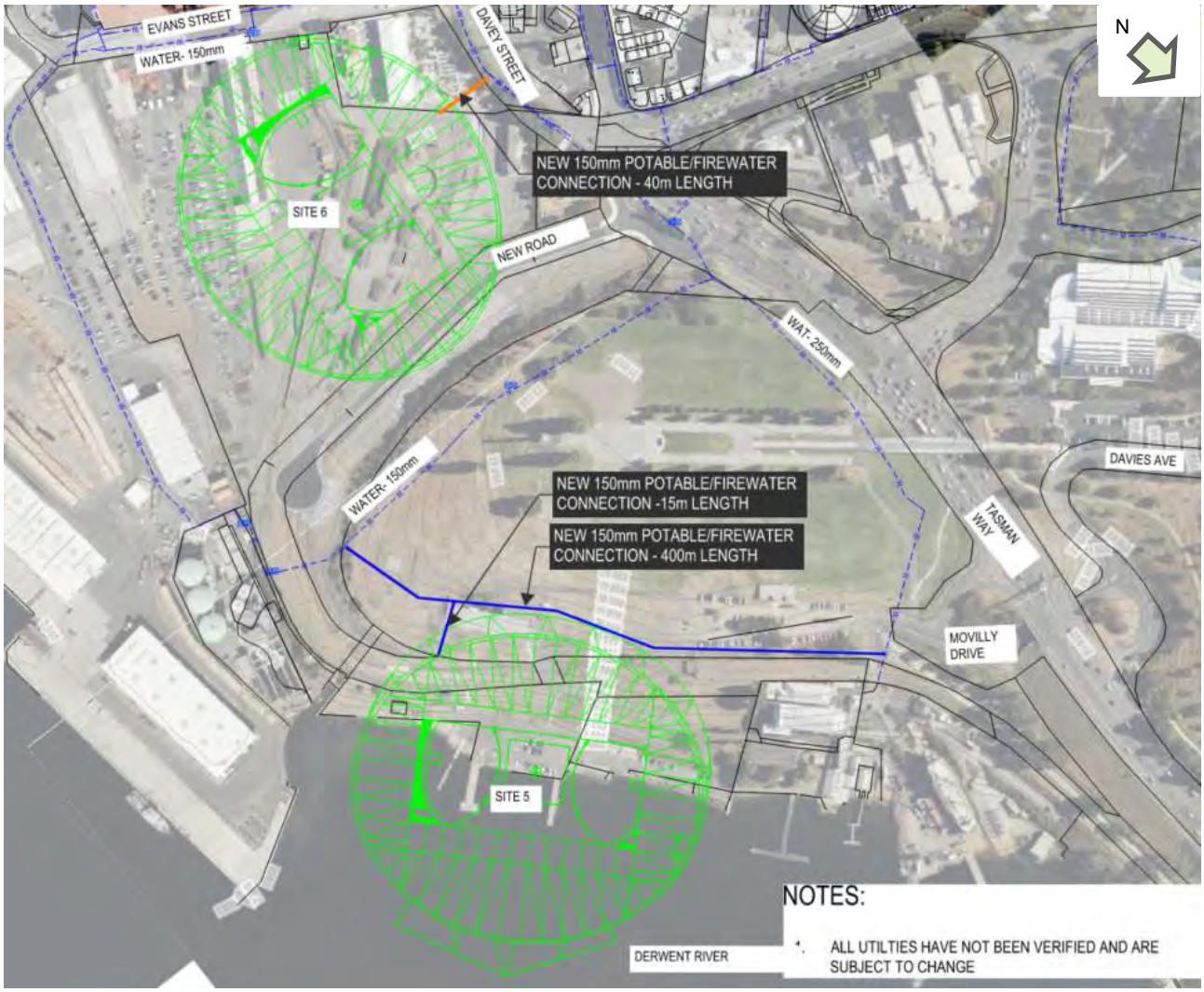


Figure 7-2 – Proposed Water Infrastructure

7.2.4 Future Studies Recommended

It is recommended that the AFL seek pressure and flow tests from TasWater to validate the assessment of this report.

7.3 Sewerage Infrastructure

7.3.1 Existing Infrastructure

Tas Water is the responsible authority for provision of sewerage infrastructure to the site. As shown in Figure 7-3, the following key points are of note:

For Regatta Point, this crosses an existing 150mm sewer that may need to be relocated

For Macquarie Point, there is an existing 1050mm sewer that runs through the proposed site, it is understood that TasWater has engaged a contractor (Johnstone McGee & Gandy Engineers and Planners) to relocate this main to a different alignment. The proposed alignment is not currently public.

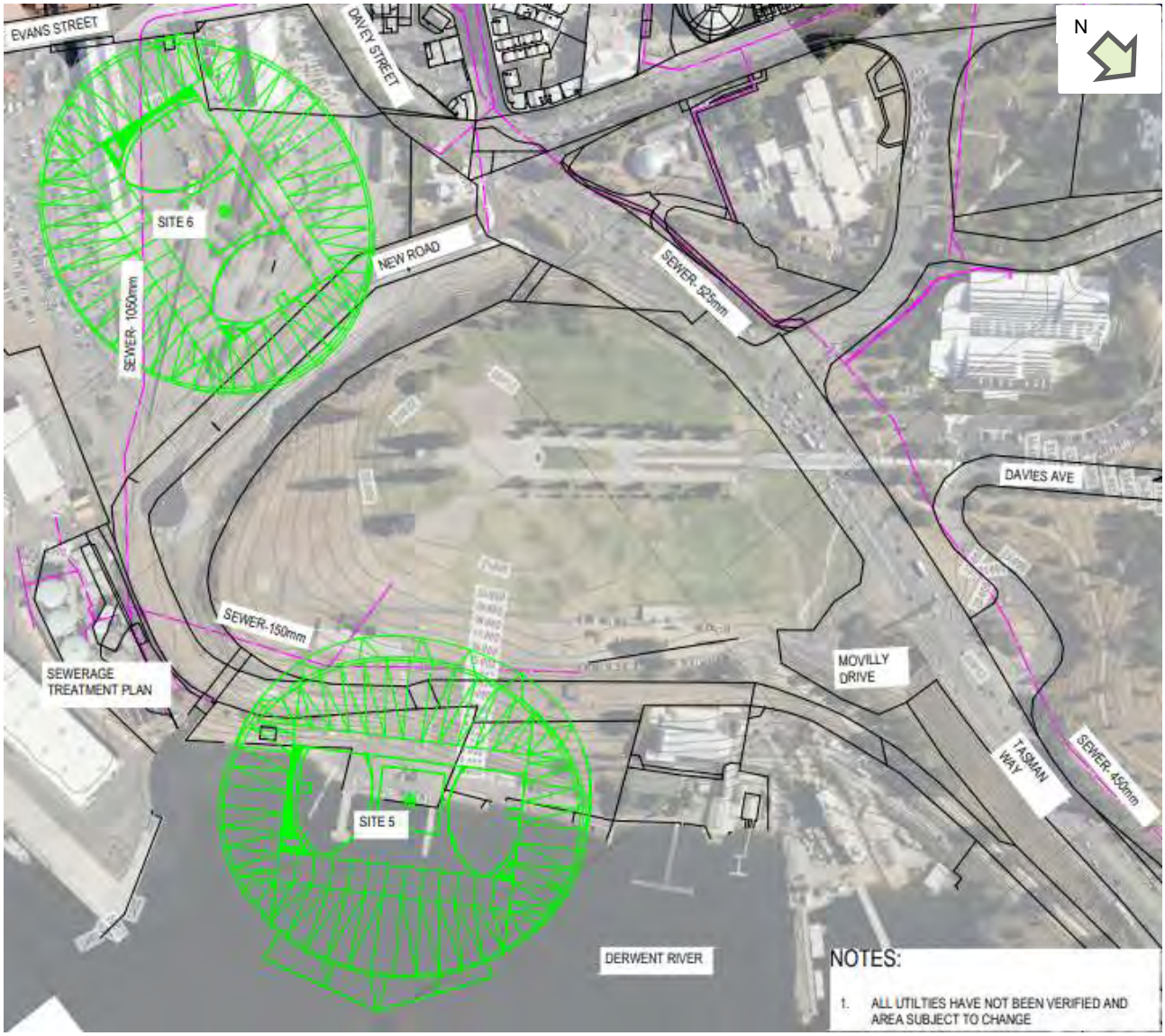


Figure 7-3 – Existing Sewer Layout

7.3.2 Estimated Development Demands

Stadiums typically generate up to about 90% of the potable water flows. Based on the water demand estimates above this would equate to a peak sewage discharge of around 13l/s.

7.3.3 Capacity of Existing System

TasWater was not contacted as part of this study, however, the following has been assumed:

The existing Sewerage Treatment Plant is likely to have sufficient capacity to cater for an additional 13l/s.

For Regatta Point, the 150mm sewer will need to upgraded to cater for the anticipated stadium requirements.

For Macquarie Point the 450mm sewer is like to have sufficient capacity to cater for the anticipated stadium requirements.

7.3.4 Proposed Infrastructure

The Sewerage Code of Australia suggests a minimum DN225m pipe sizes where large flows may be expected. The sizing will need to be confirmed with TasWater and developed through the design process.

The proposed infrastructure for each site is proposed as following as shown in Figure 7-4.

Regatta Point may require diversion of an existing 150mm sewer line and if to be used for the stadium upgraded to a new 225mm line discharging close to the Sewerage Treatment Plant in a branch line pit.

Macquarie Point will likely be able to drain into the branch line below the site. A new branch line pit will likely need to be constructed over the existing 450mm pipe to discharge into it.

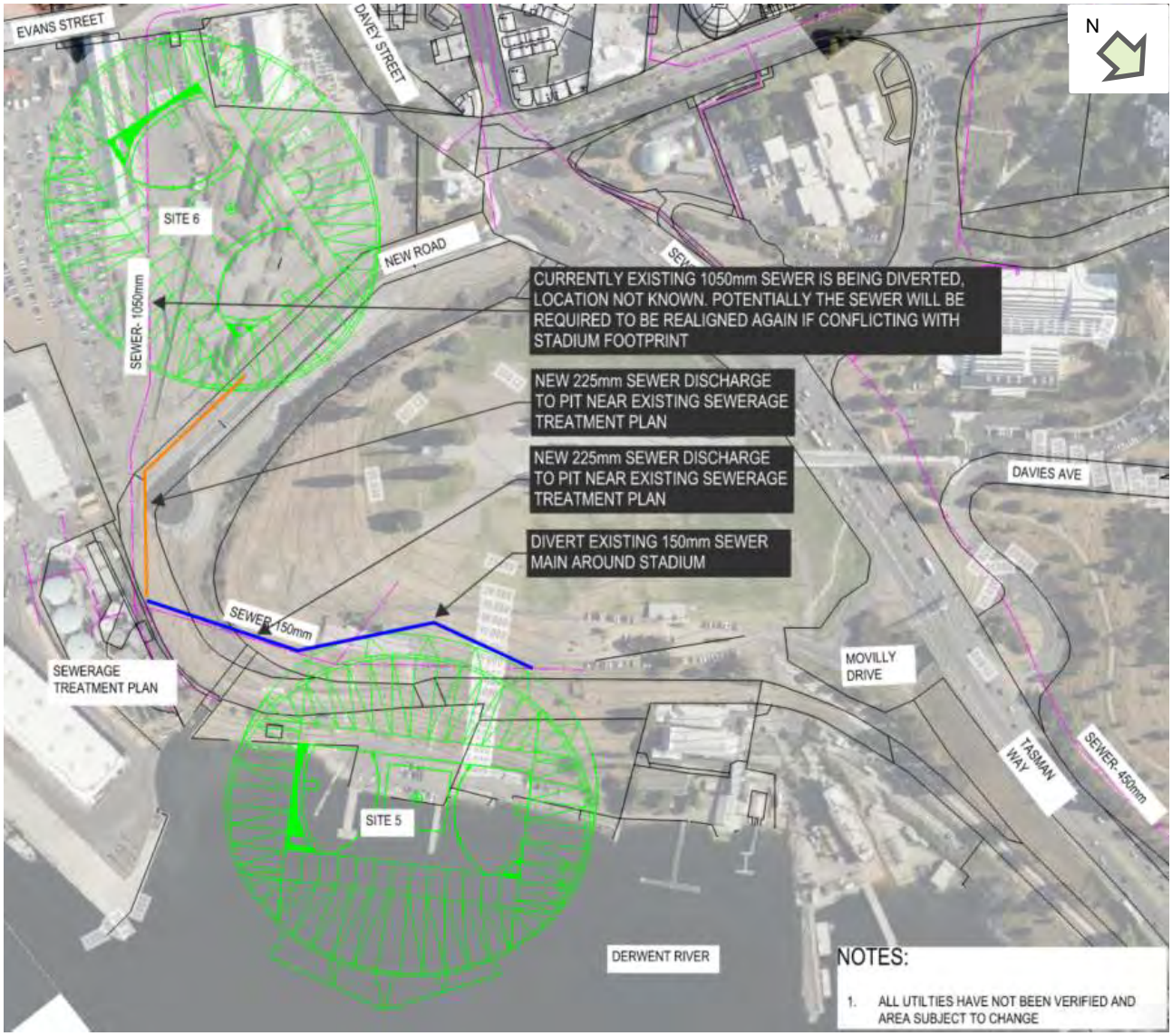


Figure 7-4 – Proposed Sewerage Infrastructure

7.3.5 Future Studies Recommended

It is recommended that AFL seek sewerage flow capacity from TasWater to validate the assessment of this report.

7.4 Gas

7.4.1 Existing Infrastructure

TasGas is the responsible authority for the provision of gas supply facilities in the area.

As shown in Figure 7-5, the following key points are of note:

Neither site has gas mains in close proximity, although at Macquarie Point there is an existing 90mm gas main rated at 500kPa to the north of the site.

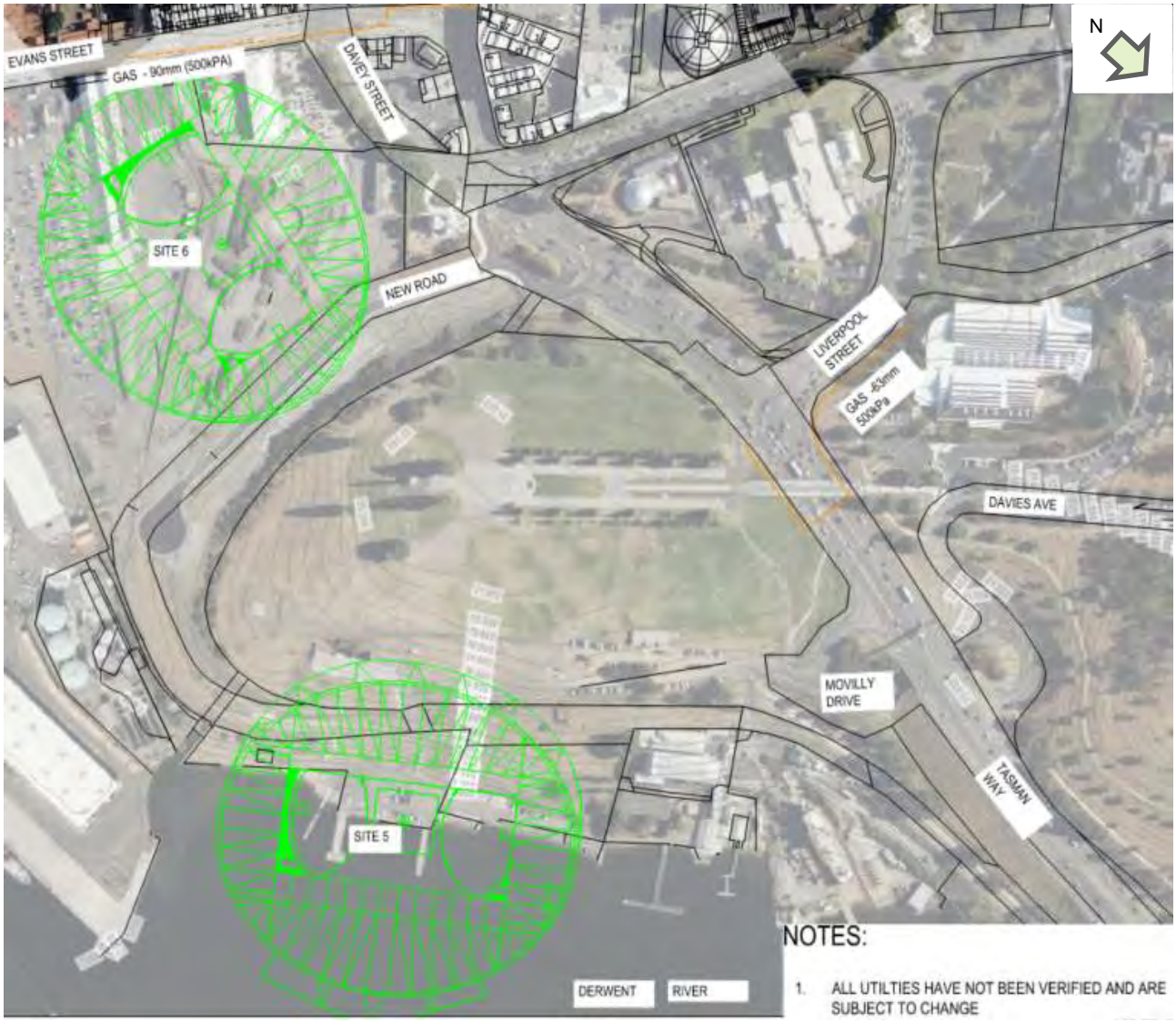


Figure 7-5 – Existing Gas Layout

7.4.2 Estimated Gas Demand

It is anticipated that a natural gas supply will not be required for the stadium. This is in line with current trends to enable decarbonised energy supplies from an electrical network supported by renewables and other non-fossil fuel primary energy source.

However, if gas is required for catering purposes, the anticipated demand will be approximately 5,000MJ/h.

7.4.3 Proposed Infrastructure

If a gas supply to the stadium is required, the proposed infrastructure for each site is as following and shown in Figure 7-6.

For Regatta Point extend the existing 63mm line close to the site and metered takeoff from this new pipe.

For Macquarie Point install a new metered take off line from the 90mm supply on Evans Street.

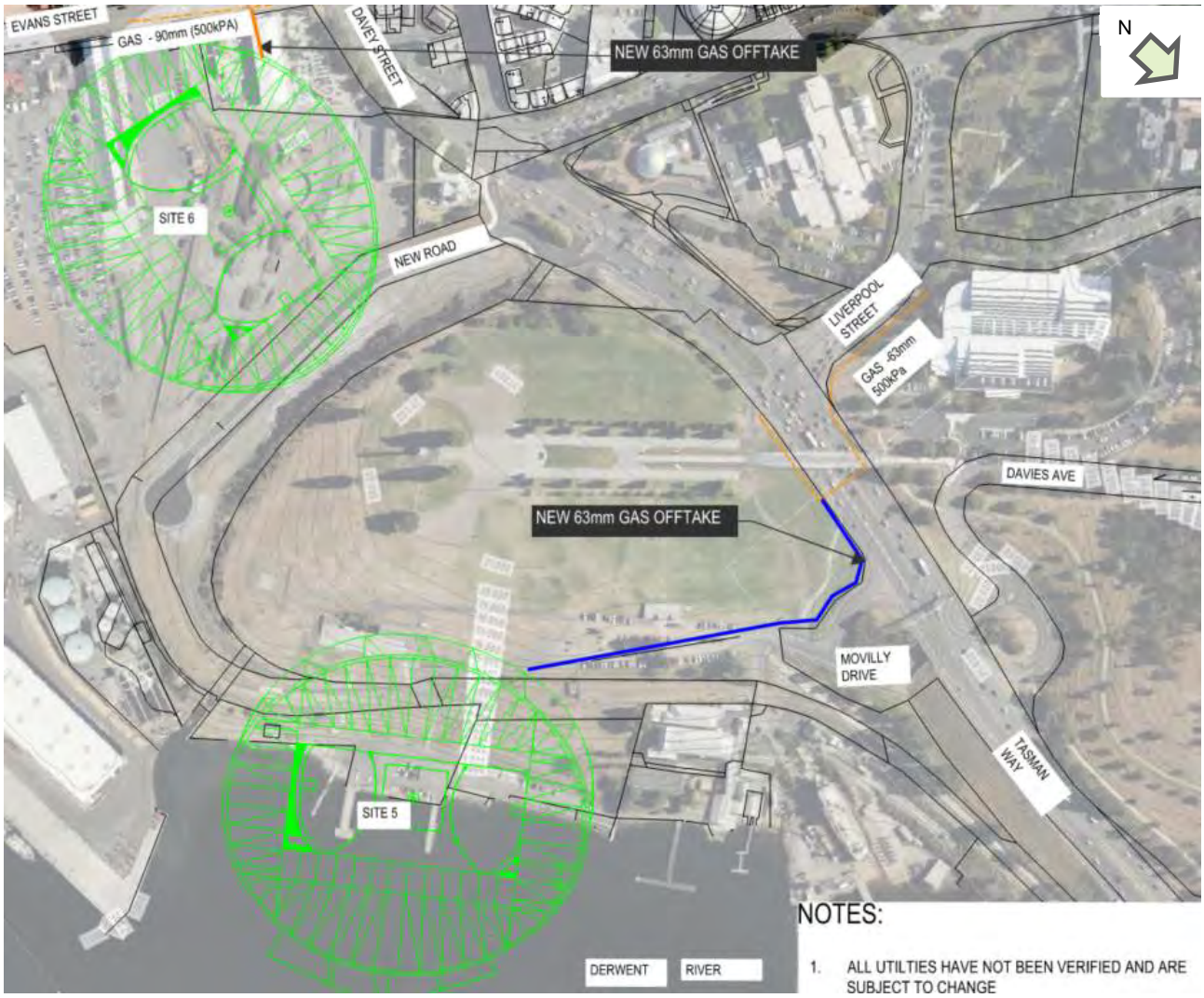


Figure 7-6 – Proposed Gas Layout

7.4.4 Future Studies Recommended

It is recommended that AFL engage with TasGas to confirm the capacity within the network that could supply the sites.

7.5 Electrical

7.5.1 Existing Infrastructure

Tas Networks is the responsible authority for the provision of electricity supply to service the proposed development.

As shown in Figure 7-7, the following key points are of note:

Regatta Point is located close to an existing 11kV cable that will need to be diverted.

Macquarie Point is close to an existing 11kV cable to the north of the proposed site with the Arts Centre zone substation close by.

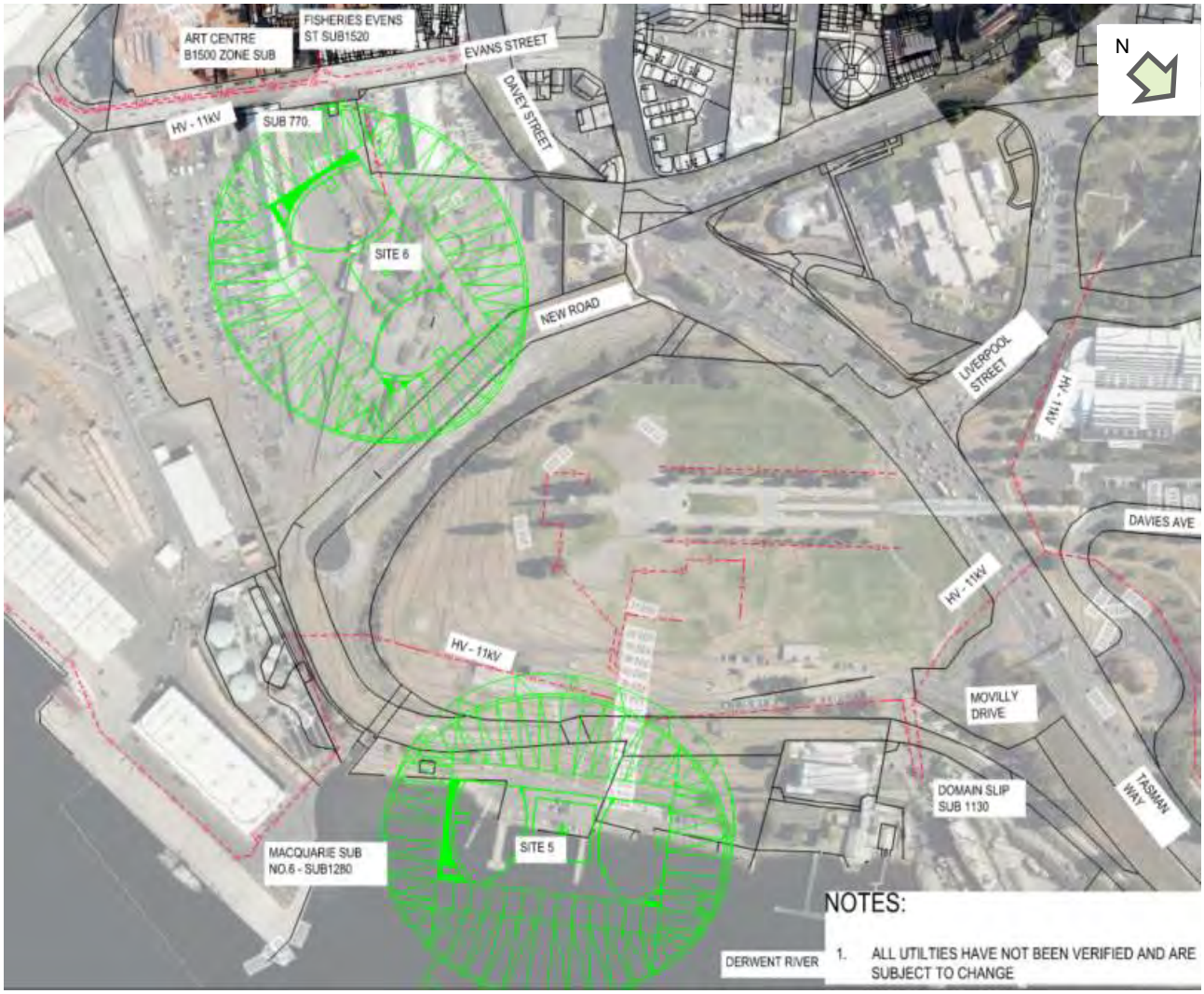


Figure 7-7 – Existing Electrical Layout

7.5.2 Estimated Electrical Demand

Based on experience from comparable stadia, it is expected the electrical demand could be approximately 130VA per seat. The stadiums gross floor area is assumed to be 40,000m2 with a seating capacity of around 23,000 seats. This suggests an expected peak load in the order of 3.5-4MVA.

The above calculation is preliminary based on limited information and will need to be continually refined during detailed design stages as more data becomes available.

Due to the footprint of the stadium and to minimise cable costs it is expected that two supply authority LV substations will be required to be accommodated within the stadium. The load would be shared between the substations, equating to a substation of 2MVA. Each substation will require an associated main switchroom.

7.5.3 Capacity of Existing Network

Tas Networks have not been engaged so it is not known whether there is sufficient capacity within the existing HV network in the area of the proposed sites. Typically, 11kV feeders are rated to a maximum of 6.9MVA. Considering that the existing feeders also service multiple existing customers, it is unlikely that that the capacity of the existing supply can be increased to supply the peak loads for the stadium.

Therefore, additional HV supplies are likely required from a Tas Networks zone substation to meet the estimated demand of the new stadium.

7.5.4 Proposed Infrastructure

The proposed infrastructure for each site is proposed as following as shown in Figure 7-8.

Regatta Point will require two supply authority substations fed from a new 11kV feed from the nearest zone substation. This site will also require relocation of an existing 11kV feeder.

Macquarie Point will require two supply authority substations from a new 11kV from the nearest zone substation. This will require boring under Evans St.

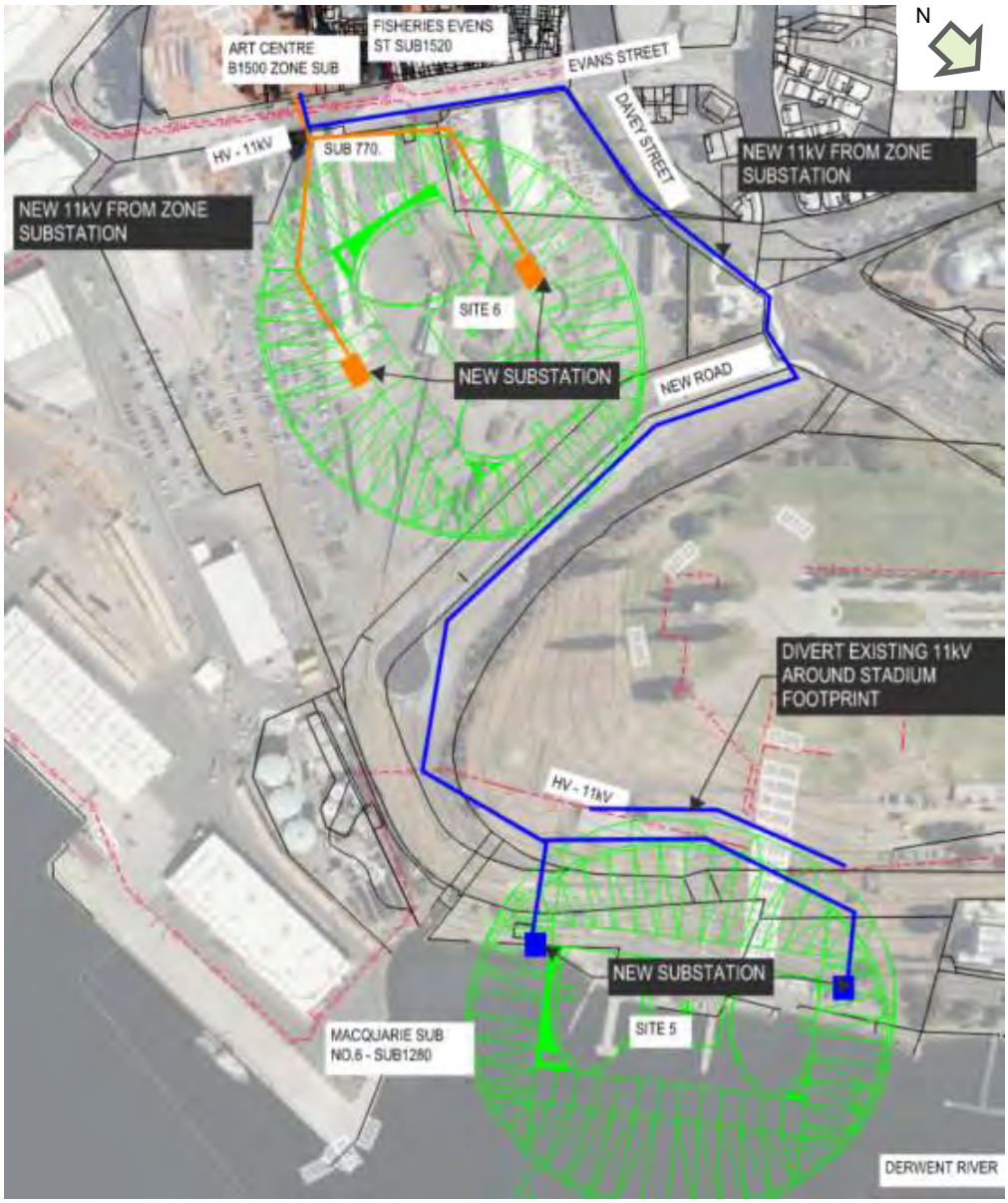


Figure 7-8 - Proposed Electrical Layout

7.5.5 Future Studies Recommended

It is recommended that AFL engage with Tas Networks to confirm the HV capacity to the subject site and any subsequent upgrades to the existing network to service any proposed development.

7.6 Telecommunications

7.6.1 Existing Infrastructure

NBN, Telstra and Optus all have assets in proximity to the proposed sites. In particular,

Regatta Point interfaces with existing Telstra and NBN pit and pipe infrastructure that runs along the existing waterfront. This infrastructure will need to be diverted to maintain connection to existing customers to the north of the site.

At Macquarie Point there is existing Telstra and NBN pit and pipe infrastructure within Evans Street, Davey Street and Tasman Highway

The existing telecommunications network is shown in Figure 7-9.

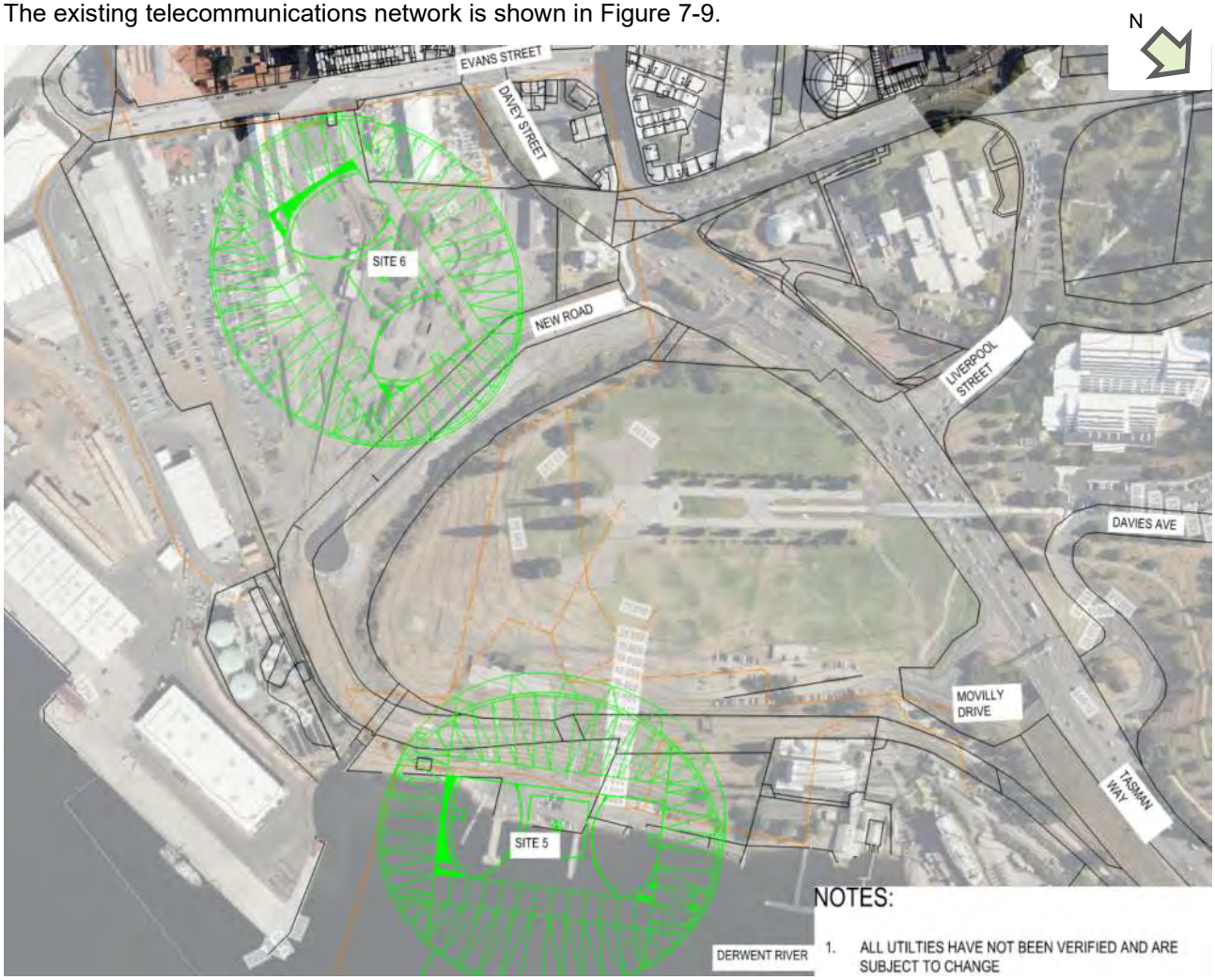


Figure 7-9 – Existing Telecommunications Layout

7.6.2 Proposed Infrastructure

Both sites are likely to be able to be served by NBN and Telstra from the existing pit and pipe infrastructure either in Evans Street or Tasman Highway. The infrastructure may need enhancing in order to install fibre connections to the stadium.

7.6.3 Future Studies Recommended

It is recommended that AFL engage with NBN and Telstra to determine potential new connection arrangements.

7.7 Stormwater

7.7.1 Existing Infrastructure

The City of Hobart is the local stormwater asset owners for the local roads and drainage. Local drainage networks external to the site will fall under Council ownership.

The following key points are of note:

Regatta Point is located on the Derwent River and is located close to a large below-ground Rivulet as shown in Figure 7-10 which conveys significant stormwater through Hobart.

Macquarie Point is located between Evans Street and a new road currently under construction with drainage infrastructure that drains out to the Derwent River. It is assumed that as there is direct access to the river there will not be any limitations on stormwater flow to any assets.

Figure 7-10 – Hobart Rivulet

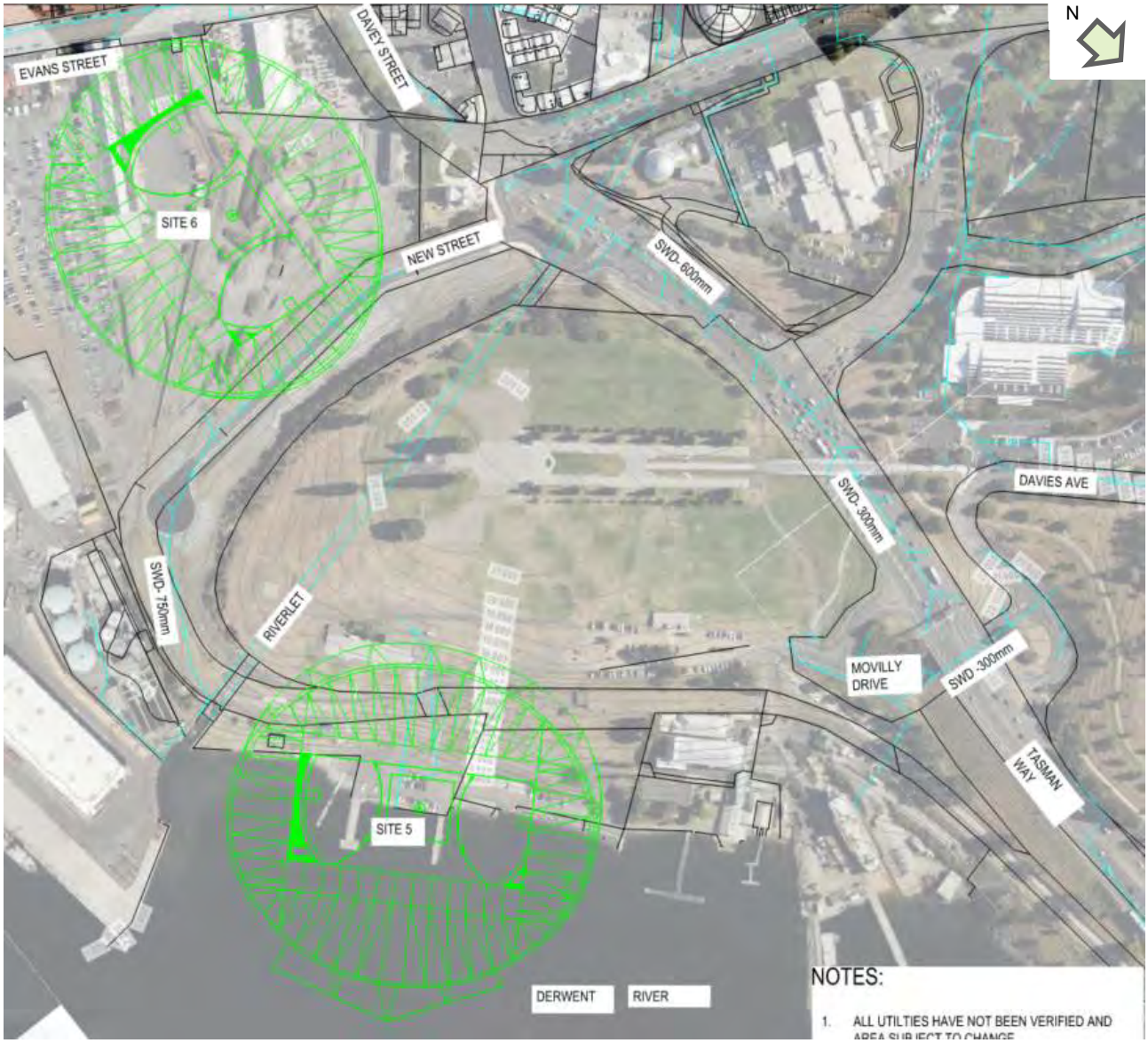


Figure 7-11 – Existing Stormwater Layout

7.7.2 Overland Flow

No flood overlays exist within the subject site, but it is expected that major event overland flow may be conveyed across the site due to the significant site catchment. This overland flow should be considered within the road network/landscape design to ensure overland flow conveyance.

In the early stage of design Finished Floor Levels (FFL) will be required to be set sufficiently above any overland flow paths to limit ingress to building. Any basement ramps will require apex to above freeboard levels.

7.7.3 Sea Level Rise

The maximum 1% Annual Exceedance Probability (AEP) for the year 2100 storm surge is 1.94 metres above AHD83 in the Hobart Region. A 1 metre allowance is then added to account for wind and ocean swell generated waves. This totals 2.94 metres, rounded up to RL3.0 m as shown in Figure 7-12. For the setting of a floor level for the purposes of this report (only), we have allowed a 500mm freeboard resulting in an assumed lowest floor level of RL3.5m.

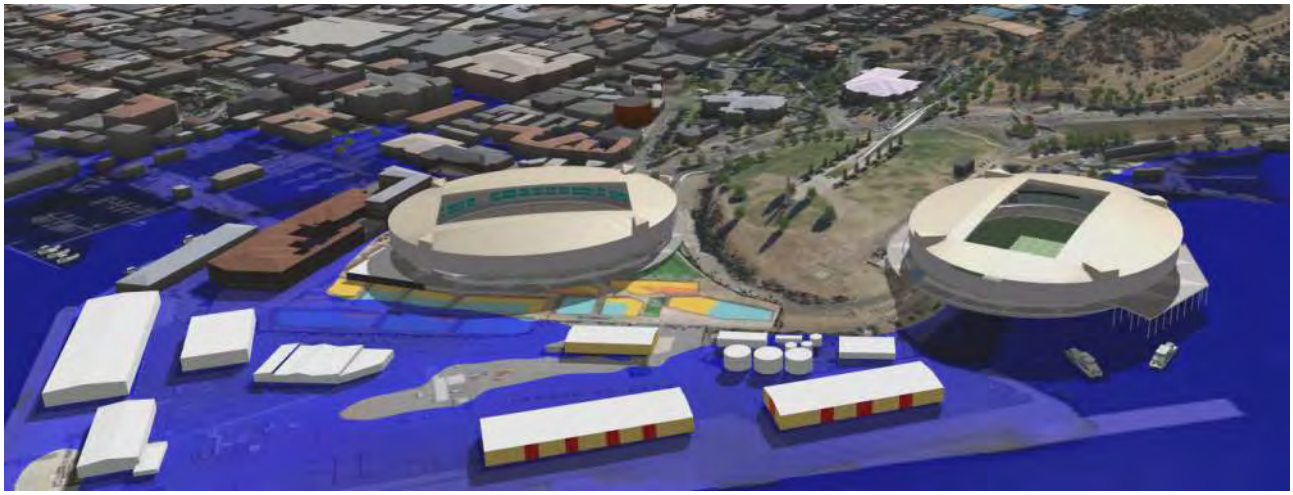


Figure 7-12 – Year 2100 Predicted Sea Level Rise with 500mm freeboard (RL3.5)

7.7.4 Stormwater Quality

Tasmanian State Policy on Water Quality Management 1997 (SPWQM) sets the water quality management and objectives for the State including stormwater which can be summarised as achieving the following:

Suspended solids (SS) – 80% retention of the typical urban annual load

Total phosphorus (TP) – 45% retention of the typical urban annual load

Total nitrogen (TN) - 45% retention of the typical urban annual load

To achieve the above, the Derwent Estuary Program Water Sensitive Urban Design principles is to be utilised.

Typically to meet BPEMG requirements if the development has up to 3-5% of total development area (40,000m^2), WSUD treatment such as wetland and raingardens will meet the water quality objects. This would result in a total treatment area of 1100m^2 -1900m^2 for the site. There are alternative treatment methodologies such as using propriety products. For the purposes of this report it has been assumed that this will satisfy local authority requirements.

7.7.5 Stormwater Quantity

It is assumed that the project will not cause increase flows to existing drainage assets based on the current condition, unless it can discharge directly to Derwent River.

Regatta Point proposes to discharge directly to Derwent River

Macquarie Point proposes to discharge to the existing drainage assets, as the current site is currently impervious there will not be increases in flow to the existing drainage infrastructure.

For the purposes of this report it has been assumed that these solutions will satisfy local authority requirements.

7.7.6 Proposed Infrastructure

The proposed drainage is shown in Figure 7-13 for each option.

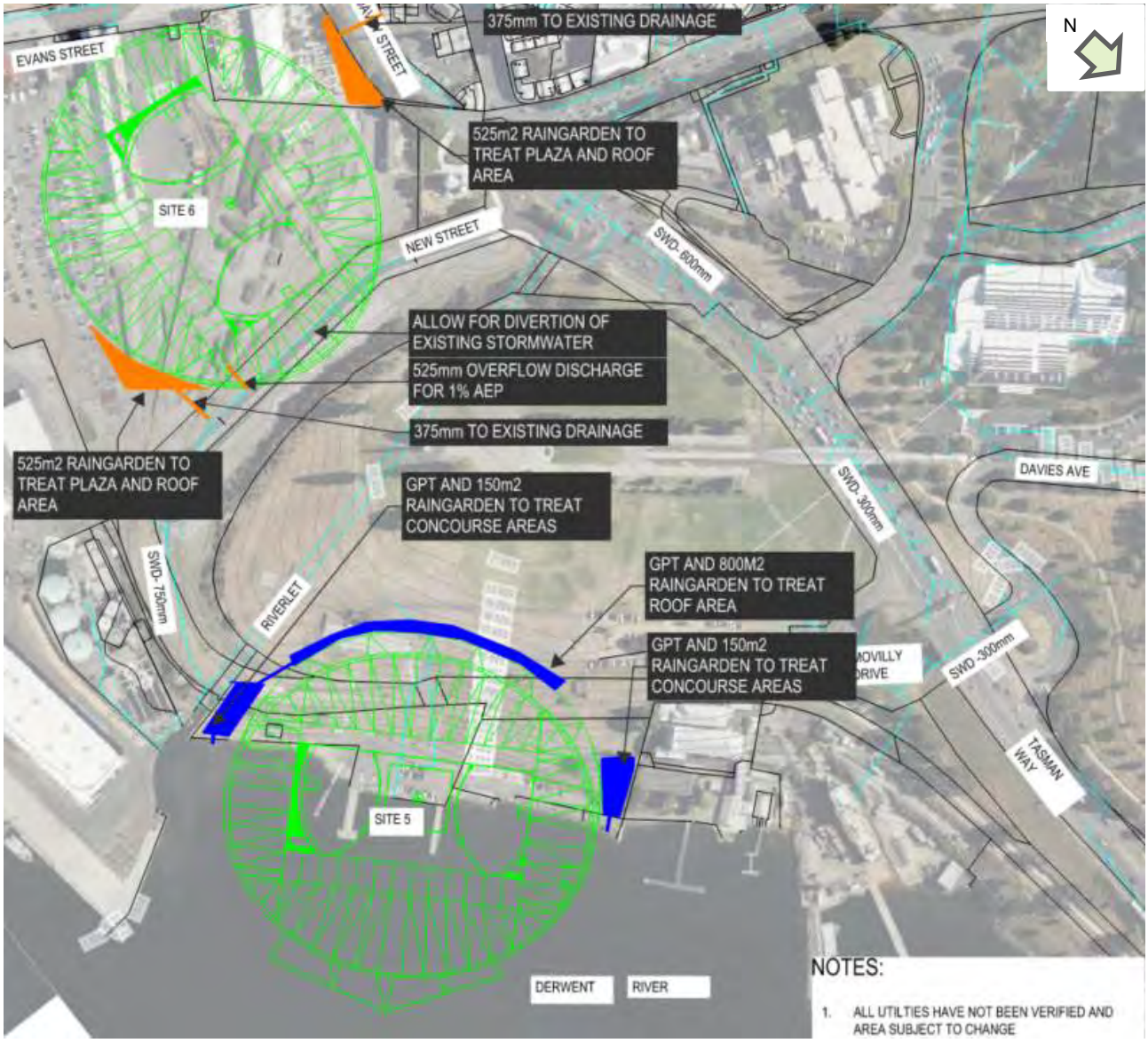


Figure 7-13 – Proposed Drainage Layout

The scope of drainage external to the stadium is shown in Table 7-2.

Table 7-2 Stormwater Proposed Scope of Works

Site	Scope
Regatta Point	New Gross Pollutant Trap to protect Derwent River from solids New 1100m2 bioretention basin to treat water quality from stadium New 30m long 450mm pipe to discharge to basin
Macquarie Point	New 45m long 525mm RCP to for major flow discharge to existing asset New gross pollutant trap to protect Derwent River from solids New 1100m2 bioretention basin to treat water quality from stadium New 30m long 450mm to discharge to basin New 25 long 525mm pipe to discharge major flow to existing asset.

7.7.7 Future Studies Recommended

It is recommended that AFL seek a legal point of discharge from City of Hobart to confirm assumptions of this report.

8 Structural Considerations

8.1 Structural assumptions

For the purposes of this report, it has been assumed that the bowl for the stadium will generally be the same for both sites. As discussed previously in this report, for comparison purposes we have used Marvel Stadium in Melbourne and Metricon Stadium in Queensland as reference for this Hobart stadium. We have assumed similar grid spacings and piling system as Marvel, to enable an indicative footing design to be developed for each of the sites. The seating bowl has been reduced to suit the assumed capacity of around 23,000.

For the purposes of determining the type, size and number of foundations we have assumed a grandstand profile as described elsewhere in this report, which yield the following for each of the sites:

Table 8-1 Stadium Column Assumption

Area	Number of Columns
GA section (wing and 2 ends)	180
Operational section (wing)	170
Playing surface (if suspended)	440
External “Town Square” concourse (if suspended)	34

Table 8-2 Stadium Core Assumption

Area	Number of Cores
Combined stair/lift cores in GA section (eg wing and 2 ends)	0
Combined stair/lift cores in Operational section (eg wing)	3
“Mega cores” in the stadium corners which support the moving roof	4

As noted elsewhere in this report, the stadium has been oriented to favour a north-south direction to optimise light onto the pitch should an ETFE fixed roof be adopted. The location of the Operational portion of the stadium footprint has been to typically locate this on the western side (to suit broadcasting requirements), with other back-of-house areas located to best suit the crossfalls that exist on each of the sites.

For the structural design of foundations for each site, significant geotechnical investigations and analysis will be required. For the purposes of this study, we have assumed a geotechnical profile across each of the sites as described below. We have assumed pad footings will be adopted over the use of piles where the geotechnical and cut profile conditions allow, i.e. where rock is expected near the base of the column/core.

8.2 Regatta Point

The layout Plan for Regatta Point Stadium is shown in Figure 8-1. The Stadium sections, wing to wing and goal to goal as shown in Figure 8-2 and Figure 8-3 respectively.

Figure 8-1 – Regatta Point Layout

Figure 8-2 – Regatta Point - Section A - Goal to Goal

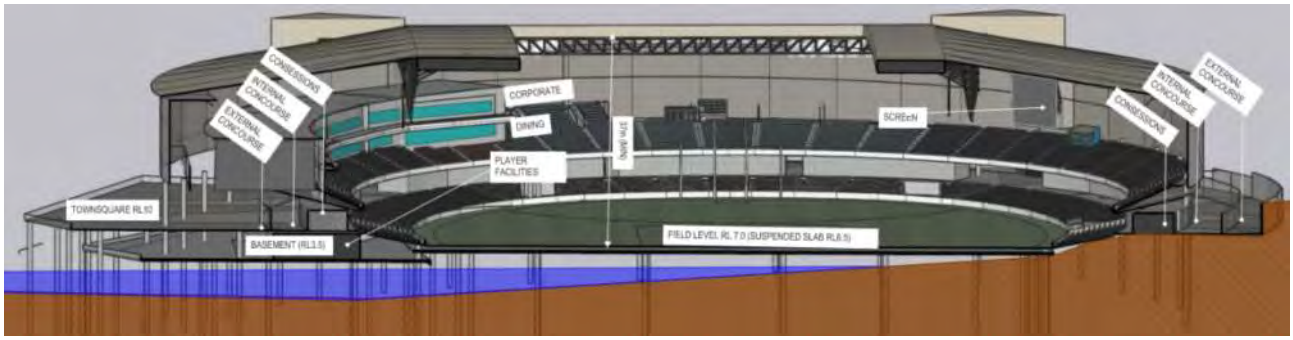


Figure 8-3 - Regatta Point - Section B - Wing to Wing

For this site the Operational areas would be more easily located on the north-east (river) side, to avoid the excess excavation into rock that would be required on the Cenotaph side. The side that is generally preferred for the Operational zone is the west, driven by broadcasting requirements with cameras not facing the sun. However, for a stadium with an operable roof this can be overcome by closing the roof. Shadow studies could be undertaken (based on Hobart's southerly latitude) to determine where cameras can be located to avoid direct sun.

8.2.1 Assumed Geotechnical profile

From the generic high-level information available it appears that the landside portion of this site consists predominantly of natural soils. For this study we have assumed that the top 5 metres consists of clay with a

bearing capacity of 200kPa, underlain by 5metres of highly weathered rippable rock with a bearing capacity of 400kPa. This rock is assumed to be underlain by sound dolerite with a bearing capacity of 1000kPa. It is assumed the piles would continue 2 metres into the sound dolerite, and due to the crossfall the landside piles could extend up to 3m above the ground. This means landside piles would be in the order of 15 metres long.

For the piles over water, we have assumed that the average depth of water is 8 metres, and an additional 3.5m of soft material exists above the clay. This means piles over water would be in the order of 27 metres long.

Based on this assumed profile, the footings under the stadium would consist of the following:

Table 8-3 Regatta Point Footing Quantities

Footing Type	Size	Number
Pad footing A	1.9 x 1.9 x 0.9D	16
Pad Footing B	2.7 x 2.7 x 1.4D	48
350 square Precast piles	15m length	410
350 square Precast piles	27m length	1240
Pile Caps including rafts under cores	Volume	1820m^3

8.2.2 Retaining Wall Requirements

A retaining wall will be required as shown in Figure 8-4 to allow a concourse set at RL10.

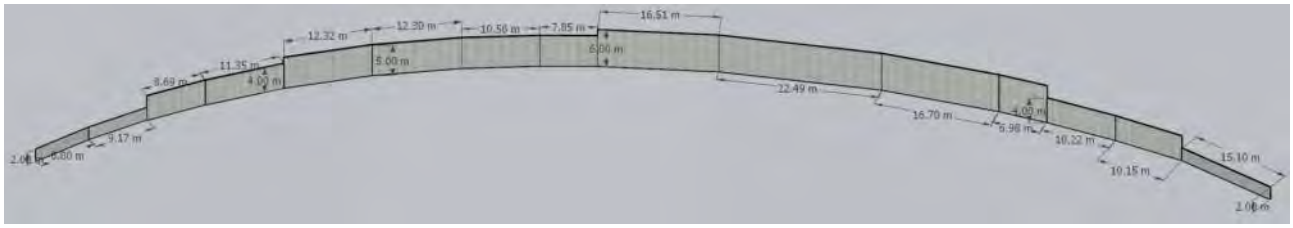


Figure 8-4 – Regatta Point Retaining Wall Extent

8.3 Macquarie Point

The Layout Plan for Macquarie Point Stadium is shown in Figure 8-5. The Stadium sections, wing to wing and goal to goal as shown in Figure 8-6 and Figure 8-7 respectively.

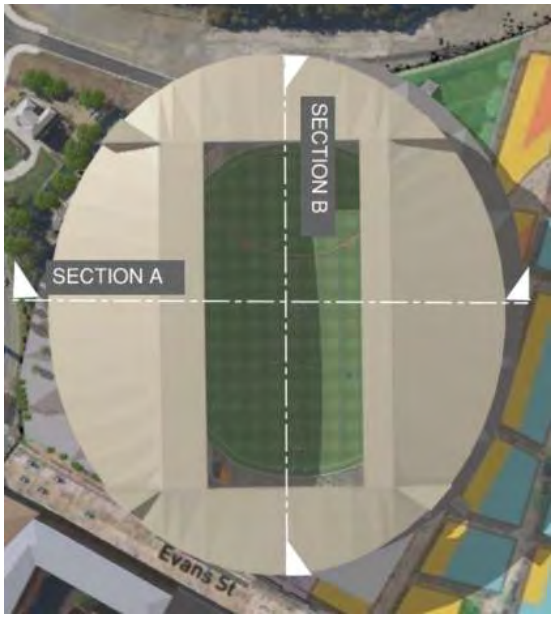


Figure 8-5 – Macquarie Point Layout

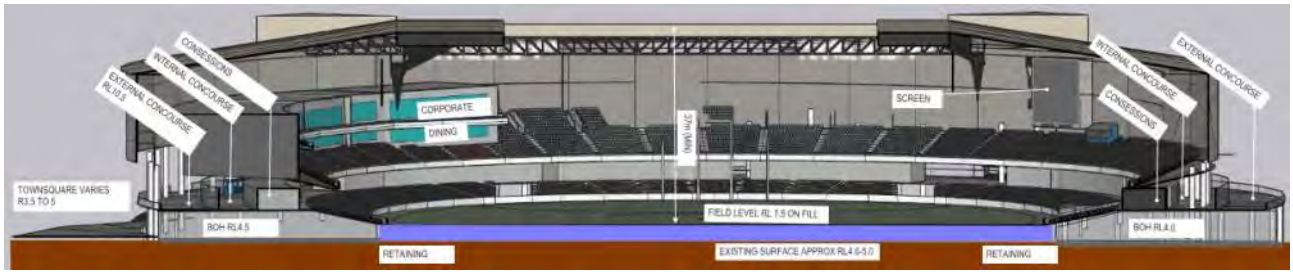


Figure 8-6 – Macquarie Point - Section A - Wing to Wing

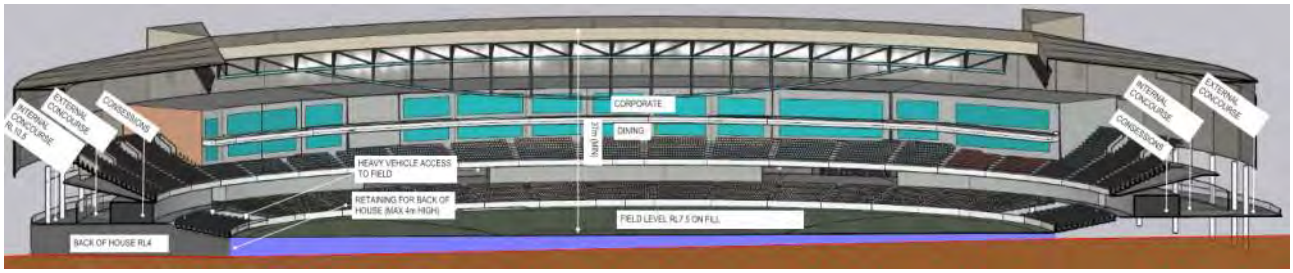


Figure 8-7 – Macquarie Point - Section B - Goal to Goal

For this site the Operational areas would be located on the traditional western side, which is the side that is generally preferred driven by broadcasting requirements with cameras not facing the sun. Some of the back-of-house areas are skewed towards the south to make use of the existing falls across this site. Due to the crossfall on this site a retaining wall or landscaped berm would be required on the western side.

Unlike Regatta Point the playing surface is assumed to be on grade for this site. This results in significantly less columns for the structure.

8.3.1 Assumed Geotechnical profile

From the generic high-level information available it appears that this site consists predominantly of fill and disturbed materials. For this study we have assumed that all columns will need to be supported on piles that are 20 metres long.

Based on this assumed profile, the footings under the stadium would consist of the following:

Table 8-4 Regatta Point Footing Quantities

Footing Type	Size	Number
Pad footing	N/A	N/A
350 square Precast piles	20m length	1130
Pile Caps including rafts under cores	Volume	1530m^3

8.3.2 Retaining Wall Requirements

The retaining wall extent for the Macquarie Point site which is required to retain the pitch and maximise the back of house area is show in Figure 8-8.

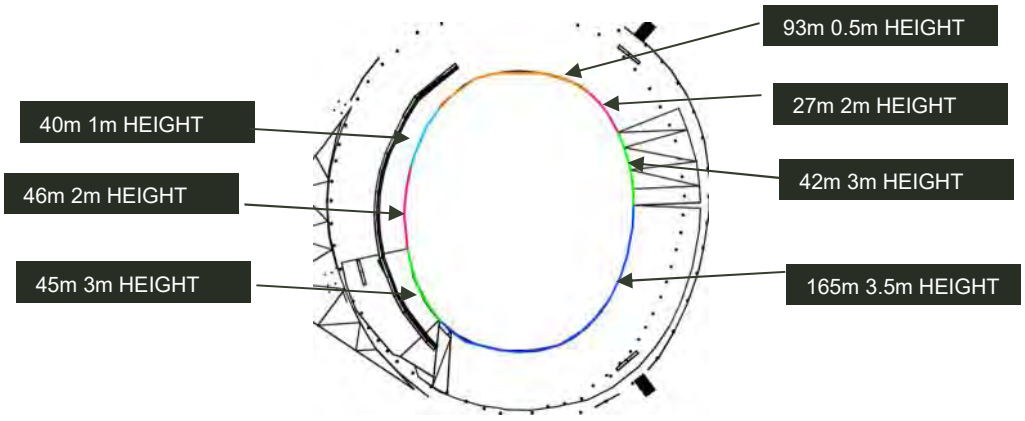


Figure 8-8 – Macquarie Point – Extent of Pitch Perimeter Retaining Wall

8.4 Greenfield Site Comparator

To enable an “extra over” cost for the site conditions to be established for each of the sites, the stadium footprint has been tested on a fictitious greenfield site, which has been assumed to be flat and have sound clay with a bearing capacity of 400kPa at the surface. For this site, all the structural loads would be supported on pad footings and the external plaza would be a slab-on-grade. The pitch for this site would also be on grade (ie not suspended), so there would be no “found space” associated with this design. No retaining walls would be required.

For this study, we have also assumed that the back-of-house and player facilities etc are located above ground, assuming the site is large enough to accommodate this.

To create the depression within the bowl such that the concourse is above the lower tier, the pitch and lower tier area would need to be excavated. The volume of cut required is included in the table below.

For this site, the required foundations and earthworks is shown in Table 8-5.

Table 8-5 Greenfields Comparison Quantities

Footing Type	Size	Number
Pad footing A	1.9 x 1.9 x 0.9D	176
Pad Footing B	2.7 x 2.7 x 1.2D	34
Pad Footing C	3.2 x 3.2 x 1.5D	17
Pad Footings under stair/lift cores	Total volume	700m^3
Pad Footings under mega corner cores	Total volume	2200m^3
Volume of clean soil cut to create the lower tier /pitch profile (Refer Figure 8-9)	Total volume	126,000m^3

Figure 8-9 – Greenfields Clean Soil Cut

9 Back of House Opportunities

For the Regatta Point site, the steep topography on the landside creates opportunities to locate back-of-house and carparking areas in the space generated between the lower seating tier and the concourse for approximately 65% of the stand. As part of this study, it has been assumed that areas for player facilities, kitchens, loading docks, changerooms, and media areas will utilise this undercroft space. For the Macquarie Point site this opportunity for undercroft space between the concourse and the natural surface exists for a similar proportion of the stand, noting that the headheight for this site will reduce as the ground floor slab will following the natural surface upwards to the north. Both sites generate approximately 14,000m^2 of space for back-of-house and carparking (or similar), as shown below:

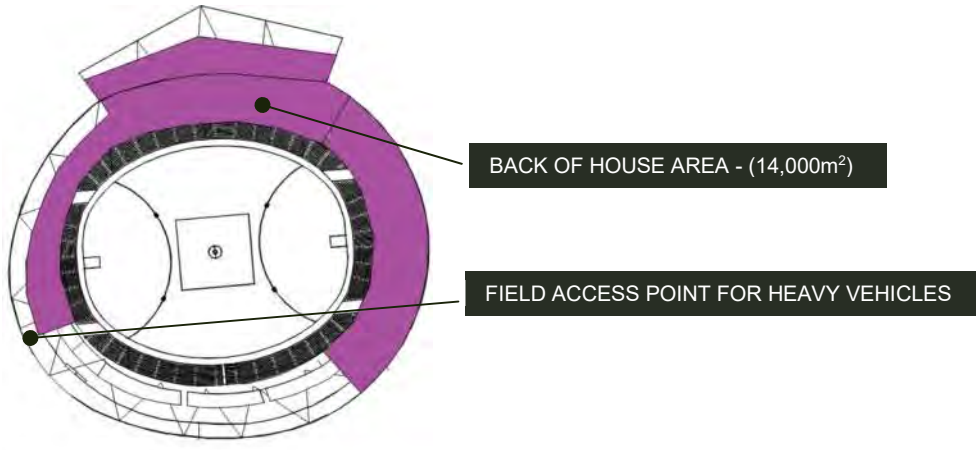


Figure 9-1 - Regatta Point

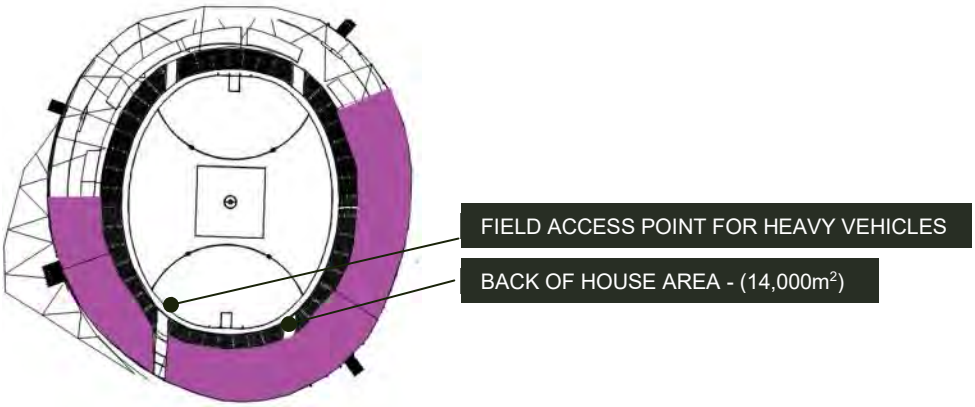


Figure 9-2 – Macquarie Point Site

10 Perimeter Concourse

Entry/exit gates will be required at multiple locations around the stadium. To enable access to these gates, and to provide the amenity expected of a modern stadium, it is expected that a perimeter external concourse will be included in the stadium design. The width of this concourse would be determined in the design phase of the project, but for this study we have assumed 10metres. This would need to be designed to accommodate fire safety vehicles and the like, similar to Marvel Stadium.

Figure 10-1 - External Concourse

11 Plaza/Meeting Space

All modern stadia need an inviting activated meeting place for patron to connect, congregate, and celebrate. Each of the sites has unique challenges when considering the ability to add such a plaza, so the structural issues associated with this have been included for separate costing, if applicable.

The appropriate size for the plaza would need to be established during the preliminary design of the stadium, but for the purposes of this report we have assumed a plaza similar in area to the external portion of the new Town Square currently under construction on the southern end of Marvel Stadium, which is 3,600m^2. The area would include the need for heavy overlay loads such as stages, crowd dancing, landscaping, etc, and the large vehicles that would be associated with this.

11.1 Regatta Point

To reflect the imagery that has been published previously on this site (and to maximise the opportunity this over-water site presents), we have assumed the proposed 3,600m^2 plaza for the Regatta Point site would be located on the eastern side, protruding out into the river.

For the purposes of this report, we have assumed the following layout for the plaza. This would be supported on piles. Visualisation of the Proposed Design is shown in Figure 11-1.

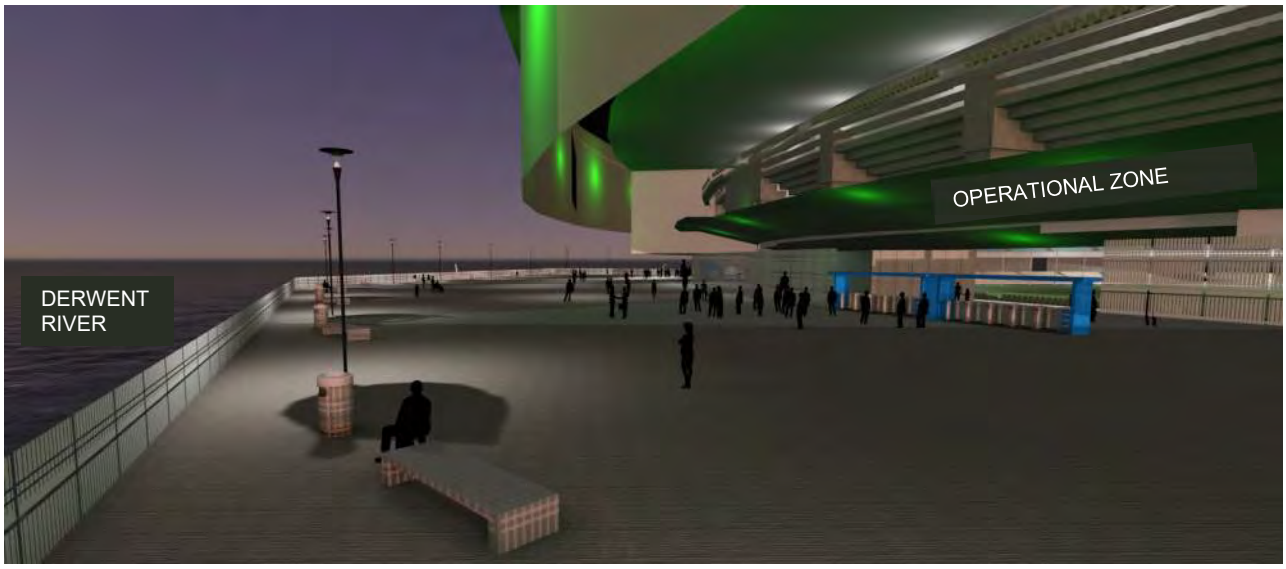


Figure 11-1 – Regatta Point - Plaza/Meeting Space

11.2 Macquarie Point

The plaza for the Macquarie Point site would be located on the southern side of the stadium, which is closest to the Hobart CBD. Due to the topography of this site, this 3,600m^2 plaza would be located as a slab-on-grade on the existing natural surface.

For the purposes of this report, we have assumed the layout for the plaza is shown in Figure 11-2.

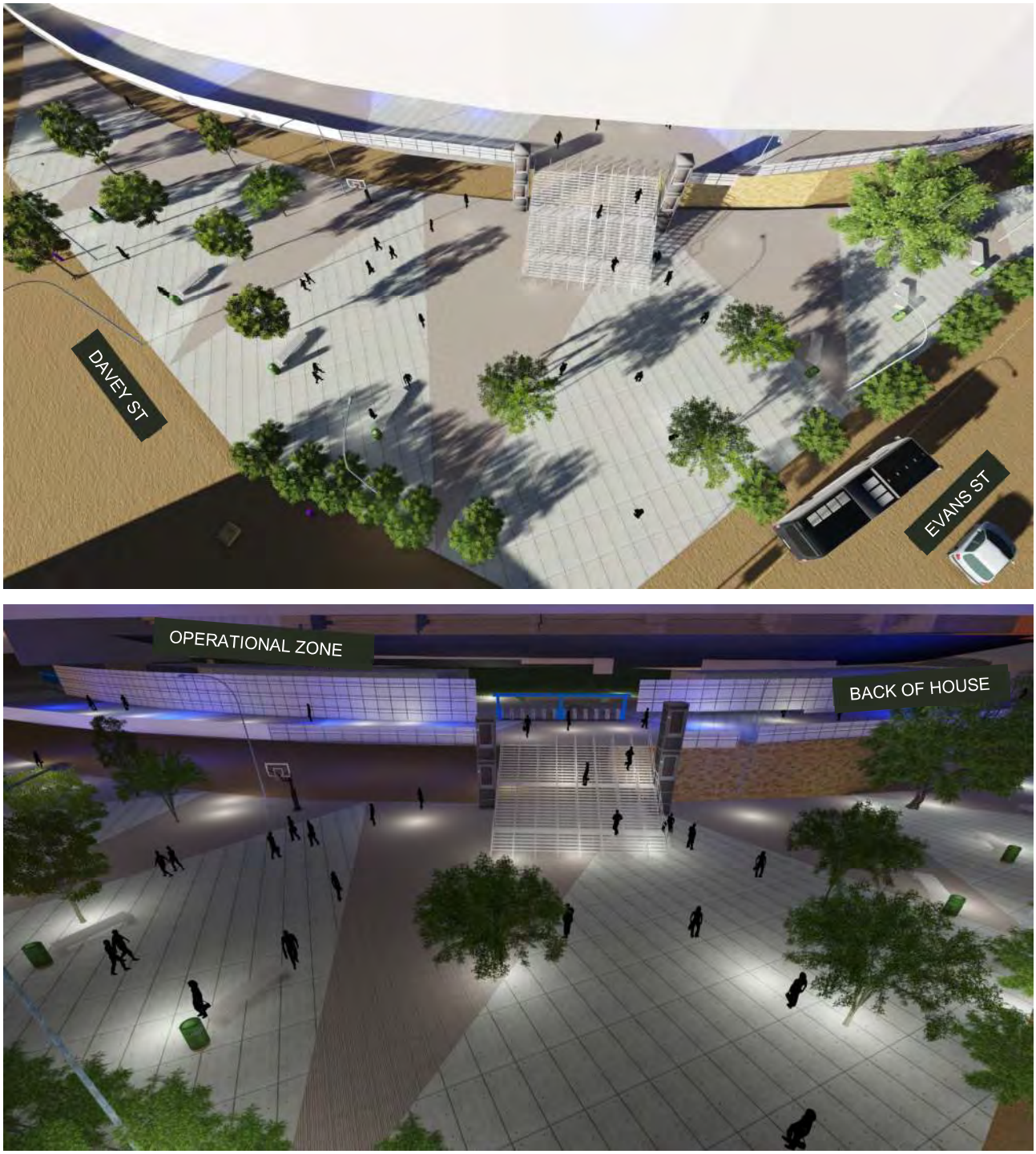


Figure 11-2 – Macquarie Point - Plaza/Meeting Space

12 Sensitivity of Results

To compile this study in the very limited amount of time available, a number of assumptions have been made to enable our team to proceed. During the course of this study, we have been questioned by the client group on the effect that some of these assumptions may have on the indicative costings that are being prepared in parallel by the Quantity Surveyor. The following provides some commentary on some of these issues.

12.1 Fixed vs Operable Roof

Some of the advantages and disadvantages of fixed vs operable roofs are included in Section 4.1. The overall weight of a fixed roof would be lighter than an operable roof covering an equivalent area. A detailed study would need to be undertaken to provide any justifiable assessment of this extra-over cost. In the author's opinion, based on a very crude assessment of the Marvel Stadium roof, around 350tonnes of structural steelwork may have been able to have been taken out of the Marvel Stadium roof if it were a fixed roof. This assumes the weight of the roof (and/or rigging loads) is the same as exists at Marvel Stadium.

In addition to the tonnage of structural steel saved, there is also the cost of the bogies, slide bearings, sensors, controls, electrics, control panels, etc that would be saved, as well as reduced ongoing operational costs and maintenance costs.

As each pile can carry over 150tonne, the difference in the cost of foundations for a fixed roof compared to an operable roof is negligible.

12.2 Effect of Roof on Turf (and walls)

To grow natural turf it is essential than the grass receives sunlight (real and/or artificial) and also that it experiences air movement across the surface. Marvel Stadium achieves this through a combination of opening the operable roof every day, and by the fact that a large percentage of the façade is open to allow air flow into the stadium through metal screens, openings at the gates, louvres and the like.

If a fixed ETFE style roof is envisaged, then significant openings in the walls around the perimeter of the stadium will be required to allow the air movement across the grass. A detailed study of the extent of the openings required is beyond the scope of this report, however an open concourse similar to the Metricon Stadium grandstand may need to be considered. If this arrangement is considered not suitable for the Hobart climate, then a perimeter façade with a large percentage of mechanically operated louvres should be considered.

12.3 GA vs Operational Grandstand Sections

As noted in our report, we have assumed that the cross section of the grandstand is a fairly basic General Admission (GA) arrangement for around 60% of the stadium and the more built-up Operational arrangement for around 40% of the stadium. The Operational portion of stadium includes space for function rooms, broadcasting facilities, and corporate areas, as well as back-of-house areas including kitchens, deliveries, team drop-off, player change rooms, media facilities, etc. The percentage of GA vs Operational footprint is important, as the total floor area constructed for each seat in the Operational zone may be in the order of 3-4 times that in the GA areas. With the higher level of fitout required the cost per seat in the Operational zones may be at least 5 times the cost per seat in the GA zone.

To enable an assessment of the costs associated with this assumption, we have reviewed the proportion of GA to Operational sections for Metricon Stadium and note that this is in the order of 70% GA and 30% Operational. Based on this 70/30 split, the number of footings required for the two sites are compared below.

Table 12-1 Regatta Point 70/30 Split

Footing Type	Size	Number
Pad footing A	1.9 x 1.9 x 0.9D	16
Pad Footing B	2.7 x 2.7 x 1.4D	48
350 square Precast piles	15m length	400
350 square Precast piles	27m length	1200
Pile Caps including rafts under cores	Volume	1800m^3

Table 12-2 Macquarie Point 70/30 Split

Footing Type	Size	Number
Pad footing	N/A	N/A
350 square Precast piles	20m length	1100
Pile Caps including rafts under cores	Volume	1500m^3

Table 12-3 Green Field Comparator 70/30 Split

Footing Type	Size	Number
Pad footing A	1.9 x 1.9 x 0.9D	179
Pad Footing B	2.7 x 2.7 x 1.2D	24
Pad Footing C	3.2 x 3.2 x 1.5D	12
Pad Footings under stair/lift cores	Total volume	700m^3
Pad Footings under mega corner cores	Total volume	2200m^3
Volume of clean soil cut to create the lower tier /pitch profile (Refer Figure 8-9)	Total volume	126,000m^3

13 Access from the CBD

A brand new stadium with a large capacity will provide an exclusive experience to the stadium spectators. However, the travel routes and accessibility to and from the stadium precinct is also vital to the spectators and in some ways affect their decisions of whether to visit the stadium or not. This high level assessment addresses the connections from the stadium site options to the wider precinct from the customer experience perspective and highlights the constraints and potential opportunities to enhance the entire spectator experience from a holistic view.

13.1 Event Size Comparison

Comparing the new stadium capacity to Hobart's largest festival, Dark Mofo Winter Feast, the new stadium's seating capacity of around 23,000 seats is similar to the Dark Mofo final night which had 23,000 people in year 2022. If the new stadium were to host eight AFL games a year, this would be equivalent to nine Dark Mofo final nights a year to manage.

To cater for such high demands several times annually may pose a challenge, and the customer journey is vital to providing a world-class sporting event experience. Among the customer journey, the last mile experience is identified between the local transport hubs and nearby attractions to the stadium, which is a key component to the customer journey and crowd planning.

13.2 Persona Profiles

To fully engage the site options from a transportation perspective and to investigate the opportunities and challenges in broader terms, a journey mapping process was conducted. Personas have been developed based on Hobart's population and demographic information, existing stadium operation, as well as the interstate travellers' needs. The development of the personas and their travel choices were also combined with current transport conditions and future visions. Three personas were developed with their specific needs, as identified in Figure 13-1:

Figure 13-1 - Journey Mapping: Persona Profiles

For Regatta Point and Macquarie Point, each persona was plotted with a unique last mile journey based on local knowledge and understanding of the surrounding sites. This provided visibility to the opportunities and constraints that each persona would encounter along their travel journey. The last mile journey maps for Regatta Point and Macquarie Point are presented in Figure 13-2 and Figure 13-3 respectively.

13.3 Journey Mapping & Constraints

Figure 13-2 - Last Mile Experience - Regatta Point

Figure 13-3 - Last Mile Experience - Macquarie Point

As shown in Figure 13-2 and Figure 13-3, several constraints are identified throughout the journey mapping exercise for both stadium sites:

- **Car Journeys:** for locals, the car-dominating travel behaviour in the daily movement is likely to remain for sporting events. Limited car parking space in the city and on the ground indicates that alternative public transport modes must be provided, particularly in the regional areas to support the stadium access/ exit.
- **Road Congestions:** as the Tasman Highway is the major access/ exit routes to both stadium sites, it is likely to experience traffic pressure, especially for turning movements to/ from the stadium locations.
- **Distance to Public Transport Hubs:** the public transport hubs (the existing Brook Street Pier, the bus interchange at Franklin Square and the potential Bus Transit Centre at City Hall are not within a 5 minute walking distance to either stadium site. This will create challenging conditions for patrons with restricted mobility and for people travelling during Hobart's winter weather conditions.
- **Lack of Park & Ride Facility at Ferry Terminal:** as alternative to the bus service, the existing and future ferry services provide another public transport mode to transfer the major demand. However, the limited park & ride facilities at the current Bellerive Pier limits its capacity to only serve patrons living local to the ferry terminal.
- **Support to Personal Mobility Devices**: Personal Mobility Devices (PMDs)/ e-scooters can be utilised to enhance the last mile experience. Though trials are in place in City of Hobart, it is possible that over time as their use increases, management measures such as geofencing may be implemented in highly pedestrian areas of the city, such as the waterfront. This may impact their viability as a last mile mode of transport to and from the stadiums. Furthermore, on-site management at a future stadium will also be required to control PMD parking, use in crowded spaces and availability post event.
- **Missing Pedestrian Connections:** Regatta Point is currently segregated from the CBD by the Tasman Highway, with several traffic junctions between Brooker Avenue and Tasman Highway, as well as the underpass at the Railway Roundabout which does not provide the most pleasant pedestrian connections. The existing overpass Bridge of Remembrance only provides the north – south connection to the Regatta Point, but no further connection to the CBD.
- **Safety Concerns:** there are areas in the CBD with poor lighting and wayfinding impacting the pedestrian experience for patrons choosing to walk between the city and stadium in the evening.
- **Food & Beverage Amenities:** apart from the food and beverage amenities between Hunter Street and Evan Street, there are no bars or restaurants near both stadium sites.

13.4 Opportunities

With an understanding of the situations through the journey mapping exercise detailed above, several opportunities are identified in Figure 13-4 to improve the last mile experience, with high-level suggestions listed below. Although these routes or areas do not fall within the jurisdiction of the ground management, they are key to create the comfortable, convenient and safe arrival and departure of spectators, therefore vital to the planning and decision-making of the stadium sites.

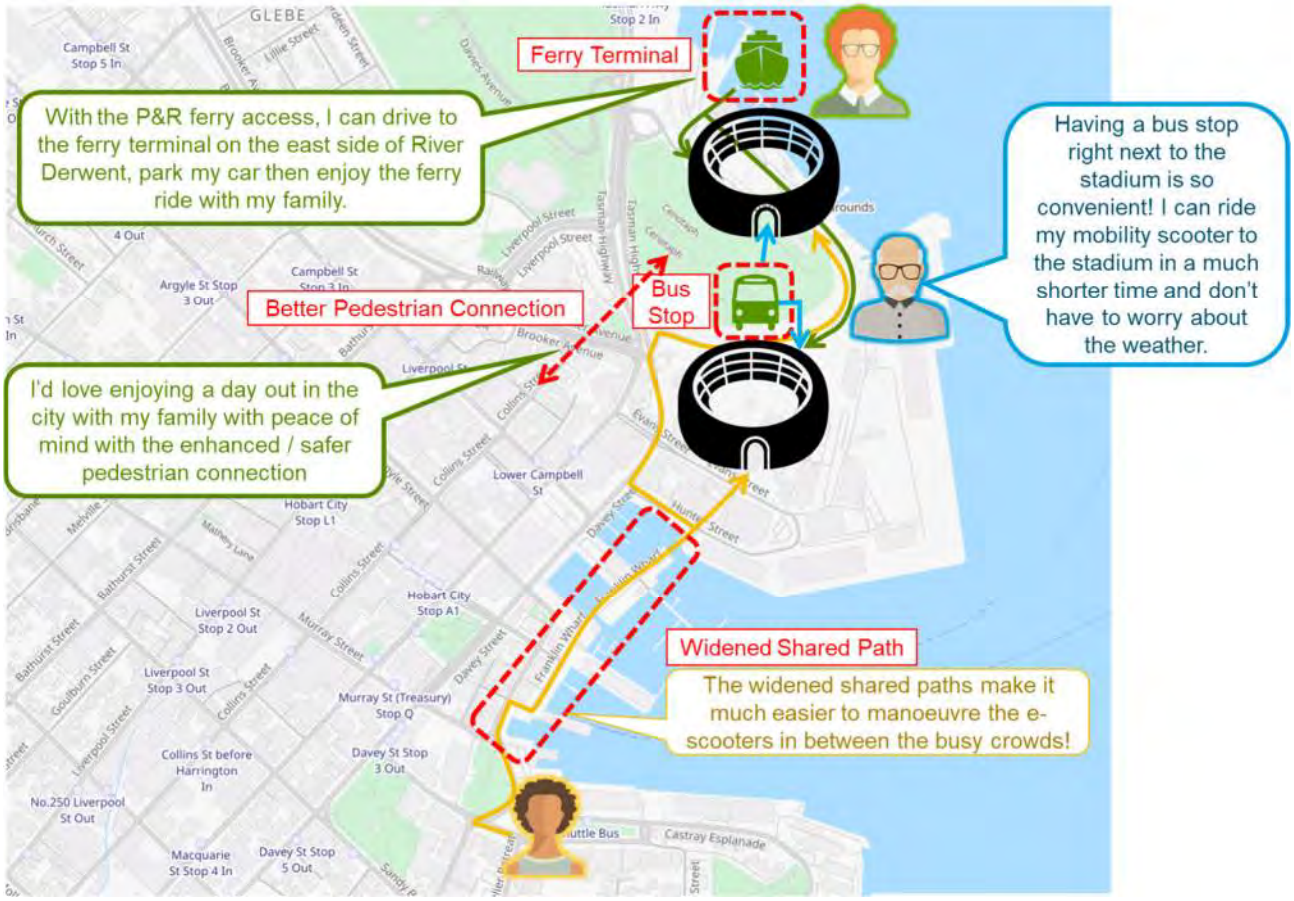


Figure 13-4 - Last Mile Experience: Opportunities

Reduce Car Dependency / Alternative Travel Modes

- A shuttle bus service is highly recommended, with the bus stop being located as close to the stadium sites as possible. Sufficient waiting space and weather-proof facilities are vital to cater for the ingress and egress passenger movements.
- A ferry terminal is proposed at Regatta point, to provide shuttle ferry services to the existing ferry terminal Bellerive, with future possibility to extend to Sandy Bay, Kingston, Claremont and Bridgewater. Similarly, to the shuttle bus stop, sufficient waiting space and weather-proof facilities are highly recommended.
- For both shuttle services, it is advised to provide Park + Ride facilities such as car parking and weatherproof facilities in the suburbs (either permanent or temporary to service an event), this will encourage people to use public transport when travelling to and from the stadium, minimising traffic and parking impacts in the Hobart CBD.
- Supplementary to the shuttle service, designated spaces are proposed for taxi / uber services as well as drop off and pick up bays.

Key Traffic Management

- Key access roads such as Tasman Highway should be carefully managed, with temporary traffic management plans developed for both the construction stage and stadium operation stage. The turning movements to/ from the stadium sites need to be further investigated to ensure that the key traffic routes are functioning appropriately during construction and on an event day.

Enhance Pedestrian Links

- Additional pedestrian connections such as an overpass or underpass are proposed between Regatta point to the CBD, to provide enhanced pedestrian connectivity between the CBD and the waterfront.
- Key footpaths/ shared paths between the Hobart CBD and stadiums may need to be widened to cater for high patron movements on event days, with sufficient space for PMD movements and pedestrian circulation.
- Clear wayfinding and sufficient lighting will enhance the connectivity and safety, which improves the traveller's experience.

Create 24/7 Attractions / Access

- Additional food and beverage amenities are proposed to be within proximity to the stadium, to encourage higher activity levels in the area before/ after events and on non-event days.

13.5 Further Integrated Traffic and Mobility Studies

The commentary above is the result of a quick assessment to identify some of the transport issues associated with locating a stadium near the Hobart CBD. It identifies that additional work should be undertaken to identify the allied work that should be undertaken in parallel with the stadium project, to ensure the stadium is successfully embraced by Tasmanian locals and visitors alike.

13.6 Allied Opportunities

The following image in Figure 13-5 identifies some of the potential opportunities to bring government and private sector development in and around the precinct to deliver a cohesive and responsive placemaking outcome. The stadium can be the catalyst to lasting legacy for the future of Hobart.

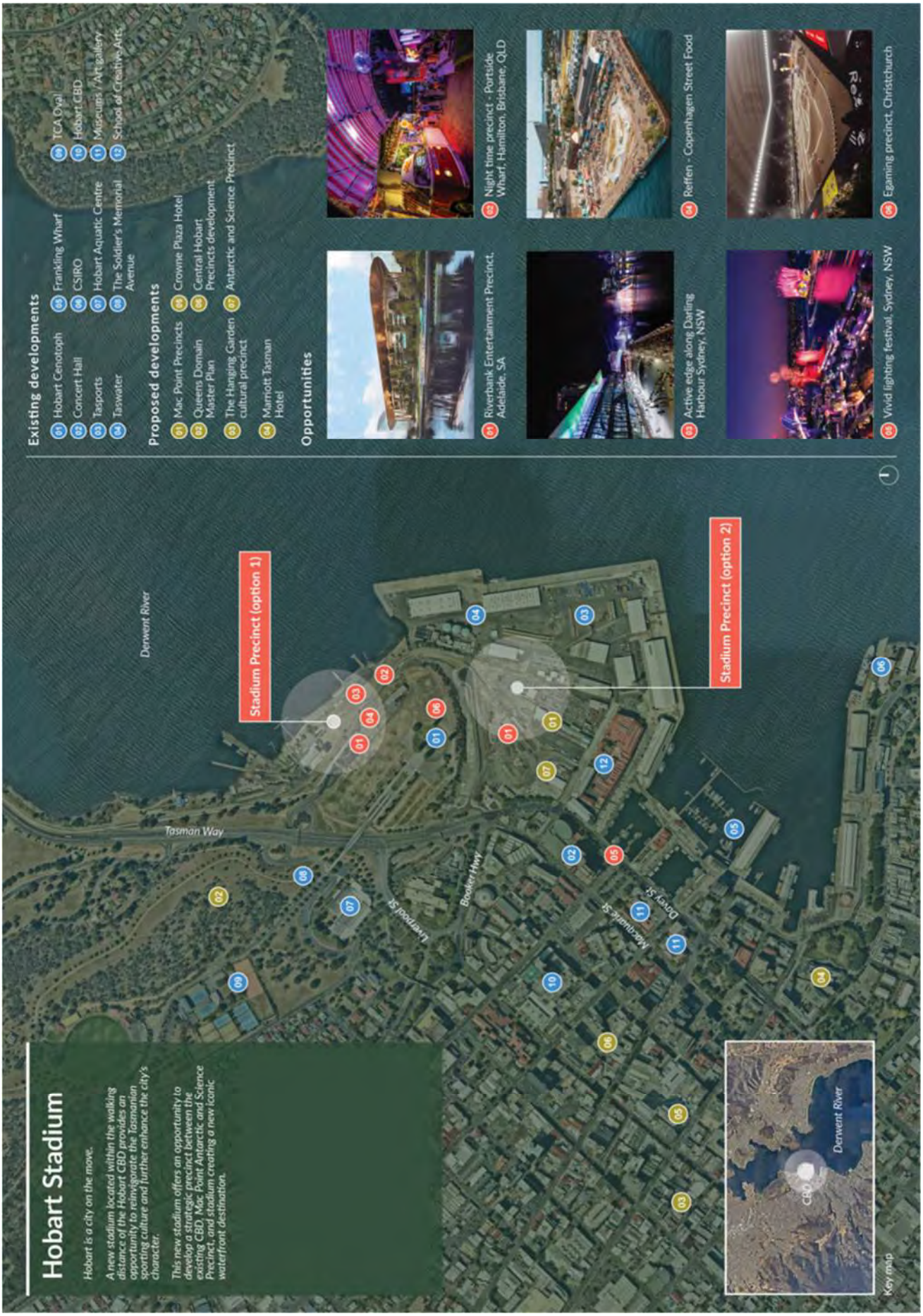


Figure 13-5 - Development Opportunities

14 Summary

This report has been prepared in response to a request from AFL for Aurecon to further investigate the relative merits of two possible sites for a stadium in Hobart, focussing primarily on the below-ground technical issues that are particular to each individual site. It is envisaged that the above-ground stadium would be similar for each site. The aim of this investigation is therefore to identify the technical issues that are unique to each of these sites, so that indicative costs associated with these issues can be determined for the purposes of comparison.

To achieve this in a compressed timeframe, numerous assumptions have been made about the configuration of the grandstands, roof types, concourse locations, broadcasting and BOH requirements, etc. The validity of these assumptions will need to be tested in the Feasibility Study/Concept Design phase of the project

In response to the request from AFL, Aurecon have undertaken a desktop study of inground utilities and infrastructure required to service the facility, as well as the earthworks and structural foundations that are likely to be required at each of the two sites. The key findings as they relate to the two sites have been collated in the Executive Summary at the start of this report, and more detail on each of these items can be found in the body of this report.

A pictorial summary for the two sites is also included in Figure 14-1 and Figure 14-2.

During the course of this project, we identified that the arrival and departure of over 20,000 people to the events at the stadium will challenge the existing transport infrastructure. Whilst not within the scope of this study, we have included a section that discusses some of the issues that will need to be addressed. This is presented in a graphical format by considering a “Journey Map” for different people within the community that will attend the stadium. Should the stadium development proceed, State Growth Tasmania will need to consider the improvements that may need to be made to the existing transport infrastructure. We have also considered how the experience of an event at the stadium by visitors to Hobart would feel. In this section of this report (section 13) we have also referenced potential development opportunities a stadium in Hobart would afford the surrounding precinct.

Figure 14-1 - Regatta Point summary

Figure 14-2 - Macquarie Point summary

15 Reference Material

This report has been prepared with reference to the following. Due to the size of these documents they have not been appended, but are available upon request:

Dial before you Dig request made 15th June 2022

LISTdata Open Data (thelist.tas.gov.au) downloaded on 17th June 2022.

Macquarie Point Strategic Framework and Master Plan 2015 – 2030

Macquarie Wharf Redevelopment ECI Documentation

Estuarine Habitat Mapping in the Derwent – 2007, A resurvey of Marine Habitats by SeaMap Tasmaina

Hobart Stadium Site Selection Process by MCS Management and Philip Lighton Architects 25th Feb 2022

Macquarie Point Development Corporation Contaminated Land Audit Report- Area 4 West by Coffey 24th September 2020

Macquarie Point Development Corporation Contaminated Land Audit Report- Area 1 by Coffey 5th June 2019

Macquarie Point Site Remediation Strategy – Report by Aecom dated 17th March 2015

Urban Geological Mapping Project Report 1 Engineering Geology of Greater Hobart Area dated 1991

16 Qualifications

Due to the confidential nature of this project contacting authorities about the direct potential development was not undertaken and is subject to agreement with the AFL for any potential communications with authorities. Any additional information that is obtained for the three sites should be forwarded to Aurecon for review, as this may conflict with the outcomes of this report.

This report is to be considered as a high-level review only. Due to the limited time available information obtained has not been verified, and key information may not have been provided to us. This report has been prepared to enable an indicative relative costing to be prepared by the QS.

Scope limited to Desktop Assessment study only of the following information:

- Dial before you Dig
- Authority GIS data

Aurecon, in preparation of the report will not take any responsibility for the reliability of the documentation provided to it, by the State, the project Stakeholders, and information freely sourced from various websites on line. The report will assume any data sourced on the internet of provided to it by the State or the project stakeholders is accurate, complete, and adequate.

No design has been undertaken for the future upgrades as part of these works, we have used industry baseline of similar Stadium style footprints to identify potential upgrade requirements.

DBYD and other publicly available information has been relied solely for this report for the proposed development site. This is advice that may be out of date and requires further validation for any design progression.

The scope does not include condition assessment of existing utilities.

The advice forming part of this engagement is exclusively for the use of AFL and cannot be relied upon by others. The findings, observations and conclusions expressed by Aurecon in this report will not be, and should not be considered as, an opinion concerning the commercial feasibility of the property or asset.

The owner or prospective purchaser of an existing property or asset necessarily assumes the risk of there being defects inherent in the asset. An engineer's report can assist an owner or prospective purchaser to assess risk but does not eliminate that risk.

A report of this nature is not a certification, warranty, or guarantee.

Any opinion/estimate of costs by Aurecon will be made on the basis of Aurecon’s experience and qualifications and will represent Aurecon’s judgement as an experienced and qualified professional engineer, familiar with the construction industry. However, Aurecon has no control over the cost of labour, materials, equipment, or services furnished by others or over Contractors' methods of determining prices or over competitive bidding or market conditions. Therefore, Aurecon cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from Aurecon’s estimates/opinions of costs, and the AFL are advised to make your own assessment on the opinions of costs presented by Aurecon.

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Hobart Stadium

Estimating the economic impacts of a new arts, entertainment and sports precinct in Hobart

August 2022

pwc

Disclaimer

This report is not intended to be read or used by anyone other than the Crown in Right of Tasmania (acting through the Department of State Growth).

We prepared this report solely for the Crown in Right of Tasmania's use and benefit in accordance with and for the purpose set out in our engagement letter with the Crown in Right of Tasmania dated 14 July 2022. In doing so, we acted exclusively for the Crown in Right of Tasmania and considered no-one else's interests.

We accept no responsibility, duty or liability:

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We make no representation concerning the appropriateness of this report for anyone other than the Crown in Right of Tasmania. If anyone other than the Crown in Right of Tasmania chooses to use or rely on it they do so at their own risk.

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Executive summary

A new 23,000 capacity stadium in Hobart could generate $300m in additional economic activity and 4,200 jobs during construction, and $85m in additional economic activity and 950 jobs in each year of operations

Construction phase

Jobs
4,200
Or 1,400 direct and indirect FTE jobs annually over three years

Growth
$300m
$300m direct and indirect gross state product contribution.

Assumed $750m construction cost over three years

Operating phase

Jobs
950pa
950 FTE jobs annually throughout the Tasmanian economy

Growth
$85m pa
Or $2.2bn in direct and indirect gross state product over 25 years

Consumption
$162m pa
Relating to 350,000 bed nights

Assumed 23,000 capacity and 44 events per year

Contents

This analysis provides indicative estimates of the impacts that could be delivered by a new stadium in Hobart

Background

The Tasmanian government is exploring an investment in a new 23,000 capacity tier 2 stadium in Hobart's city centre. The stadium would be the catalyst for a new arts, entertainment and sports precinct, supporting both circular and rectangular entertaining space and will be fitted with modern media facilities, corporate boxes and function facilities, and potentially a retractable roof to support matches and concerts in a range of weather conditions. This stadium also serves as a key enabler for Tasmania's pursuit of a 19th AFL licence.

Scope of work

PricewaterhouseCoopers Consulting (Australia) Pty Limited (PwC) has been engaged by Events Tasmania to estimate the economic impacts that could be generated by a new stadium in Hobart.

This analysis estimates the total economic impacts (i.e. gross state product (GSP), employment and household consumption impacts) generated for the Tasmanian economy during the facility's construction, and 25 years of its operation. This report also considers the qualitative, socio-economic impacts associated with the Stadium.

Approach

This analysis is a tool to help raise awareness of the impact that this investment could have on the Tasmanian economy. It uses a computable general equilibrium (CGE) model to estimate the economy-wide impact of the construction and operations of the new stadium. More detail on CGE models is provided in the Appendix A. The analysis draws on the following key inputs:

- Indicative facility cost of $750 million provided by Tasmanian Government
- Hobart Stadium Capacity Optimisation Analysis provided by Tasmanian Government
- Hobart Stadium Projected Content and Attendances provided by Tasmanian Government
- Expenditure of match attendees that is induced by the stadium - derived from spend data collected in 2017 from attendees at UTAS Stadium matches.[1] This data has been adjusted to account for inflation and the higher cost of living in Hobart.

This is an indicative analysis - more robust inputs would be required for this analysis to be able to inform investment decision making, including:

- Detailed stadium design (including location and key attributes) of a series of investment options
- Robust facility cost estimates that are directly linked to detailed stadium design provided by a quantity surveyor
- Recent primary data collection (including spend patterns and attitudes towards event attendance in Hobart specifically).

[1] Attendee spend data obtained from the PwC report '*Estimation of the Economic Contribution of the Hawthorn Football Club 2017 Games in Launceston to the Tasmanian Economy*'.

The construction of Hobart stadium could deliver $300m in additional economic activity and approximately 4,200 jobs

Construction phase

The impacts of the stadium during construction are driven by the $750 million assumed cost over a three-year period.[1]

$300m

Direct and indirect GSP contribution during construction

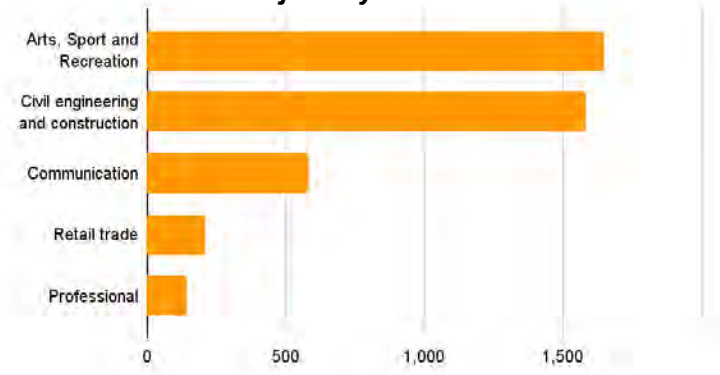
The construction of the new stadium in Hobart is estimated to contribute $300 million directly and indirectly in gross state product (GSP) over three years.

4,200

Jobs (FTE) in Tasmania

The construction of the new stadium in Hobart is estimated to support around 4,200 jobs over a three-year timeframe. The key sectors that this project would generate jobs in are:

Table 1: Construction jobs by sector



[1] *Assumed construction costs have been provided by Tasmanian government.*

Hobart stadium could deliver 950 jobs and $85m in additional economic activity each year it is operational

Operations phase

The impacts of the stadium during its operations are driven by the assumed capacity of 23,000, assumed event schedule of 44 events per year, and the estimated expenditure of match attendees.[1]

104k pa

Interstate & overseas visitors

The new stadium in Hobart is estimated to attract up to 104,000 interstate and overseas visitors and up to 184,000 intrastate visitors annually, corresponding to to 350,000 bed nights.

$162m pa

Direct expenditure

Hobart stadium is estimated to attract up to to 420,000 attendees each year, contributing $162 million in direct expenditure annually

$85m pa

Direct and indirect increase to GSP

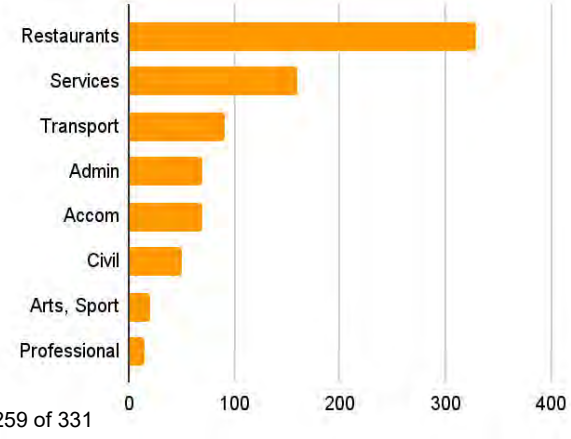
The new stadium in Hobart is estimated to contribute $85 million directly and indirectly in gross state product (GSP) annually, or $2.2 billion over 25 years.

950 pa

Tasmanian jobs (FTE)

The stadium is estimated to support 950 jobs per annum in the following key sectors:

Table 2: Annual jobs by sector



[1] *Expenditure of match attendees that is induced by the stadium has been derived from spend data collected in 2017 from attendees at UTAS Stadium matches. This data has been adjusted to account for inflation and the higher cost of living in Hobart.*

Assumed event schedule

Annual attendance is estimated by applying the assumed stadium capacity (23,000) to a predicted events schedule (44 events per year - informed by analysis delivered for the Tasmanian Government).

The benefits to the Tasmanian economy generated by the stadium are driven by the net new events that the Stadium generates, and needs to exclude the events that are already in Tasmania (but would move to the Hobart Stadium).

This analysis considers past event schedules to infer that 44 total events could correspond to 28 net new events across the following event types:

- AFL
- BBL
- A-League
- Int'l cricket (days)
- Int'l rugby
- NRL
- Concerts.

An arts, entertainment and sports precinct has the potential to deliver a range of socio-economic benefits to Tasmania

More attractive property market

- Stadia can increase the value of housing in the surrounding areas by 3 - 4 per cent.

Wyatt, Amber (2020), Do Sports Stadiums Raise Residential Values: The Case of Banc of California Stadium

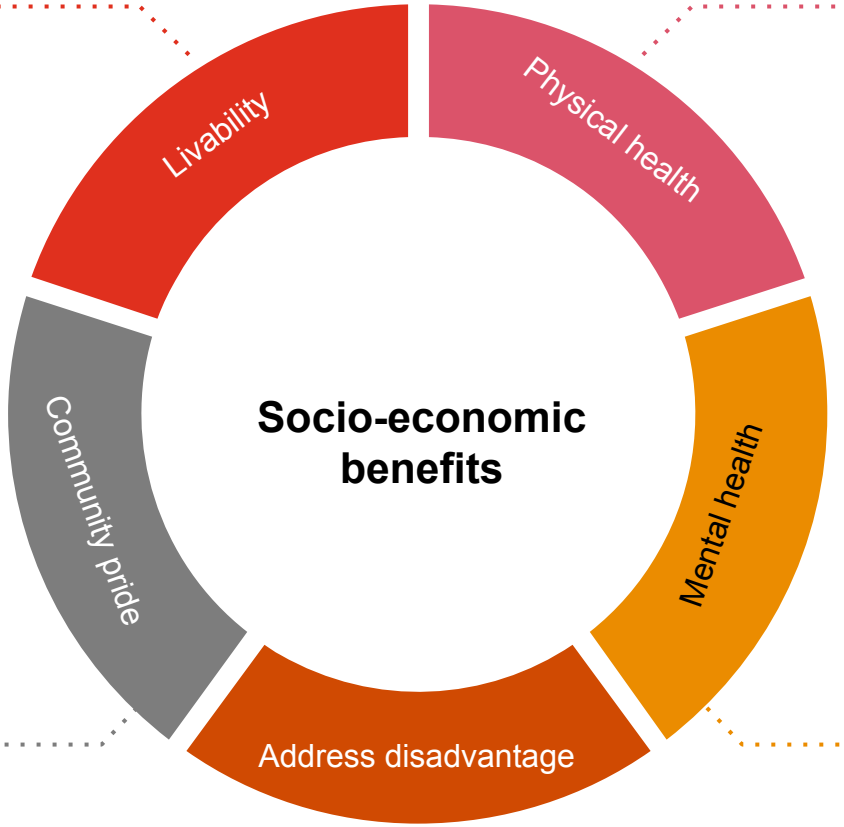
Tu, Charles. (2005). How Does a New Sports Stadium Affect Housing Values? The Case of Fedex Field.

Regional iconography

- Large scale public infrastructure can be a landmark and symbol of pride for the local community.
- Local professional sports has the capacity to induce a stronger connection with a spectator's local environment and community

Explore Adelaide Oval

LEE, H.-J., JUNG, S.-K., & SEONG, M.-H. (2019). The Effect of Professional Sport Spectator's Experience Economy Factors on Satisfaction: Focused on Mediating Effects of Attachment and a Sense of Community.



Sports spectatorship and self-rated health

- Sporting event attendance positively correlated with self-rated health. Those who attend sporting events are **33%** more likely to indicate a higher level of self-rated health.

Inoue, Y., Sato, M., & Nakazawa, M. (2018). Association between sporting event attendance and self-rated health: an analysis of multiyear cross-sectional national data in Japan.

Psychological benefits for sports spectators

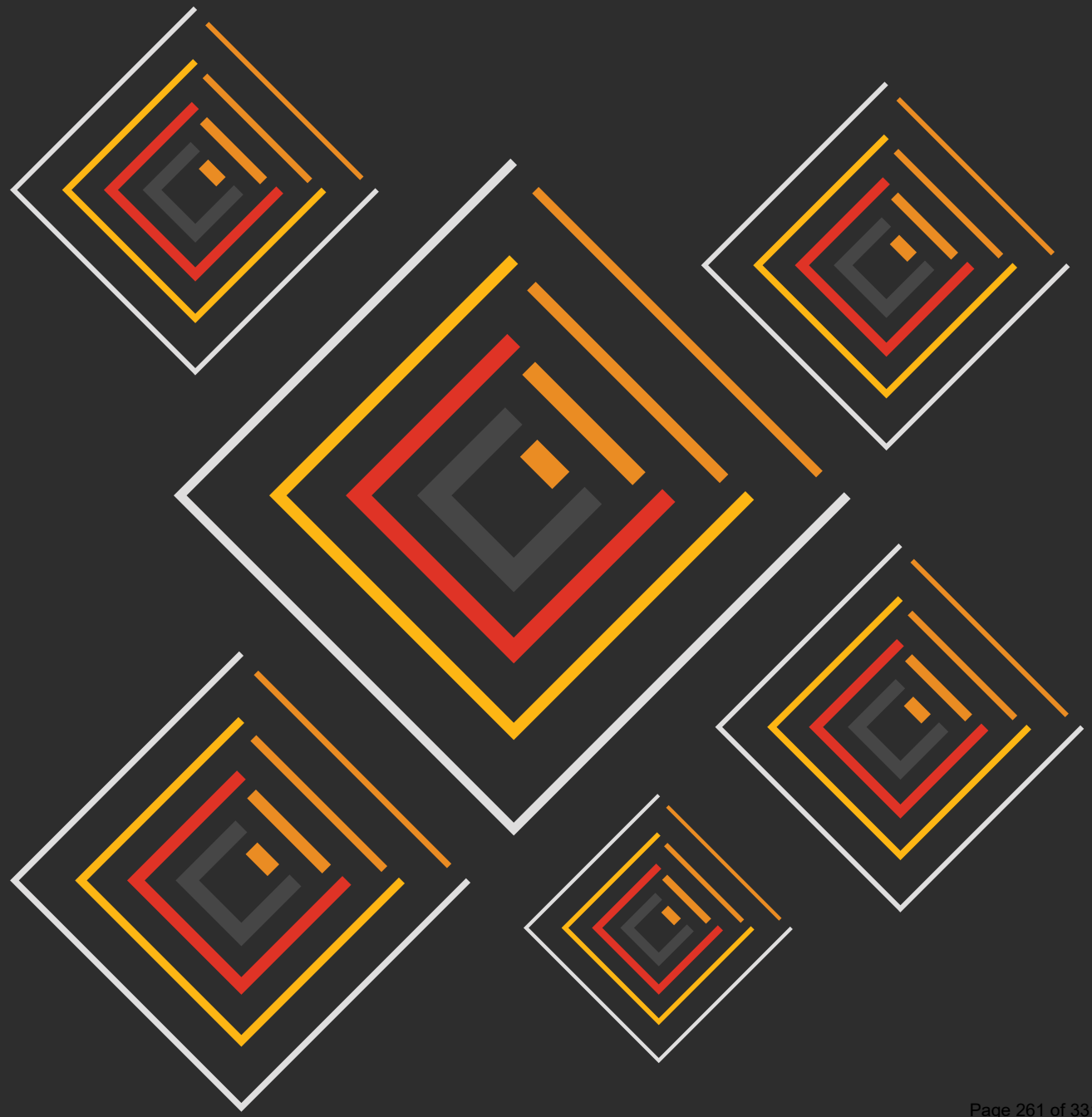
- Sport spectators are found to have activated the following four out of five domains of wellbeing:
  - Positive emotions
  - Relationships
  - Meaning
  - Accomplishment.

Doyle, Jason & Filo, Kevin & Lock, Daniel & Funk, Daniel & McDonald, Heath. (2016). Exploring PERMA in spectator sport: Applying positive psychology to examine the individual-level benefits of sport consumption.

Generating high-value jobs in Hobart

- Tasmania has some of the highest systemic disadvantage in Australia. ABS data shows Tasmanians earn a median weekly income of $1,000, which is the lowest in the country.
- Just four industries contribute 53% of the workforce (Health care, Retail trade, Accomodation and food services, Education and training, and Construction), leaving the Tasmanian labour market vulnerable to shocks.
- Hobart stadium will create new jobs while further diversifying and enriching the Tasmanian labour market.

ABS 2020



Appendix A

Approach to assessing total economic impacts

The estimated impacts of a new Hobart stadium are modelled utilising a computable general equilibrium (CGE) model

CGE modelling to quantify the economic impacts

Estimated economy-wide impacts from the construction and operations of a new stadium in Hobart were modelled using a comparative static computable general equilibrium (CGE) model, a globally accepted and robust approach. The CGE model reflects the **total economy-wide impact** of the construction and operations of the new stadium taking into account these effects as well as the resource constraints of the economy (as the model recognizes that increased demand for resources in some sectors comes at the expense of other sectors that will give up some resources).

What is a CGE model?

CGE modelling is a sophisticated, multivariate computer-based model which measures the effect an investment or initiative has on the national, state/territory and/or regional economies. CGE models recognise that complex interactions occur and endeavour to replicate how the economy will behave given these complex interactions. Essentially, the model works by showing the impact on the equilibrium economy of certain 'shocks', or specific changes to inputs based on the nature of scenarios being explored.

PwC uses the models developed by the Centre of Policy Studies (CoPS) at Victoria University. These are preferred because they have been peer reviewed, meaning the inputs and assumptions are fully and publicly documented, providing greater modelling credibility. The Victoria University models have wide use in Australia by both government and the private sector.

The specific CGE model used here is the Victoria University Regional Model (VURM)*. VURM is a multi-regional CGE model of Australia's eight regional economies — the six States and two Territories. Each region is modelled as an economy in its own right, with region-specific prices, region-specific consumers, region-specific industries, and so on.

VURM models the economy as a system of interrelated economic agents operating in competitive markets.

* Refer to the Victoria University website for further details: https://www.vu.edu.au/centre-of-policy-studies-cops/contract-research-cge-model-sales/cge-model-sales/victoria-university-regional-model-vurm

There are four types of agent: industries, households, governments and foreigners. Economic theory is specifies the behaviour and market interactions of economic agents, including consumers, investors, producers and governments operating in domestic and foreign goods, capital and labour markets. Defining features of the theoretical structure of VURM include:

- Optimising behaviour by households and businesses in the context of competitive markets with explicit resource constraints and budget constraints;
- The price mechanism operates to clear markets for goods and factors such as labour and capital (i.e. prices adjust so that supply equals demand); and
- At the margin, costs are equal to revenues in all economic activities.

Based on the model's current database (which was recently updated to the 2018-19 year), in each region 88 industries produce goods and services. In each region, there is a single household sector and a regional government. There is also a Federal government. Finally, there are foreigners, whose behaviour is summarised by demand curves for regional international exports and supply curves for regional international imports.

Limitations

The CGE model's limitations include:

- the base case assumes the economy to be in equilibrium and a lagged adjustment process in the labour market.
- Consumer preferences, industry technologies and productivity are fixed at 2018/19 levels.
- Political factors include changes in government policy. For example, changes in regulations impacting on a particular industry would not have been factored into the model.

The model also assumes that the willingness of labour to move to regions is based on wage differentials, plus an adjustment factor to allow for the possibility that households may have a preference for particular geographic locations.

The CGE model captures direct and indirect impacts

The total economy-wide impacts are made up of direct and indirect (flow-on) effects

The construction and operations of the new stadium in Hobart, Tasmania provide both direct and flow-on impacts to the Tasmanian economy. The estimated overall economic impact of Hobart stadium can be split into the following two major components:

- **Direct impacts** - which are measured through its direct employment and economic activity impacts. The economic activity generated by Hobart stadium is effectively the value of goods and services produced by the construction and operations of the stadium less the inputs used from other industries and is equivalent to it's direct contribution to gross state product (GSP).
- **Indirect (flow-on) impacts** - through the stimulation of economic activity up and down the sport and recreation services supply chain. That is, the investment/spending in Tasmania during the construction and operations phases stimulates employment and activity in businesses supplying goods and services. For example, indirect impacts include companies that provide goods or services in connection with consumer spending at the Stadium. An example of an indirect impact related to consumer spending would include additional demand for a food product supplier.

Total economy-wide impacts represent the sum of the gross direct and indirect economic impacts.

This report focuses on the state level results and does not report national results, as states exist in an economy competing nationally for capital and labor.

In our CGE analysis, we have estimated the impacts of the construction and operations of the new stadium in Hobart on key macroeconomic variables. Each of these measures is described below.

- Gross state product (GSP) – this represents the "value added" to the economy through spending patterns. Since the GSP figure captures the difference between the value of output and the value of intermediate inputs, it represents the unduplicated total value of economic activity that has taken place. The GSP impacts in this report represent the value added to the economy as a result of the capital expenditure made in Tasmania in connection with the construction of the stadium as well as expenditure from intrastate, interstate and overseas visitors on food and drinks, accommodation, transportation, entertainment and general shopping.
- Employment – represents the number of additional full time equivalent jobs created as a result of the capital expenditure during construction and the expenditure from intrastate, interstate and overseas visitors during operation.
- Household consumption – measures household economic wellbeing through the acquisition of goods and services. To the extent that consumption can be considered as a proxy for living standards, an increase in consumption implies the Australian population is better off.

Impacts during construction and operations are driven by a number of key inputs and assumptions

Scenarios modeled

To estimate the total economic impact of the presence and operations of a new stadium in hobart, The following two scenarios are modeled:

- Base case – The baseline for the CGE simulation is a representation of the Tasmanian economy without a new stadium in Hobart.
- Project case – This models the overall effects of the presence and operations of a new stadium in Hobart.

The estimated economic impacts are determined by calculating the difference in economic outcomes between the Project case and the Base case scenarios.

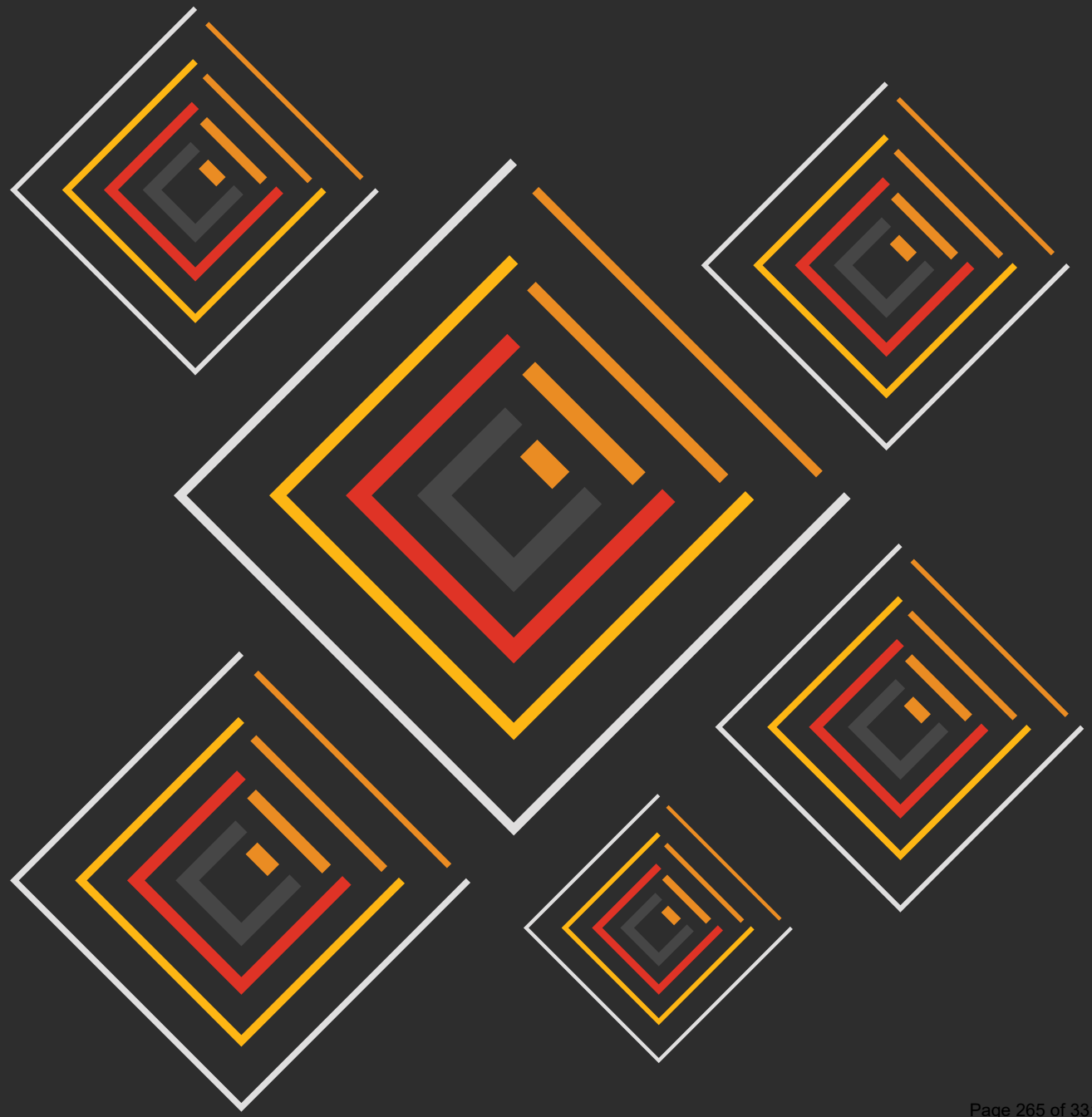
The estimate of direct and indirect economic impacts generated from the construction and operations of the new stadium are estimated using ‘shocks’. The CGE model used in this analysis looks to estimate the broader effects of an investment on the whole economy by observing economic interactions between industries. We modeled the following ‘shocks’ to identify the total economic impact of the construction and operations of the new stadium on the Tasmanian economy:

- Construction phase – The construction phase impacts are estimated based on a construction expenditure ‘shock’ of an investment in the Sport and recreation services industry.
- Operation phase – The operation phase impacts are estimated based on a ‘shock’ of the total spending by intrastate, interstate and overseas visitors (e.g. expenditures on transportation, food and accommodation, entertainment, shopping, and others).

Model inputs and assumptions

The main modeling inputs and assumptions for this assessment are:

- The total amount of project capital expenditure during the development of the new stadium in Hobart. The associated capital expenditure over three years is $750 million .
- The total amount of intrastate, interstate and overseas visitors’ spendings. The direct expenditure by visitors during an 'average' operating year is estimated to be around $162 million (see Appendix B for more details).
- The location of spending. 100% of the spendings during the operation phase is assumed to occur in Tasmania in which the stadium is located.
- Our analysis of total attendance and visitor numbers, which has been informed by analysis completed for the Tasmanian Government



Appendix B

Estimating impacts during Stadium operations

Estimating impacts during operations

Steps to estimate expenditure during operations

The estimated benefits induced by the Stadium during its operations are driven by the expenditure it induces. We applied the followed steps to estimate the expenditure generated by the stadium during its operations.

1. Estimate annual attendance
2. Estimate the origin of annual attendees
3. Estimate spend associated with the stadium (attendee origin).

Estimate annual attendance

Annual attendance is estimated by applying the assumed stadium capacity (23,000) to a predicted events schedule (44 events per year). Note that the benefits to the Tasmanian economy generated by the stadium are due to the net new events that the Stadium generates, and needs to exclude the events that are already in Tasmania (but would be moved to the Hobart Stadium). We have used past event schedules to infer that an event schedule of 44 events could correspond to 28 net new events, as shown in the table below.

Event type	Net new events
AFL	7
BBL	0
A-League	6
Int'l cricket (days)	1
Int'l rugby	1
NRL	7
Concerts	6
Total	**28**

* Refer to the Victoria University website for further details: https://www.vu.edu.au/centre-of-policy-studies-cops/contract-research-cge-model-sales/cge-model-sales/victoria-university-regional-model-vurm

The attendance (as a percentage of stadium capacity) of each event type was estimated using figures from Events Tasmania's UTAS Stadium demand analysis report (2022), as shown in the table below.

Event type	% of max capacity
AFL	70%
BBL	65%
A-League	50%
Int'l cricket (days)	70%
Int'l rugby	80%
NRL	65%
Concerts	70%

Applying the net new events to the attendance assumptions provides an estimate of annual attendance by event type. The results are shown in the table below.

Event type	High scenario
AFL	112,700
BBL	0
A-League	69,000
Int'l cricket	16,100
Int'l rugby	18,400
NRL	104,650
Concerts	96,600
Total	**417,450**

Estimating impacts during operations

Estimate the origin of annual attendees

The PwC report for Hawthorn Football Club in 2017 titled Estimation of the economic contribution of Hawthorn Football Club 2017 games in Launceston to the Tasmanian economy used primary data collection to understand where attendees at UTAS Stadium matches originated from, in the following categories:

- Launceston or nearby suburbs
- In Tasmania, but not in Hobart or nearby suburbs
- Interstate or overseas.

In the absence of primary data collection specific to Hobart Stadium, this analysis assumes that the attendee origin profile of Hobart Stadium will mirror that of UTAS Stadium, as shown in the table below. This is a simplifying assumption that should be revised in future analysis.

Attendees	Hobart or nearby suburbs	In Tasmania, but not in Hobart or nearby suburbs	Interstate or overseas	Total
Proportion	31%	44%	25%	100%
Attendees	129,410	183,678	104,363	417,450

Estimate spend associated with the stadium (attendee origin)

The PwC report for Hawthorn Football Club in 2017 also captured the spend profile of match attendees based on their origin, shown in the table below.

Average expenditure per person	Launceston or nearby suburbs	In Tasmania, but not in Launceston or nearby suburbs	Interstate or overseas
Transport	$14.00	$29.00	$83.00
Accommodation	n/a	$47.00	$250.00
Food and drinks	$27.00	$67.00	$220.00
Entertainment	n/a	$25.00	$86.00
Shopping	n/a	$56.00	$110.00
Other	n/a	$20.00	$66.00
Total	**$41.00**	**$244.00**	**$816.00**

This analysis scales the 2017 Launceston expenditure to reflect the potential spend profile of the Hobart Stadium (as at 2022), by accounting for:

- Higher costs in Hobart
- Inflation.

Although people do tend to stay longer when visiting Hobart compared to Launceston, this analysis assumes that the length of stay will not change given trips induced by the Stadium will be constrained by the length of the weekend.

Estimating impacts during operations

Estimate spend associated with the stadium (by attendee origin) cont'd

The table below shows the estimated expenditure per attendee for the Hobart Stadium, accounting for inflation and higher costs in Hobart.

Average expenditure per person	Hobart or nearby suburbs	In Tasmania, but not in Hobart or nearby suburbs	Interstate or overseas
Transport	$15.02	$34.70	$98.22
Accommodation	n/a	$66.83	$352.65
Food and drinks	$29.78	$73.85	$244.48
Entertainment and activities	n/a	$32.07	$112.27
Shopping	n/a	$59.89	$116.06
Other	n/a	$20.73	$67.90
Total	**$44.80**	**$288.07**	**$991.59**

The table below shows the total direct expenditure that is estimated to be induced by the Stadium.

Total direct expenditure	Hobart or nearby suburbs	In Tasmania, but not in Hobart or nearby suburbs	Interstate or overseas	Total
Transport	$1,943,853	$6,373,845	$10,250,945	**$18,568,643**
Accommodation	n/a	$12,275,012	$36,803,393	**$49,078,405**
Food and drinks	$3,853,276	$13,565,265	$25,514,890	**$42,933,431**
Entertainment and activities	n/a	$5,889,759	$11,717,158	**$17,606,916**
Shopping	n/a	$10,999,809	$12,112,621	**$23,112,430**
Other	n/a	$3,807,820	$7,085,841	**$10,893,661**
Total	**$5,797,129**	**$52,911,509**	**$103,484,848**	**$162,193,487**

Thank you

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Macquarie Point

Estimating the economic contribution of commercial uses at the new arts, entertainment and sports precinct

November 2022

pwc

Disclaimer

This report is not intended to be read or used by anyone other than the Crown in Right of Tasmania (acting through the Department of State Growth).

We prepared this report solely for the Crown in Right of Tasmania's use and benefit in accordance with and for the purpose set out in our engagement letter with the Crown in Right of Tasmania dated 28 October 2022. In doing so, we acted exclusively for the Crown in Right of Tasmania and considered no-one else's interests.

We accept no responsibility, duty or liability:

- to anyone other than the Crown in Right of Tasmania in connection with this report
- to the Crown in Right of Tasmania for the consequences of using or relying on it for a purpose other than that referred to above.

We make no representation concerning the appropriateness of this report for anyone other than the Crown in Right of Tasmania. If anyone other than the Crown in Right of Tasmania chooses to use or rely on it they do so at their own risk.

This disclaimer applies:

- to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute; and
- even if we consent to anyone other than the Crown in Right of Tasmania receiving or using this report.

Liability limited by a scheme approved under Professional Standards legislation.

Executive summary

The land surrounding the site earmarked for a new stadium at Macquarie Point in Hobart has the potential to support up to 6,720 jobs, corresponding to $6.4m in revenue and $665k in economic uplift per year

Economic uplift from commercial uses

Jobs	Revenue	Economic uplift
6,720	$6.4m pa	$665k pa
Direct 3,340	Direct $2.6m pa	Direct $274k pa
Indirect 3,390	Indirect $3.8m pa	Indirect $392k pa

Assumed total land area of 3.0 hectares allocated to commercial uses
This analysis assumes that the height of the developments on the Macquarie Point precinct site will be equal to or lower than the height of the stadium.
Dollar values in this report are real $2023 figures.

Contents

This analysis estimates the uplift that could be generated by the commercial land in the Macquarie Point precinct

Background

The Tasmanian Government is exploring an investment in a new 23,000 person capacity tier 2 stadium at Macquarie Point, in Hobart's CBD, to support their pursuit of a 19th AFL license.

The stadium would be the catalyst for a new arts, entertainment and sports precinct. The land surrounding the stadium would deliver world-class commercial offerings, including retail stores, restaurants, cafes, hotels, office spaces, as well as social and recreational space. Critically, the precinct would integrate with Hobart CBD and provide services around the clock, not just during events.

Scope of work

PricewaterhouseCoopers Consulting (Australia) Pty Limited (PwC) was engaged by the Department of State Growth Tasmania to estimate the economic uplift that could be generated by the land that surrounds the new stadium in the Macquarie Point arts, entertainment and sports precinct.

Approach

This report provides indicative estimates of the direct and indirect uplift to jobs, revenue and gross state product generated each year by the operation and use of the commercial land that surrounds the stadium.

The Department of State Growth Tasmania provided a preliminary indication of how the 3.0 hectares of land for commercial purposes will be allocated to different commercial offerings, which forms the basis for our analysis. The site also includes 5.6 hectares for the Stadium - the analysis in this report does not capture impacts relating to the Stadium itself.

Jobs, revenue and economic growth were estimated by:

- converting the 3.0 hectares of gross site area to gross floor area
- estimating the number of employees required per gross floor area
- using input-output modelling to estimate the economic growth uplift
- converting economic growth to infer revenue using the profit margin of relevant Australian industries.

This findings presented in this report are indicative at this stage. More robust estimates can be developed once the allocation of the land surrounding the stadium has been determined.

Key considerations

Quantitative estimates are gross numbers - The analysis is not a competitive analysis so it does not capture that the development of the precinct may draw resources from pre-existing economic activity.

Self-sustaining precinct - This analysis assumes that all stores and businesses remain open in the absence of events at Hobart stadium.

Office utilisation - The method assumes offices spaces are utilised at pre-pandemic levels. The figure is not necessarily indicative of the number of office-workers within the precinct on a given day.

Transport layover - Note that 0.7 hectares of the precinct site is allocated to a transport layover, which is not captured in the 3.0 hectares allocated to commercial uses.

Non-commercial uses - This analysis assumes that 25 per cent of the 3.0 hectares allocated to commercial uses is for cultural and community spaces or walkways that are assumed not to generate jobs.

The area surrounding the stadium could be allocated to a range of commercial uses

Of the 9.27 hectares of land at Macquarie Point allocated for the development of Hobart stadium, it is assumed that 3.0 hectares will be allocated for the following commercial uses

	Land use	Gross site area (GSA)	Gross floor area (GFA)
1	Office space	4,500m²	36,000m²
2	Retail	6,000m²	6,000m²
3	Education	4,500m²	9,000m²
4	Hotel	6,000m²	60,000m²
5	Health	1,500m²	3,000m²

Source: Tasmanian State Government
This analysis assumes that the height of the developments on the Macquarie Point precinct site will be equal to or lower than the height of the stadium (37m)
This analysis assumes that 25 per cent of the 3.0 hectares allocated to commercial uses is for cultural and community spaces or walkways that are assumed not to generate jobs

Figure: Macquarie Point Bird's Eye View

Source: Tasmanian State Government

The commercial area at Macquarie Point could support 6,720 jobs and $665k in economic uplift annually

	Jobs		Revenue		Economic contribution	
	Direct / Indirect	Total	Direct / Indirect	Total	Direct / Indirect	Total
1 Office space	2,400 2,440	4,840	$1,574,000 $2,255,000	$3,829,000	$197,000 $282,000	$479,000
2 Retail	170 170	350	$308,000 $442,000	$750,000	$14,000 $20,000	$34,000
3 Education	90 90	180	$119,000 $170,000	$290,000	$7,000 $11,000	$18,000
4 Hotel	600 610	1,210	$572,000 $819,000	$1,391,000	$49,000 $70,000	$120,000
5 Health	80 80	150	$56,000 $81,000	$137,000	$6,000 $9,000	$15,000
	6,720		$6,397,000		$665,000	

Appendix A

Method

Economic uplift has been estimated using input-output modelling

1. Estimating the allocation of commercial land to various uses

The Department of State Growth Tasmania provided a preliminary indication of how the 3.0 hectares of land for commercial purposes will be allocated to different commercial offerings. This is summarised on slide 6.

2. Converting the 3.0 hectares of gross site area to gross floor area

GFA was determined by multiplying GSA by the assumed number of storeys each allocation would have (summarised in the table below), acknowledging that the height of any given structure could not exceed the expected height of the stadium (37m), and that the average height of a storey is 3.3m.[1]

Commercial use	Assumed number of storeys
Office (Well located)	8
Retail	1
Education	2
Hotel	10
Health	2

3. Estimating the number of employees required per gross floor area

The number of employees per square metre was estimated by applying the assumed floor area required per employees in each to the GFA allocated.

Commercial use	Floor area per employee (m²)
Office (Well located)	15
Retail	35
Education	100
Hotel	100
Health	40

4. Input-output modelling to estimate the economic growth uplift

Job estimates were converted to economic output by multiplying job estimates by the input-output multipliers for *Commercial & Retail - Employment:*

- Direct: 107.1
- Indirect - Industrial: 69.3
- Indirect - Consumption: 84.1.[2]

5. Converting economic growth to infer revenue

Revenue was inferred using the profit margins of corresponding Australian industries,[3] which are shown in the table below.

Commercial use	Profit margin
Office (Well located)	12.5%
Retail	4.6%
Education	6.2%
Hotel	8.6%
Health	10.9%

[1] Average height of a storey, PwC Source
[2] ABS, Australian National Accounts: Input-Output Tables, 2019-20 financial year
[3] IBIS World (2022), Australia Industry Reports (ANZSIC)

HOBART STADIUM CAPACITY OPTIMISATION ANALYSIS

Final Report
29 Aug 2022

About this Report

Overview

MI Global Partners (MI) has been commissioned by the Australian Football League (AFL) to undertake a demand and optimisation analysis and provide data and insight into what the suitable capacity should be for the potential new Hobart Stadium.

This report assesses the costs and benefits of developing the stadium at different capacities and the future content acquired by the stadium. In theory, the stadium capacity is optimised when demand and yield for the future event content is maximised and outweighs the cost of the development.

In compiling this report, MI has undertaken research into historical attendances, as well as stakeholder engagement with Events Tasmania, Infrastructure Tasmania, AFL, Football Australia, Rugby Australia, Live Nation and TEG.

All assumptions used and sources of information are detailed throughout the report. It should be noted that pre 2020 attendances were used in the development of this report to account for anomalies as a result of the COVID-19 pandemic.

Disclaimer

MI has prepared this report in conjunction with and relying on information provided by third parties. We do not imply, and it should not be construed that we have performed any audit or due diligence procedures on any of the information provided to us.

It is important to note that the quantification of the optimal stadium capacity through the identification of event content and its projected attendances and visitation is not a precise science. Accordingly, MI do not accept any responsibility for errors or omissions, or any loss or damage as a result of any persons relying on this report for any purpose other than that for which it has been prepared.

The report should not be provided to any other persons other than representatives of the AFL and Tasmanian Government or made public without the prior written consent of MI.

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Contents

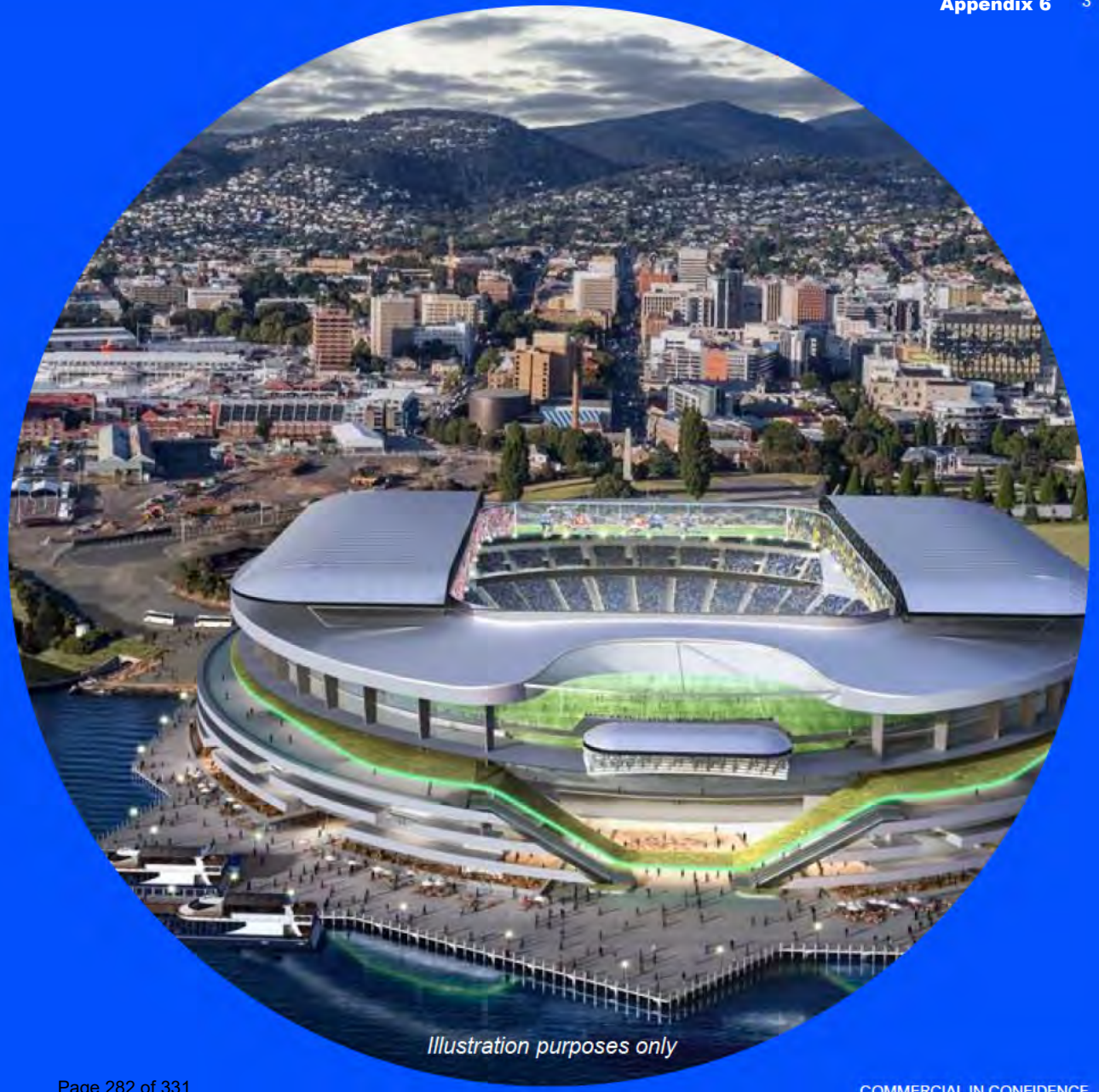


Illustration purposes only

Executive Summary

Potential Stadium Content

- Outside of AFL (AFL and AFLW), there is appetite (from content owners) and consumer demand for additional content such as Football (Socceroos, Matildas, U23, A-League), Rugby (Wallabies and Super Rugby), Cricket (International and domestic BBL), Ad-hoc entertainment events (i.e. International Football Friendlies, Supercross etc.), Musical acts / concerts, World Cup content, Business events and existing Tasmanian events utilising the new stadium.
- The following would assist in driving stadium utilisation:
  - High functionality (i.e. moveable multi-purpose seating modes)
  - A retractable roof to provide greater confidence in attendances / promoters and provide more event options
  - Flexible hospitality spaces, business event spaces configurable to suit varying capacities (>1,500 ppl)
  - Modern stadium technology such as LED functionality, stadium WiFi etc.
  - Increased content acquisition fund to secure high demand content or to reduce the risk for the proponent (offsetting gate revenues).
- An annual event calendar of 44 events (28 new to Tasmania) could be achieved with an estimated additional acquisition budget of $5.3M.
- It is projected that the stadium could see on average 587,000 in attendance each year, 420,000 attendees from events that are new to Tasmania and 115,700 (104,000 from new events) interstate and overseas visitors each year.

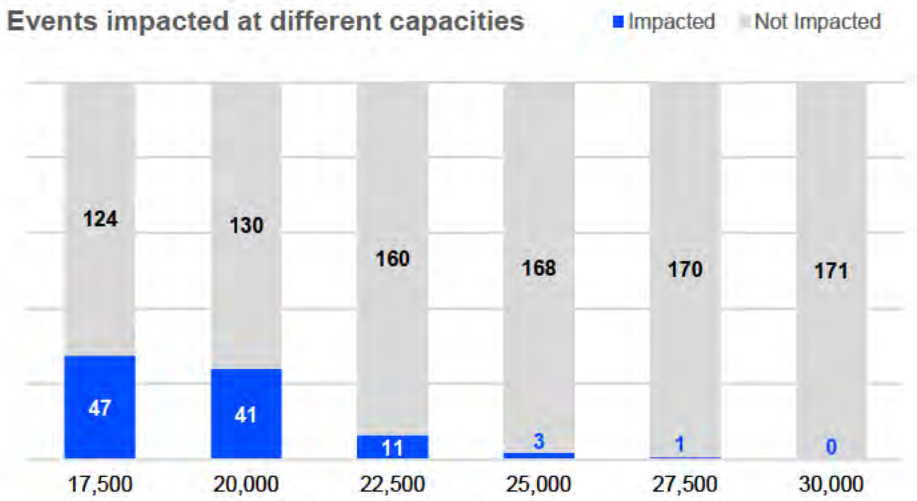
Content	Content per year	Estimated Attendance per event
AFL		
AFL Final Matches (i.e. Dedicated Tasmanian team)	0.25	30,000
AFL Regular Season Matches (i.e. Dedicated Tasmanian team)	7	20,000
AFLW Matches (i.e. Dedicated Tasmanian team)	2	5,000
Football		
A-League Matches (i.e. Western United)	3	7,500
Tier 2 Socceroos (i.e. vs Qatar) and Tier 1 Matildas (i.e. vs Brazil)	0.25	22,500
Youth international football (i.e. Olympics U23 qualifiers etc)	0.25	5,000
Rugby		
Tier 2 Wallabies (i.e. vs Fiji, Japan)	0.25	22,500
Super Rugby Magic Round	0.25	20,000
Super Rugby Matches (i.e. Melbourne Rebels)	2	7,500
Cricket		
Test Matches (i.e. Ashes)	0.125	67,500
Men's ODI / IT20	0.5	17,500
Women's ODI / IT20	0.5	7,500
BBL (i.e Hobart Hurricanes)	4	10,000
WBBL (i.e Hobart Hurricanes)	4	5,000
Entertainment		
Tier 1 concerts (Internationals)	3	30,000
Tier 1 minus concerts (Internationals or popular Australian)	5	15,000
Ad-hoc sport (i.e. UFC, Football Internationals, Boxing, College Football, Supercross, Motocross)	3	22,500
Existing Tasmanian Events		
Dark Mofo / Mona Foma	2	7,500
Local events (i.e. Targa, Festival of Voices, Aust Wooden Boat Festival)	3	5,000
Mass Participation events (i.e. Australian Masters Games, International Transplant Games, Special Olympics)	0.25	15,000
Business Events		
Business Events (>1,500 ppl)	2	2,500
World Cup Content		
Tier 3 Content	0.5	27,500
Tier 4 Content	0.5	17,500
Weighted Total / Annual Average	43.625	587,188

Key: 0.25 = 1 every 4 years, 0.125 = 1 every 8 years

Executive Summary

Impact of Stadium Capacity

- Based on a projected event calendar, it is estimated that 171 events that could be hosted across a 4-year cycle.
- An event will be impacted when demand and attendances exceeds stadium capacity ensuring smaller attendances, less visitors, smaller event yield as well as restricting commercial viability.
- About 24% of events will be impacted at a capacity of 20,000 or under, falling to just 6% of events impacted at a capacity of 22,500.



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Executive Summary

Optimisation Analysis Overview

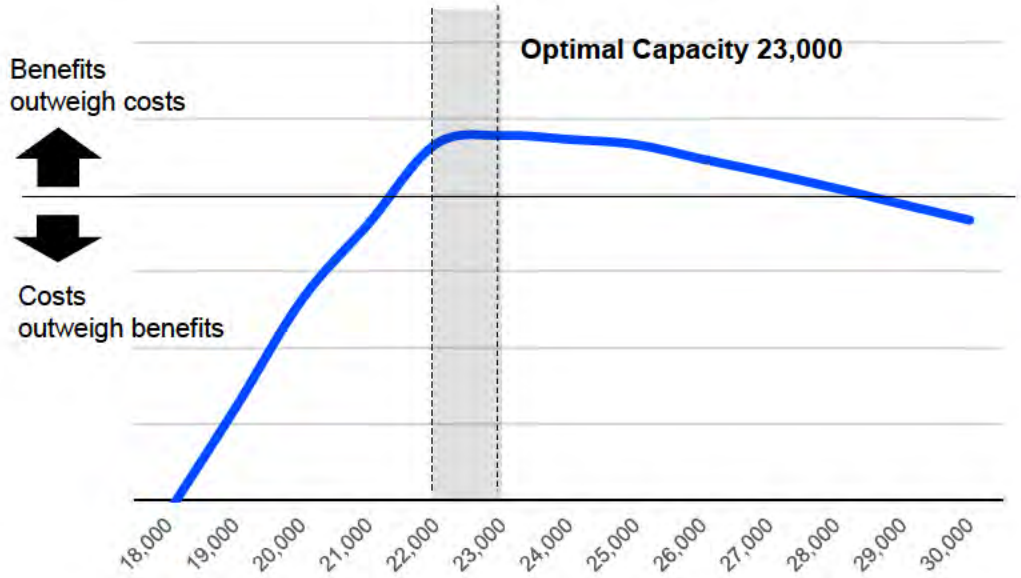
- The optimisation analysis assesses the benefits (i.e. yield – the new money spent in Tasmania as a result of visitation to new events) Hobart Stadium content generates against construction costs of the new stadium, content acquisition fees and Tasmanian Government contribution to AFL
- A favourable capacity of the development is when the present value of net benefits exceeds the present value of net costs.
- The optimal capacity is the capacity that returns the largest positive differential of present-day benefits and present-day costs.

Findings

- The benefits generated through event content outweigh development costs at an increasing rate from 18,000 to 22,000 capacity, before plateauing and then falling when the capacity increases above 24,000.
- This is a result of the number of events impacted by the capacity falling from 23% at a 20,000-seat capacity to only 6% of events impacted at a 22,500-seat capacity.
- It also shows that increasing from 22,500 to 25,000 capacity will see only 8 events over 4 years (2 marquee AFL matches a year – i.e. vs Collingwood or Richmond that could achieve 23,500 - 24,500 in attendance) no longer restricted, however the additional construction costs (~$30M) of at 25,000 seat stadium compared to a 22,500-seat stadium outweighs the benefit of maximising the attendances and visitation for these matches.
- It should be noted that developing the stadium capacity below 20,000 (mid cost scenario) will return a negative result for Tasmania, i.e. costs outweighs the benefits of hosting 44 (28 new) events per year.

It is recommended that the optimal capacity for the potential new Hobart Stadium to be 23,000

Optimisation Analysis – Benefits relative to costs (Baseline scenario)



Report Main Body

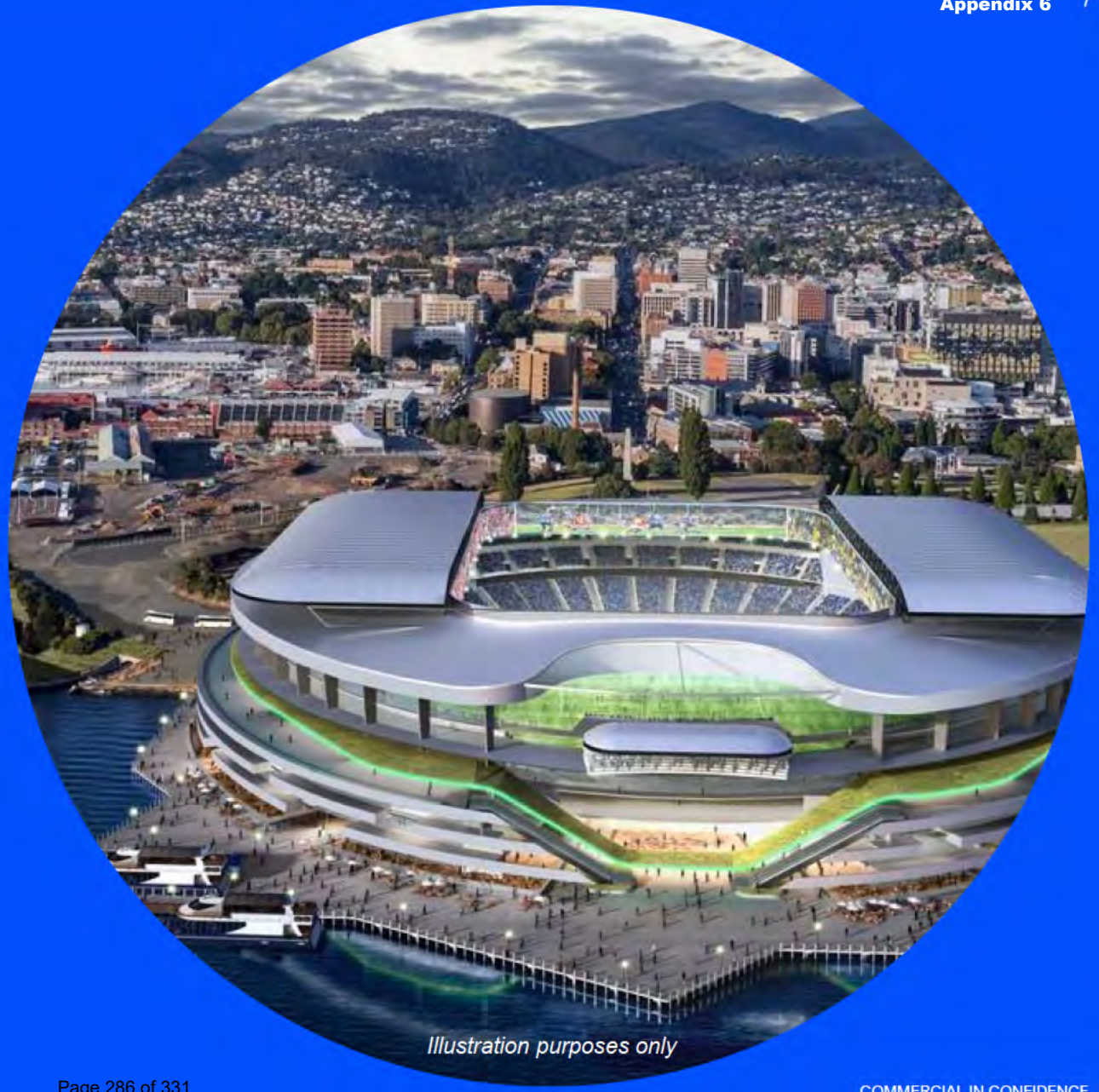


Illustration purposes only

Historic AFL Attendances in Tasmania

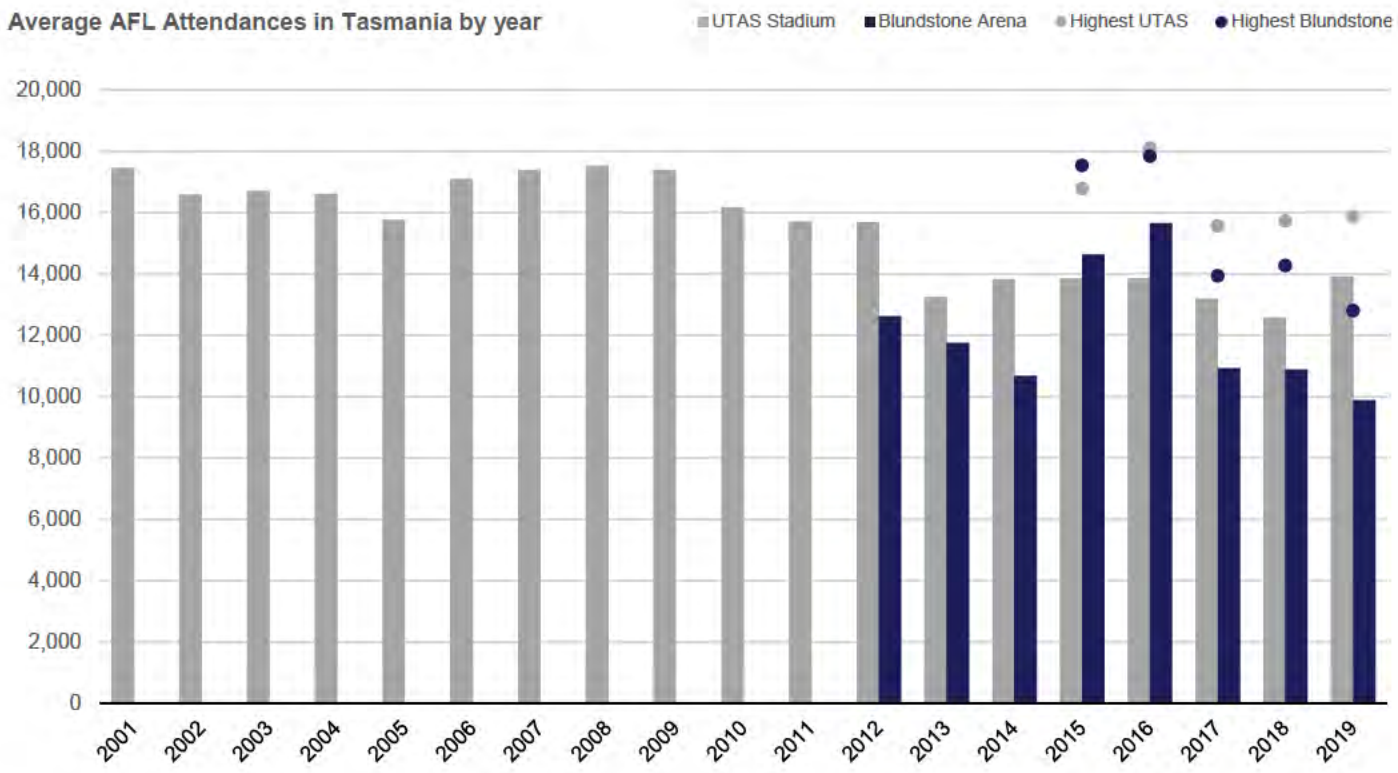
From 2015 to 2019, Hawthorn (HFC) averaged 13,480 in attendance at UTAS Stadium, with a highest attendance of 18,112 against Carlton in 2016.

During the same period, North Melbourne (NMFC) averaged 12,236 at Blundstone Arena, with a highest attendance of 17,844 against Richmond, also in 2016.

Analysis of match attendances from 2015 to 2019 shows there is a significant uplift (+28%) in attendances when HFC and NMFC play against Melbourne based sides compared to non-Melbourne based sides. This is most likely due to greater local support for Melbourne based sides (due to no existing dedicated Tasmanian AFL team) and likely increased interstate travel and support for these sides from Melbourne in comparison to non-Melbourne based sides.

Average Attendances 2015 - 2019

Host Team	Vs Melb based sides	Vs Non-Melb based sides	% Uplift
HFC	15,793	12,235	29%
NMFC	13,681	10,791	27%
Total	**14,737**	**11,513**	**28%**



Source: Austadiums

Key drivers to maximising AFL attendance

There are three key factors that will maximise attendance for the proposed Tasmanian AFL team:

- Draw / quality of content (i.e. stronger competing teams, Melbourne based)
- Strength of the membership model
- Stadium experience

Draw and quality of content

AFL attendances in Tasmania have been declining in recent years, however, this could be driven by the fixturing with both HFC and NMFC hosting the same lower drawing non-Melbourne sides (i.e. GWS, Port, Fremantle, Gold Coast) year after year.

Attendance analysis since 2015 suggests that matches versus Melbourne based sides see a 28% uplift in attendances versus non-Melbourne based sides.

NMFC and HFC matches also saw a 3,000 to 5,000 uplift in attendance in the same year when they played against stronger supported Melbourne based sides such as Richmond and Carlton in comparison to other Melbourne based sides such as Melbourne and St Kilda.

Strength of the membership model

One significant factor driving attendance in all stadiums is the ample availability of seats for each event. Local attendees for UTAS Stadium and Blundstone Arena often can make their decision to attend events on the day due to weather and perceived quality of the match as a result of the high availability of tickets left on match day.

Developing a strong membership model can assist in creating scarcity of seats and higher demand for tickets, whether it is venue based like the Sydney Football Stadium or Suncorp Stadium (allowing members to have access to multiple types of content such as Rugby League, AFL, Super Rugby, and A-League) or club based like Geelong Cats and West Coast Eagles.

These AFL clubs have been able to sell more club memberships compared to their home ground seating capacity resulting in near sellout matches each week (93% and 89% of capacity respectively), well above the 2019 AFL average of 63%. On the other side of the spectrum, Gold Coast Suns has the lowest membership of all AFL clubs (13,649) correlating to the lowest attendance as a percentage of capacity (51%).

Team	2019 Members	Seating Capacity	2019 Avg crowd (% of capacity)
West Coast Eagles	103,358	60,156	89%
Geelong Cats	65,063	36,000	93%
AFL Average	58,754	-	63%
Gold Coast Suns	13,649	22,500	51%

The AFL Taskforce Business Case states the Tasmanian AFL team could attract up to an estimated 28,000 ticketed club members in Tasmania.

The 28,000 Tasmanian memberships would be split between full season, Launceston matches only, Hobart matches only as well as 3 match memberships. It is estimated that 14,700 of the 28,000 would have access to each of the Hobart Stadium matches.

Further strengthening the membership model and creating a scarcity of seats available to the general public will only further drive attendances each week.

Key drivers to maximising attendance

Stadium Experience

There are several strong case studies that indicate an improved stadium experience has a significant impact on attendances.

This experience can be delivered through modern stadium design delivering safe and clean amenities, improved access to quality food & beverage and other amenities, a better and more comfortable view, an exciting atmosphere within the stadium (i.e. enclosed roof and seating bowl) as well as a connection to a vibrant surrounding precinct.

Three new or redeveloped Australian stadiums in recent years has demonstrated that attendances can increase significantly for the exact same content.

Adelaide Oval, Optus Stadium and more recently Commbank Stadium have seen an increase in attendance for like for like content of 30%, 50% and 44% respectively.

Uplift in attendances – Redeveloped Stadiums

Stadium	State	Opened	Attendance Uplift
Adelaide Oval	SA	2014	+30%
Optus Stadium	WA	2017	+50%
CommBank Stadium*	NSW	2019	+44%

*CommBank Stadium uplift is based on Parramatta Eels attendances

Although it is hard to project what the impact of a new state of the art, potentially roofed stadium in Hobart would have, the evidence above suggests it will drive greater attendances and visitation compared to its existing stadia in UTAS Stadium and Blundstone Arena.

Projecting Attendances for the Proposed Tasmanian AFL Team

AFL attendances can be split into four key categories – members, hospitality, local GA and interstate GA.

It is expected that 100% of member's tickets are used each week for matches against Melbourne based sides (14,700) and 85% for matches against non-Melbourne based sides (12,495).

PWC's Background report - The current economic impact of AFL in Tasmania states that Tasmanian AFL matches see an average of 22.5% interstate visitation. It also states a low scenario where matches only see 15% visitation which is likely attributable to matches involving non-Melbourne based sides (i.e. 1,835 average interstate visitors) and a high scenario of 30% visitation (likely attributable to matches involving Melbourne based sides (i.e. 4,740 visitors). It is expected the new roofed stadium will drive visitation further and for the purposes of this analysis, it is estimated an uplift of 10% visitation (i.e. 2,020 for non Melbourne sides and 5,215 for Melbourne based sides).

The remaining attendees are local GA or corporate hospitality. HFC at UTAS Stadium saw between 415 and 1,060 GA and hospitality attendees for matches against non-Melbourne and Melbourne based sides respectively. The new stadium, with greater and improved hospitality facilities and enhanced spectator experience, is projected with see this category of attendees double.

Match Attendance vs Non-Melbourne based teams

	Members	Local Corporate and General	Interstate	Total
HFC matches	10,000	415	1,835	12,250
Tas matches	12,495	830	2,020	15,345
Difference (% uplift)	2,495 (25%)	415 (100%)	185 (10%)	3,095 (25%)

Match Attendance vs Melbourne based teams

	Members	Local Corporate and General	Interstate	Total
HFC matches	10,000	1,060	4,740	15,800
Tas matches	14,700	2,120	5,215	22,035
Difference (% uplift)	4,700 (47%)	1,060 (100%)	475 (10%)	6,235 (39%)

HFC and NMFC high and low attendances each year are +/-10% compared to the average for matches against Melbourne based sides and +/-15% for matches against non-Melbourne based sides.

Based on the averages calculated, the range in attendances are therefore expected to a between a **low of 13,000** (i.e. GWS / Gold Coast) and a **high of 24,250** against a big Melbourne based clubs such as Richmond or Collingwood.

On average, each non-Melbourne side plays 4.5 matches at home versus other interstate teams, and 6.5 home matches against Melbourne based sides.

Using this logic, the projected average home attendance for a Tasmanian AFL team at the new Hobart Stadium is:

- [redacted]

Stadium Utilisation Benchmarks

An assessment of the major stadiums across Australia shows utilisation to be as low as 10 events per year for UTAS Stadium (and other Tier 2 and Tier 3) venues, and up to 75 events per year at Marvel Stadium.

The majority of commercially viable Tier 1 venues have multiple tenants, that utilise the venue between 35 and 55 events per year, or a utilisation rate of above 67% (events per week).

All venues are different in terms of its commercial model and the commercial agreements it has in place, and therefore it is difficult to know the commercial breakeven point for each individual venue. For example, Tier 1 venue Marvel Stadium requires between 40 and 50 events each year to break even, while Tier 2 venue Penrith Stadium (capacity of 22,500), requires upward of 20 events each year to break even.

Based on the likely capacity for the new Hobart Stadium making it a Tier 2 venue and similar size to Penrith Stadium, the estimated breakeven point is therefore between 20 and 30 events per year.

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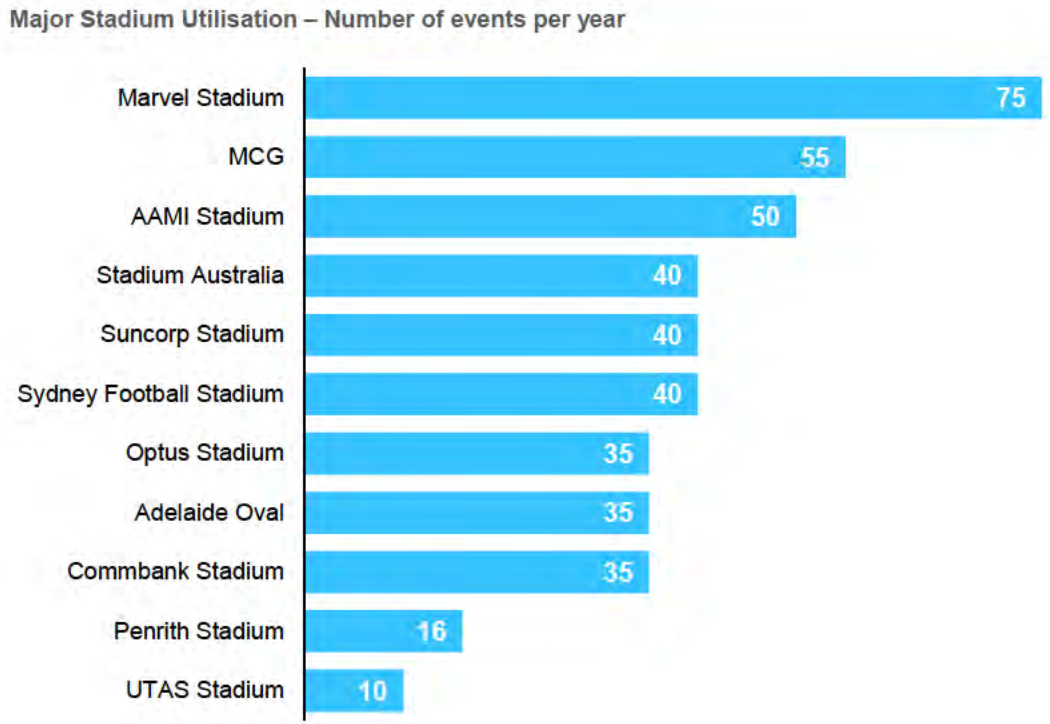
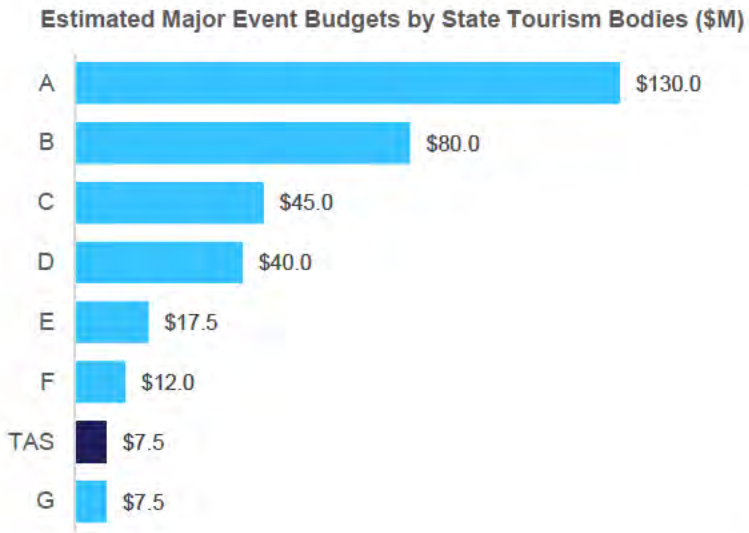


Drivers of Stadium Utilisation

Acquisition strategy and budget

There is strong competition in the major event landscape in Australia, with Tasmania's budget significantly lower than the five mainland states. This significantly inhibits Tasmania's ability to acquire ad-hoc major events and World Cup content such as the upcoming FIFA Women's World Cup 2023 and Rugby World Cup 2027.



Following the 2021 State Election, the Tasmanian Government committed to establishing Stadiums Tasmania. The establishment of Stadiums Tasmania will enable the development of a longer-term stadia strategy for Tasmania.

This entity will take ownership of both UTAS Stadium and Blundstone Arena as well as the new potential Hobart Stadium and is expected to manage the stadiums with an increased commercial lens. It is understood that the new entity is likely to have an event acquisition budget on top of the expected increased acquisition budget for Events Tasmania.

Outside of acquisition budgets, Events Tasmania are also investigating the establishment of a risk pool which will assist in acquiring music content by off setting the risk to promoters (i.e. offsetting the gate revenue, should the event not reach the promoters desired attendance target).

With increased budgets, establishing a concert risk pool and a focused acquisition strategy, there is a potential for additional acquired content at the new Hobart Stadium to ensure the stadium can reach its utilisation target of between 20 and 30 events each year in addition to targeting more ad-hoc special events and future World Cup content.

Increasing appeal for content owners

MI undertook stakeholder interviews with key content owners to understand what the appetite would be to host non-AFL content at the potential new Hobart Stadium.

The interviews included TEG and Live Nation (music, ad-hoc sporting major events), Football Australia and Rugby Australia.

Overall, interest was high to bring content to Tasmania, however it was noted that in addition to acquisition fees, the following would assist in driving stadium utilisation:

- High functionality (i.e. moveable multi-purpose seating modes) to increase appeal for the rectangular sports such as Football and Rugby and smaller 'arena' type concerts
- A roof would provide greater confidence in attendances by improving fan comfort and experience, making it weatherproof and guaranteeing pitch conditions. It should be noted that from a musical act perspective, there is no difference acoustically whether it is fixed or retractable, however a retractable roof provides more options (fireworks display vs intimate arena setting)
- Flexible hospitality spaces, business event spaces configurable to suit varying capacities (>1,500 ppl)
- Modern stadium technology such as LED functionality, stadium WiFi etc.

Potential Stadium Content

Potential annual content

The following has been identified as potential content that could be hosted by the new Hobart Stadium:

AFL

- AFL Finals matches (i.e. Dedicated Tasmanian team)
- AFL regular season matches (i.e. Dedicated Tasmanian team)
- AFLW regular season matches (i.e. Dedicated Tasmanian team)

Football

- Tier 2 Socceroos and Tier 1 Matildas matches (i.e. international friendlies, World Cup / Asian Cup qualifiers)
- A-League matches (i.e. Western United)
- Youth International / U23 (i.e. Olympic qualifiers)

Rugby

- Tier 2 Wallabies matches (i.e. June-Sep internationals)
- Super Rugby matches (i.e. Melbourne Rebels)
- Super Rugby Magic Round (i.e. hosting a round of all Super Rugby teams across one weekend)

Business Events

- Business events catering for > 1,500 persons

Cricket

- Test matches (i.e. Ashes)
- Men's ODI / T20
- Women's ODI / T20
- BBL and WBBL

Entertainment

- Tier 1 concerts (i.e. international acts such as Guns n Roses)
- Tier 1 minus / arena concerts (i.e. international acts such as The Killers or Australian acts like Midnight Oil)
- Ad-hoc sport events such as Football Internationals (i.e. Crystal Palace v Leeds), Boxing, WWE, UFC, College Football, Motocross, Supercross).

Existing Tasmanian Events

- Dark Mofo / Mona Foma
- Local events (i.e. Targa, Festival of Voices, Australian Wooden Boat Festival)
- Mass Participation events (i.e. Australian Masters Games, International Transplant Games, Special Olympics)

Potential Stadium Content

Additional World Cup content

In addition to the annual content, there is also one off World Cup content that could potentially be hosted by the Stadium.

Australia is currently embarking on the Green and Gold decade (2022 – 2032), where it will host a number of major World Cups such as the ICC T20 World Cup, FIBA Women's World Cup, FIFA Women's World Cup, Men's and Women's Rugby World Cups in 2027 and 2029 and of course the 2032 Summer Olympic Games in Brisbane.

In additional to the current list of events, it is likely that additional major event content will be acquired in the lead up to 2032.

These events drive significant interstate and international visitation but also come with more rigid venue requirements and significant acquisition fees.

Tasmania has missed out on up and coming World Cup content due to not having a stadium the meets the minimum capacity requirements (i.e. FIFA Women's World Cup) and other venue specifications, meaning significant additional venue overlay costs is needed outweighing the cash for content offered by the State (i.e. Rugby World Cup 2027).

The new Hobart Stadium therefore needs to ensure that it can compete for content by meeting minimum seating capacity requirements as well as up to date stadium specifications.

Based on an assessment of the minimum venue seating capacity requirements (following slide) and expectations of major World Cups such as the FIFA Football World Cup, Rugby World Cup, Asian Cup and the ICC Cricket World Cup, there is content that could be hosted by a venue under 30,000 capacity.

The Tier 3 (20,000 – 30,0000) and Tier 4 (<20,000) content includes:

- Category C matches for the Men's Rugby World Cup
- Group matches including the Opening Match for the Men's ICC Cricket World Cup
- Quarter Finals and Group Matches for the Women's FIFA World Cup
- Quarter Final and Group Matches for the Men's Rugby League World Cup
- Semi Final, Quarter Final and Group Match (excl Opening Match) for the Men's Asian Cup
- Semi Final, Quarter Final and Group Match (incl Opening Match) for the Women's Rugby World Cup
- Semi Final, Quarter Final and Group Match (incl Opening Match) for the Women's ICC Cricket World Cup

Australia will host 7 - 8 major events of this specification over 14 years (2015-2029), making it on average one major World Cup every 2 years.

Minimum Venue Seating Capacity Requirements / Expectations – Major World Cups

	Tier 1 Content				Tier 2 Content			Tier 3	Tier 4 Content		
	80,000+	60,000+	55,000+	50,000+	40,000+	35,000+	30,000+	20,000+	15,000+	10,000+	5,000+
Men's FIFA WC	Final OM	SF			Bronze QF Rd16/32 Group			*Up to 30,000 capacity*			
Men's Rugby WC		Final SF OM			Bronze QF Cat A		Cat B	Cat C			
Men's ICC WC				Final	SF		QF	OM	Cat A Cat B	Cat C	
Women's FIFA WC			Final OM			SF		QF Group			
Men's Asian Cup					Final OM			SF QF Group			
Men's Rugby League WC					Final		OM SF	QF Group			
Women's Rugby WC							Final		SF QF Group		
Women's ICC WC							Final		SF QF OM		Group

Legend – Opening Match (OM), Semi Final (SF), Quarter Final (QF), Category A (Cat A), Category B (Cat B), Category C (Cat C), Bronze Final / 3v4 (Bronze), Group (Group or Pool match)

Key Content Assumptions

- Hobart Stadium is assumed to be operational in 2030 (ideally 2028, however due to current Tasmania infrastructure pipeline and building challenges, 2030 is a more realistic target).
- It is estimated that from 2030, the new Hobart Stadium could host up to 44 events per year should Hobart host 7 regular AFL season matches.
- This could be achieved with an additional acquisition budget of $5.5 million plus access to the risk pool for music content.
- It is estimated that the **stadium could see 587,000 in attendance each year, and 115,700 interstate and overseas visitors each year.**
- When taking into account existing content in Tasmania, the incremental net uplift is 420,000 in attendance and 104,000 interstate and overseas visitors.

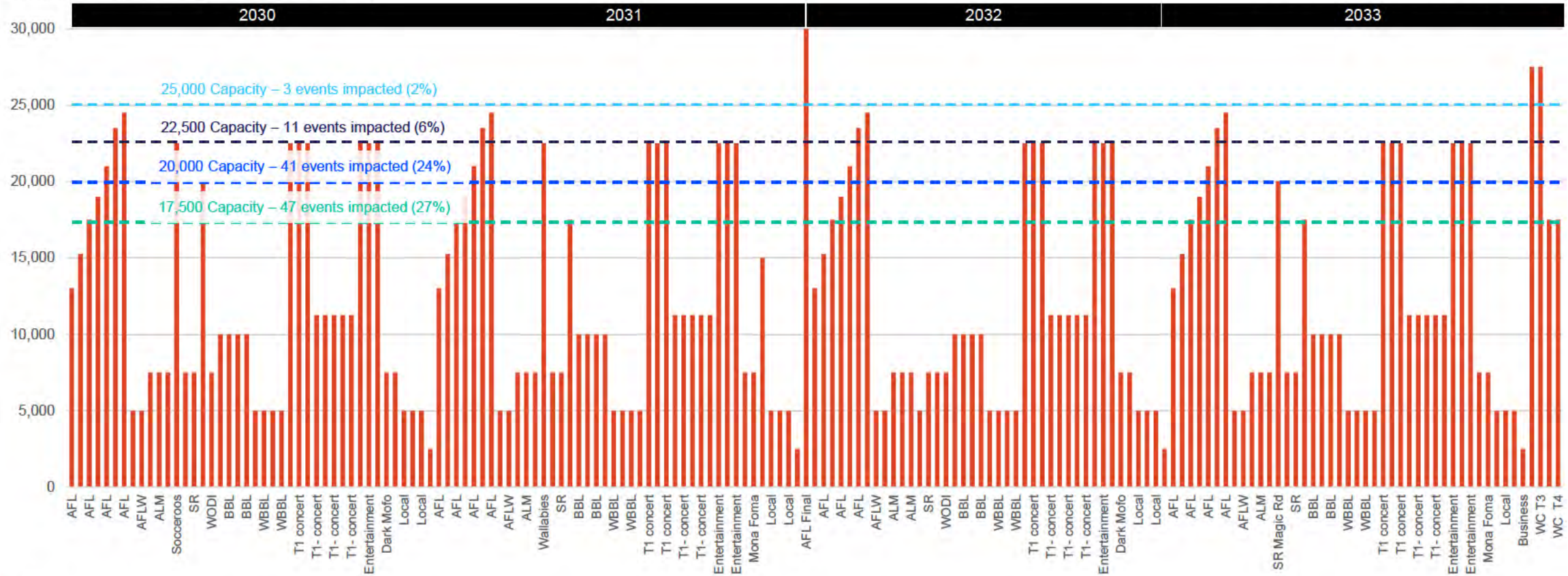
Content	Content per year	Estimated Attendance	Estimated Visitation %	Visitors p event
AFL				
AFL Final Matches (i.e. Dedicated Tasmanian team)	0.25	30,000	35%	10,500
AFL Regular Season Matches (i.e. Dedicated Tasmanian team)	7	20,000	25%	5,000
AFLW Matches (i.e. Dedicated Tasmanian team)	2	5,000	5%	250
Football				
A-League Matches (i.e. Western United)	3	7,500	10%	750
Tier 2 Socceroos (i.e. vs Qatar) and Tier 1 Matildas (i.e. vs Brazil)	0.25	22,500	30%	6,750
Youth international football (i.e. Olympics U23 qualifiers etc)	0.25	5,000	5%	250
Rugby				
Tier 2 Wallabies (i.e. vs F ji, Japan)	0.25	22,500	30%	6,750
Super Rugby Magic Round	0.25	20,000	30%	6,000
Super Rugby Matches (i.e. Me bourne Rebels)	2	7,500	10%	750
Cricket				
Test Matches (i.e. Ashes)	0.125	67,500	15%	10,125
Men's ODI / IT20	0.5	17,500	30%	5,250
Women's ODI / IT20	0.5	7,500	10%	750
BBL (i.e Hobart Hurricanes)	4	10,000	15%	1,500
WBBL (i.e Hobart Hurricanes)	4	5,000	5%	250
Entertainment				
Tier 1 concerts (Internationals)	3	30,000	5%	1,500
Tier 1 minus concerts (Internationals or popular Australian)	5	15,000	2.50%	375
Ad-hoc sport (i.e. UFC, Football Internationals, Boxing, College Football, Supercross, Motocross)	3	22,500	50%	11,250
Existing Tasmanian Events				
Dark Mofo / Mona Foma	2	7,500	25%	1,875
Local events (i.e. Targa, Festival of Voices, Aust Wooden Boat Festival)	3	5,000	2.50%	125
Mass Participation events (i.e. Australian Masters Games, International Transplant Games, Special Olympics)	0.25	15,000	50%	7,500
Business Events				
Business Events (>1,500 ppl)	2	2,500	50%	1,250
World Cup Content				
Tier 3 Content	0.5	27,500	40%	11,000
Tier 4 Content	0.5	17,500	40%	7,000
Weighted Total / Annual Average	43.625	587,188		115,700

Key : 0.25 = 1 every 4 years, 0.125 = 1 every 8 years, Total *excludes exclusive Tier 1 concerts*

Impact of Stadium Capacity

Estimated attendances by content (2030 – 2033)

Total 171 events across 4 years



Notes:
Based on 7 AFL matches at Hobart Stadium
Concert attendance has been down weighted to match stadium capacity (e.g. 20,000 seat stadium can be attended by 25,000 due to the use of the field of play)

Event Yield Projection

Yield per event enables a better understanding of the benefits delivered by acquired content and is used to compare to the costs to develop Hobart Stadium.

Based on a historical range of event yield provided by Events Tasmania (i.e. $777 and $1,146 per visitor), each event has been allocated an appropriate yield per visitor based on the event profile (i.e. likely demographics).

AFL content has been attributed a projected yield per visitor of $900 (rounded from historic AFL actuals of $894).

International major events have been attributed a projected yield per visitor of $1,150 (rounded up from historic world cup content – 2015 Cricket World Cup and 2003 Rugby World Cup).

Domestic events have been attributed a projected yield per visitor of $775 (rounded up from historic BBL content).

Note: The yield per event is based on no capacity restrictions (i.e. An AFL Final is played in a 30,000-seat stadium).

Content	Description	Projected Attendance	% Visitation	Projected Visitation	Projected yield per visitor	Yield per event
AFL	AFL Final	30,000	35%	10,500	$900	$9,450,000
Entertainment	Tier 1 Content	30,000	5%	1,500	$900	$1,350,000
WC Content	Tier 3 Content	27,500	40%	11,000	$1,150	$12,650,000
AFL	vs Marquee Me bourne side	24,000	35%	8,400	$900	$7,560,000
Entertainment	Adhoc Sport Event	22,500	50%	11,250	$1,150	$12,937,500
Football	Socceroos Tier 2 / Matildas Tier 1	22,500	30%	6,750	$1,150	$7,762,500
Rugby	Wallabies Tier 2 Content	22,500	30%	6,750	$1,150	$7,762,500
AFL	vs Average Melbourne side	20,000	30%	6,000	$900	$5,400,000
Rugby	Super Rugby Magic Round	20,000	30%	6,000	$1,150	$6,900,000
Cricket	Test Match (20,000 max per day)	67,500	15%	10,125	$1,150	$11,643,750
WC Content	Tier 4 Content	17,500	40%	7,000	$1,150	$8,050,000
Cricket	Men's ODI / IT20	17,500	30%	5,250	$1,150	$6,037,500
AFL	vs Non Me bourne side	15,500	15%	2,325	$900	$2,092,500
Existing Events	Mass Participation event	15,000	50%	7,500	$1,150	$8,625,000
Entertainment	Tier 1 minus Content	15,000	3%	450	$900	$405,000
Cricket	BBL Content	10,000	15%	1,500	$900	$1,350,000
Rugby	Melbourne Rebels Content	7,500	10%	750	$775	$581,250
Football	Western United Content	7,500	10%	750	$775	$581,250
Existing Events	Dark Mofo / Mona Foma	7,500	25%	1,875	$1,150	$2,156,250
Cricket	Women's ODI / IT20	7,500	5%	375	$775	$290,625
Football	Youth Internationals	5,000	5%	250	$775	$193,750
AFL	AFLW Content	5,000	5%	250	$775	$193,750
Cricket	WBBL Content	5,000	5%	250	$775	$193,750
Existing Events	Local Events	5,000	3%	125	$775	$96,875
Business Event	Business Events	2,500	50%	1,250	$1,150	$1,437,500

Note: Based on a 7 match AFL season playing 2 x marquee Melbourne sides, 2 x average Melbourne sides and 3 x non-Melbourne sides – the average AFL attendance is 19,200 with 5,100 interstate visitors (26.5% visitation) per match

Optimisation Analysis

Overview

Optimisation analysis as been undertaken to understand the optimal seating capacity for developing Hobart Stadium. The optimisation analysis assesses the net benefits (i.e. yield – the new money spent in Tasmania as a result of visitation to the event) new content generates against overall costs.

The analysis has been undertaken over 20 years (2023 to 2042). Benefits (i.e. event yield) and costs are expressed in monetary terms and are adjusted for the time value of money over the evaluation period and are expressed in terms of their present value (AUD$ 2022).

A discount rate of 7% (as per Tasmania Treasury Guidelines) has been used to determine the present value of costs and benefits over time.

A favourable capacity of the development is when the present value of net benefits (i.e. net new events) exceeds the present value of net costs (i.e. construction costs, content acquisition fees and Tasmanian Government contribution to AFL).

The optimal capacity is the capacity that returns the largest positive differential of present-day benefits and present-day costs.

Impact of different capacities

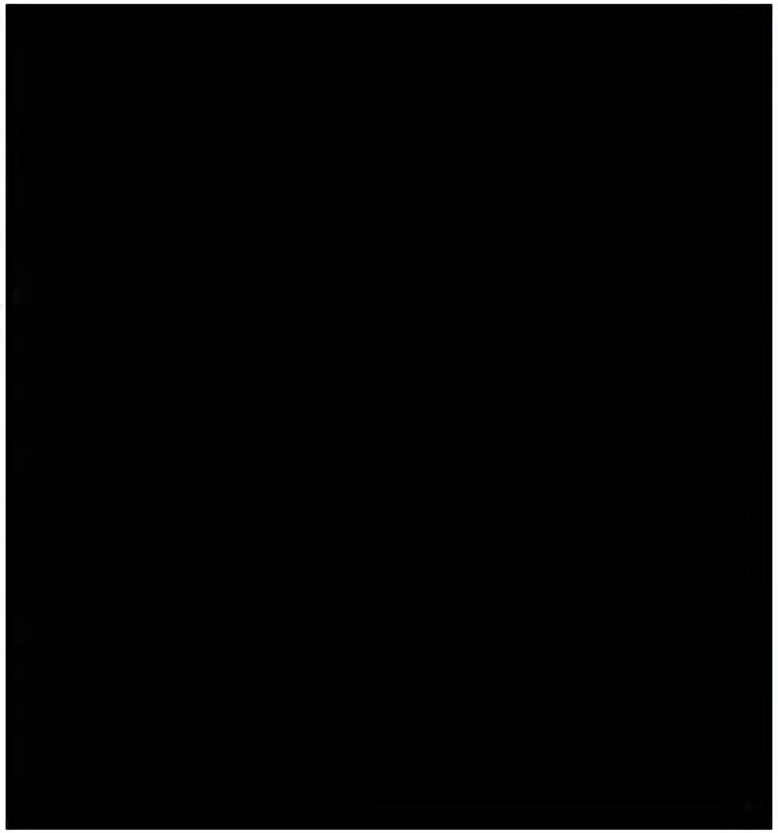
Should an event expect to see higher demand compared to the capacity, for the purposes of the analysis, the attendance is therefore down weighted to the capacity.

For example, should Hobart Stadium host an AFL Final, it has the potential demand of up to 30,000 in attendance. However, if the capacity is 20,000, then the attendance will be 20,000 ensuring there are less visitors and smaller event yield (i.e. benefits).

For World Cup content and based on the minimum capacity requirements, should the capacity be below 25,000 this will impact the Stadium's ability to host Tier 3 content (i.e. 20,000 plus attendances), and only placing it in a position to host Tier 4 content with attendances of less than 20,000, greatly impacting visitation and event yield.

Of the 171 estimated events that could be hosted across a 4 year period (page 18), the following impact will be seen at the following capacities:

- 17,500 Capacity – 47 events impacted (27% of events)
- 20,000 Capacity – 41 events impacted (23% of events)
- 22,500 Capacity – 11 events impacted (6% of events)
- 25,000 Capacity – 3 events impacted (2% of events)
- 30,000 Capacity – 0 events impacted (0% of events)



Optimisation Analysis

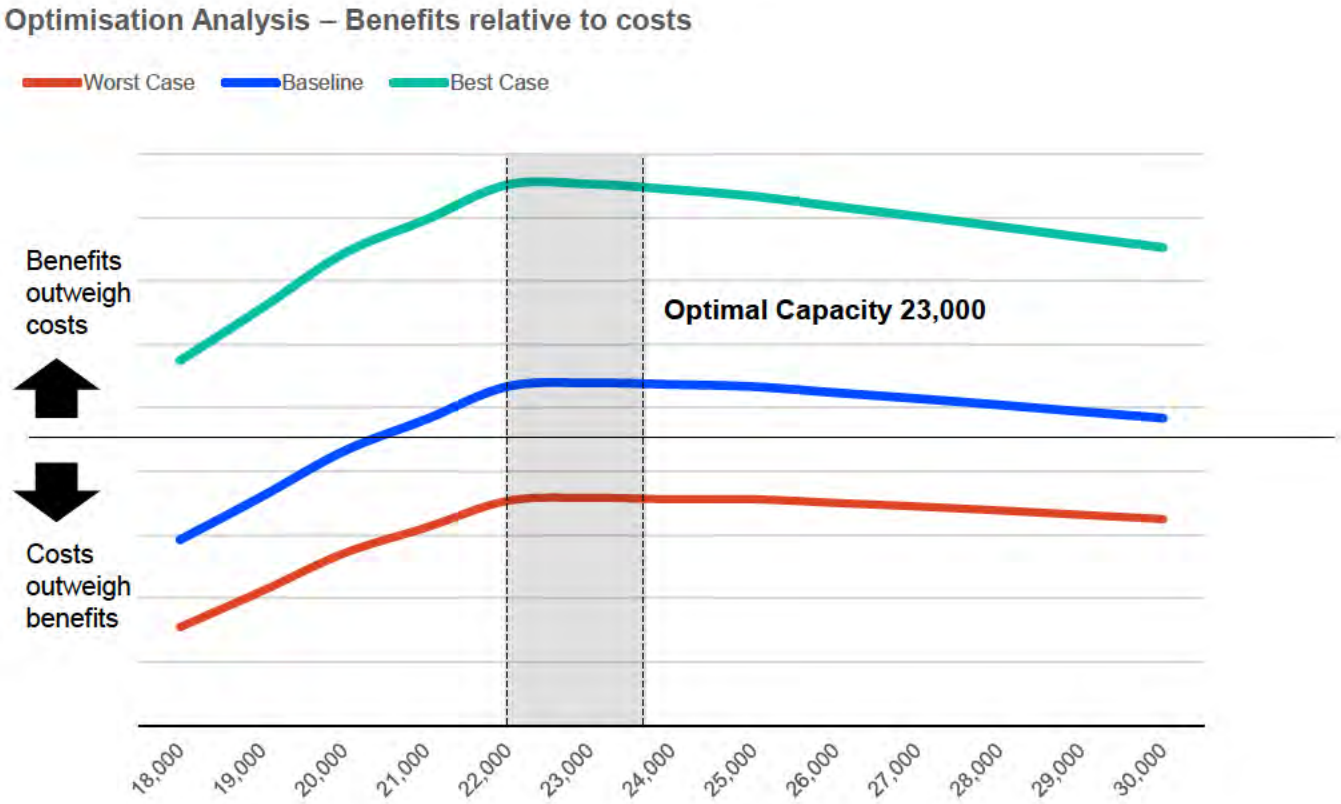
Findings

All nine (9) scenarios demonstrated the same hill shaped curve, with the benefits outweighing costs at an increasing rate from 18,000 to 22,000 capacity before plateauing and then falling when the capacity increases above 24,000.

This is a result of the number of events impacted by the capacity falling from 23% at a 20,000 seat capacity to only 6% of events impacted at a 22,500 seat capacity.

It also shows that increasing from 22,500 to 25,000 capacity will see only 8 events over 4 years (2 marquee AFL matches a year – i.e. vs Collingwood or Richmond that could achieve 23,500 - 24,500 in attendance) no longer restricted, however the additional construction costs (~$30M) of at 25,000 seat stadium compared to a 22,500 seat stadium outweighs the benefit of maximising the attendances and visitation for these matches.

It should be noted that developing the stadium capacity below 20,000 will return a negative result for Tasmania (i.e. costs of the stadium build at the mid cost scenario outweighing the benefits of hosting 44 (28 new) events per year).



Thank you

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About MI Global Partners

Over the last 20 years, MIGP has been leading and partnering to deliver the world's best events, sports and place projects.

Our experience has given us the insights and unique capacity to understand the full project lifecycle - from Inception to Celebration.

We are major event specialists. We have been involved in every Summer Olympic Games since Sydney 2000 and every Rugby World Cup since 2003. Our event services include event strategy, feasibility, bidding, operational delivery and post-event evaluation.

Sport is our passion. We have assisted major sporting codes around the globe with the development of strategic projects from competition expansion and facilities planning to growth, community impact, policy development and governance.

Place is at the heart of what we do. We have created and delivered iconic place projects across Sport, Arts and Culture. Our skills include strategy, feasibility, business case development, project delivery support and post project evaluation.

As a business we strive to shape and advance the world of event, sport and place delivery. We are committed to doing what it takes to deliver the very best for our clients and their project outcomes for today and into the future.

HOBART STADIUM

Cost Benefit Analysis Report – Final Full Report

11 November 2022

About this Report

Overview

MI Global Partners (MI) has been commissioned by Events Tasmania (ET) to undertake a cost-benefit analysis (CBA) of developing a new 23,000 seat stadium in Hobart.

A CBA is a widely accepted tool to identify the key socio-economic impacts of a project and is the preferred method of economic analysis by State and Federal Governments to understand the value for money and viability of government investment into major infrastructure.

The methodology used to conduct a CBA was developed in accordance with Infrastructure Australia's Guide to economic appraisal and State and Territory Guides to Cost Benefit Analysis, and assesses the incremental impact of developing Hobart Stadium over the current base case scenario (i.e. the status quo - no development of the Hobart Stadium).

Benefits and costs in a CBA are expressed in monetary terms and are adjusted for the time value of money, referred to as discounting. All flows of benefits and costs over the evaluation period are expressed in terms of their present value (AUD$ 2022), regardless of whether they have been incurred at different times. A discount rate aligned with Government policy (7%) is used to determine the present value of costs and benefits.

In compiling this report, MI has used the same content, attendances and visitation data utilised for the Hobart Stadium Optimisation Analysis report. MI has also utilised its significant internal Tier 1 and Tier 2 stadium data to ensure the financial and economic assumptions for Hobart Stadium are in line with comparable stadiums.

All assumptions used and sources of information are detailed throughout the report.

Disclaimer

MI has prepared this report in conjunction with and relying on information provided by third parties. We do not imply, and it should not be construed that we have performed any audit or due diligence procedures on any of the information provided to us.

Accordingly, MI do not accept any responsibility for errors or omissions, or any loss or damage as a result of any persons relying on this report for any purpose other than that for which it has been prepared.

The report should not be provided to any other persons other than representatives of the Tasmanian Government or made public without the prior written consent of MI.

MI disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages and costs any party might incur as a result of the information being inaccurate or incomplete in any way, and for any reason.

Contents

Illustration purposes only

Section 1
Assessment Overview

Defining the assessment scenarios

Options to be assessed

The assessment will seek to analyse the incremental economic impact of the project case compared to the base case. The two scenarios are defined as follows:

The Base Case

A do nothing scenario, where existing stadia infrastructure in Tasmania (i.e. UTAS Stadium and Blundstone Arena) host all major event content in Tasmania. It should be noted that some event content will continue to be hosted by the two stadiums even if the new stadium is developed. For the purposes of this analysis, these events have been excluded (i.e. no incremental change), however the base case includes 16 existing annual events that will potentially move to the new stadium.

The $65M committed by the Tasmanian Government for the redevelopment of UTAS Stadium is captured under the base case.

The Project Case

A new 23,000 roofed stadium is developed at Macquarie Point in Hobart for $750M. The stadium will host 44 events per year (i.e. 28 new events)

Reference Group

Due to the geographical size of Tasmania, the reference group is considered the residents, businesses and Government of Tasmania.

Core Appraisal Assumptions

Discount rate

The discount rate is a critical parameter in a CBA whenever costs and benefits differ in their distribution over time, especially when they occur over a long time period.

To assess the viability of a potential project, a business or Government may use the weighted average cost of capital (WACC) as the discount rate, which is the average cost paid for capital from borrowing or selling equity.

This appraisal, utilises a discount rate of 7% as per Infrastructure Australia's Guide to economic appraisal.

Time increments

Demand projections, costs and benefits is presented in annual terms.

Base year and appraisal period

The base year is defined as the first year of the evaluation period, providing the base date for costs and benefits to be discounted back to.

As the funding decision is likely to be made in 2022, the CBA's base year will therefore be 2022. The appraisal period to assess the impact of Hobart Stadium from 2023 (i.e. year 1) to 2048 (i.e. 20 years post construction).

Inflation

Inflation in future years is excluded from the analysis as per cost-benefit analysis guidelines, however unit costs pre 2022 have been indexed to 2022 using 2.5% as per the Reserve Bank of Australia historic trend.

Appraisal Framework

The adjacent figure provides an overview of the approach of developing the CBA for Hobart Stadium.

The CBA measures the incremental socio-economic costs and benefits (i.e. net benefits) of developing the Stadium relative to the base case. The costs and benefits are attributed to the State of Tasmania, with individuals (i.e. consumers), businesses, and Tasmanian Government being the bearers and beneficiaries of the project.

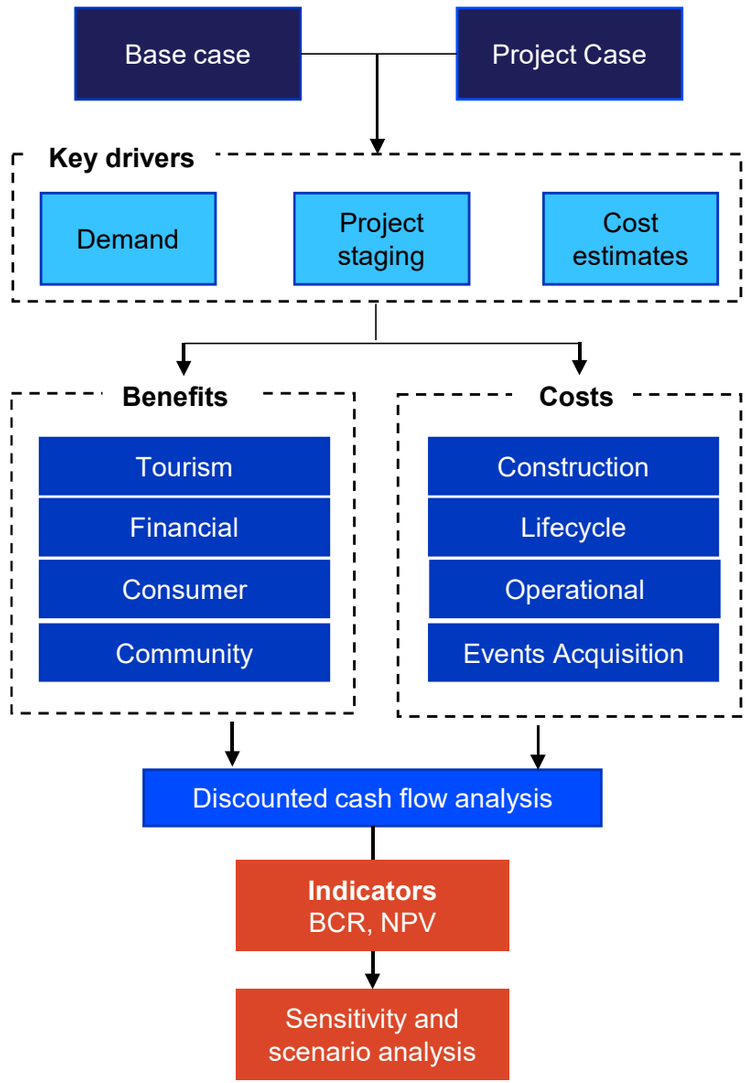
The project case will generate tourism benefits to the State through new event content and increased interstate and international visitation as well as uplifts in financial revenue through hiring fees, food & beverage and sponsorship. The project will also deliver an uplift in consumer benefits (i.e. local event attendees) by enhancing the stadium amenity and creating a more compelling, comfortable, and exciting live sports and entertainment experience as well as benefits to the local community that will not necessarily attend events at the stadium such as improved urban amenity.

The cost of the project includes the initial construction costs as well as ongoing annual lifecycle, operational and event acquisition costs.

Three key drivers have been identified for the analysis which have the greatest impact on the CBA results. These include:

- Discount rates;
- Demand such as event content, attendees and visitors; and
- Cost estimates including the new infrastructure capital and operational costs and event acquisition costs.

Sensitivity testing has been completed for these key drivers.



Key Project Assumptions

The following impacts have been identified in order to develop the Stadium. The bearers and beneficiaries of these impacts are Tasmanian residents, businesses and Government.

A combination of market valuations and benefits transfer methodologies have been used to project the value of these costs and benefits over the next 20-30 years.

Cost Impacts

Costs	Bearer	Description	Assumptions	Method and Source
Construction Costs	Government	Initial construction costs of the new stadium	$676,460,000 2023 - 2028	WT Cost Plan report – August 2022 (excludes escalation as per cost-benefit analysis guidelines)
Life Cycle Capital Costs	Government	Ongoing annual capital costs of maintaining the stadium	[redacted] of the overall construction costs on average per year from 2029	RLB – July 2022 (Similar LCC costs for a 25,000 roofed stadium in Australia)
Operational Costs	Government	Incremental operational costs to deliver new content to the stadium	$8,383,965 per year from 2029	Benchmarked against Tier 2 stadiums in Australia (20,000 to 25,000 capacity)
Event Acquisition Costs	Government	Incremental costs to acquire the new content to the stadium	$5,500,000 per year from 2029	MI IP and major event knowledge bank

Key Project Assumptions

Benefit Impacts

Benefits	Beneficiary	Description	Assumptions	Method and Source
Tourism Benefit	Businesses / Government	Benefits (Producer / Gov't & Labour surplus) through increased interstate and international visitors and operational expenditure as a result of new event content	$16,274,295 per year from 2029	[redacted]
Financial Benefit	Government	Estimated uplift in stadium revenue (i.e. hiring fees, food & beverage, ticketing commissions, sponsorship) as a result of new event content	$16,243,927 per year from 2029	Benchmarked across four Tier 2 stadiums in Australia (20,000 to 25,000 capacity)
Consumer Benefit	Consumers	Consumer user benefits (i.e. local Tasmanian event attendees) through enhanced stadium amenity and event experience	$3,104,015 per year from 2029	Benchmarked against Tier 1 and 2 stadiums in Australia (20,000 to 45,000 capacity)
Community Benefit	Local Community	Consumer non user benefit to local Tasmanian residents includes option value (the benefit of having the option to use an asset), social value (the benefit of an asset facilitating social interaction and well-being), and passive value (the benefit of an asset to enhance local amenity for the community).	$1,613,410 per year from 2029	Benchmarked against Tier 2 stadiums in Australia (25,000 capacity)
Terminal Value	Government	The value of the net benefits at the end of the evaluation period	50 year life	Assessment framework 2021 Guide to economic appraisal

Section 2

Impact of investment

Defining the base case

In order to identify the impact of Hobart Stadium, first the base case (i.e. the status quo) must be defined, that is what will occur over the next 20-30 years without the development of Hobart Stadium.

Tasmania currently has two Tier 2 stadiums (UTAS Stadium in Launceston and Blundstone Arena in Hobart) that currently host local, domestic and some international events. The current quality, standard and capacity of these stadiums are limiting the State's ability to host elite sport and entertainment content if no action is taken.

Current event content includes:

- AFL matches (4 Hawthorn matches at UTAS and 3 North Melbourne matches at Blundstone Arena)
- Hobart Hurricanes (men's and women's) BBL matches at mostly Blundstone Arena
- International cricket (ODI, T20 and Test matches at Blundstone Arena)
- A-League matches (2 Western United matches at UTAS Stadium)
- Non stadium content like Dark Mofo and Mona Foma, Targa, Festival of Voices, Australian Wooden Boat Festival)

There are a number of events such as some BBL matches, international test match cricket versus Tier 2 nations, and four AFL matches (UTAS) that will continue to be hosted at the existing stadiums. These events have been excluded from the base case scenario and the analysis due to being no incremental change.

The following events have been included in the base case as they could potentially move to the new Hobart stadium and likely see increased benefits.

Event	Avg number of events per year	Attendance per event	Projected total attendance	Projected total visitation
AFL matches vs Melbourne sides	1.5	13,500	20,250	6,075
AFL matches vs Non - Melbourne sides	1.5	10,500	15,750	3,150
BBL Matches	3	10,000	30,000	3,000
WBBL Matches	3	5,000	15,000	750
A-League matches	2	7,500	15,000	750
Existing non-stadium events	5	6,000	30,000	4,125
Total	16		126,000	17,850

Note: The AFL matches included in the Base Case includes the three currently held at Blundstone Arena. The additional four AFL matches currently held at UTAS Stadium have been excluded from the Base Case as should a new AFL team be established in Tasmania and even if the Hobart Stadium is developed, four matches will continue to be hosted at UTAS Stadium. The project case shown on the following page details 7 AFL matches to be played at Hobart Stadium, which is an incremental uplift of 4 AFL matches (i.e. 7 AFL matches minus the three Blundstone matches detailed above).

Event content projections

The Hobart Stadium Optimisation Analysis Report (MI Global Partners – August 2022) was utilised to estimate the projected new event content, attendances and visitation to ensure comparability between the two reports.

- Hobart Stadium is assumed to be operational in 2029 and host up to 44 events per year
- It is estimated that the **stadium could see 572,438 in attendance each year, and 113,153 interstate and overseas visitors each year.**
- When taking into account existing content in Tasmania (i.e. base case assumptions on the previous page), the incremental uplift is 446,438 in attendance and 95,303 interstate and overseas visitors.

Content	Projected number of events at Hobart Stadium	Attendances per event	Projected Total Attendance	% of interstate and international visitors	Projected Total Visitation
AFL Final	0.25	23,000	5,750	35%	2,013
Entertainment - Tier 1 Content	3.00	30,000	90,000	5%	4,500
AFL matches vs Marquee Melbourne side	2.00	23,000	46,000	35%	16,100
Entertainment - Adhoc Sport Events	3.00	22,500	67,500	50%	33,750
Football - Socceroos Tier 2 / Matildas Tier 1	0.25	22,500	5,625	30%	1,688
Rugby - Wallabies Tier 2 Content	0.25	22,500	5,625	30%	1,688
AFL matches vs average Melbourne side	2.00	20,000	40,000	30%	12,000
Cricket Ashes content	0.13	67,500	8,438	15%	1,266
World Cup Tier 4 Content	1.00	17,000	17,000	40%	6,800
Entertainment - Tier 1 minus Content	5.00	15,000	75,000	3%	2,250
AFL match vs Non Melbourne side	3.00	15,500	46,500	15%	6,975
Cricket - Men's ODI / IT20	0.50	17,500	8,750	30%	2,625
Cricket - BBL Content	4.00	10,000	40,000	15%	6,000
Existing Mass Participation Events	0.25	15,000	3,750	50%	1,875
Super Rugby Magic Round	0.25	20,000	5,000	30%	1,500
Rugby - Melbourne Rebels Content	2.00	7,500	15,000	10%	1,500
Football - Western United Content	3.00	7,500	22,500	10%	2,250
Dark Mofo / Mona Foma	2.00	7,500	15,000	25%	3,750
Cricket - Women's ODI / IT20	0.50	7,500	3,750	5%	188
Football - Youth Internationals	0.25	5,000	1,250	5%	63
AFLW Content	2.00	5,000	10,000	5%	500
WBBL Content	4.00	5,000	20,000	5%	1,000
Existing Local Events	3.00	5,000	15,000	3%	375
Business Event	2.00	2,500	5,000	50%	2,500
Total	44		572,438		113,153

Event hiring agreements

Hiring agreements between venue hirers and stadium managers are complex and depend on the facilities available, the size of the venue, the existing venue commercial arrangement in place within the stadium and the competition between venues for events. The result is ultimately the outcome of negotiations.

Typical hiring agreements across Australian stadia include the following revenue / cost sharing components summarised below:

- [redacted]

Hobart Stadium Assumptions (% allocation)

Revenues			Expenses		
Item	Venue	Hirer	Item	Venue	Hirer
[redacted]					
Venue Membership	excluded				

Venue membership has been excluded from the analysis due to the uncertainty of whether the venue will offer specific membership access to all events at the stadium (i.e. similar to Sydney Football Stadium, MCG and Suncorp Stadium model) or if it will be club led membership for AFL matches only (i.e. the West Coast Eagles, Adelaide Crows and Geelong Cats model).

Quantification of project costs

Construction costs

Quantity surveyor (WT Partnerships) has assessed the concept plan (August 2022) for the development of Hobart Stadium at Macquarie Point and have estimated the construction cost to be $676.5 million* (AUD$2022). The cost has been allocated across 2023 to 2028 accordingly:

- [redacted]

The facility is expected to be operational in early 2029.

* Note WT's cost plan ($740M) includes 9.5% escalation until quarter 1 2025, which has been removed for the purposes of this analysis

Life cycle capital costs

The ongoing lifecycle costs have been estimated using a recent cost planner report (RLB – July 2022) for a stadium with similar size and specifications to the proposed Hobart Stadium.

The ongoing capital costs for this stadium was estimated at [redacted] of the overall construction costs per year.

The annual % cost for Hobart Stadium was replicated from the RLB estimation. For example, it is projected that for the first five years of operation, there would be no additional capital costs to maintain the stadium, with the majority of costs incurring post 15 years of operation.

Year of operation	% of construction cost	Total lifecycle costs for Hobart Stadium
Years 0 - 5	[redacted]	
Years 5 -14		
Years 15 +		
Total		

The overall construction ($676.5M) and ongoing lifecycle capital costs ($49.5M) to develop and maintain Hobart Stadium from 2023 to 2048 is $726M

Quantification of project costs

Operational Costs

Direct and indirect stadium costs

The direct and indirect costs shown in the table are attributed to operating a stadium. Three Tier 2 stadiums in Australia have been benchmarked to ascertain what the estimated projected annual operating costs will be for Hobart Stadium.

It is projected that the new Hobart Stadium will cost just under $5.8M per year to operate which includes costs to maintain and replace the turf, maintain the facilities, utilities, employees, admin and other costs.

It is projected that the direct operational costs will be higher than the three similar venues benchmarked for this analysis due to the increase in content and additional facility maintenance costs due to the proposed roof.

It should be noted that for the base case scenario, although the indirect costs for the existing UTAS Stadium and Blundstone Arena will be maintained, there will be a proportion of direct costs that would have incurred for the 16 existing events that would shift to the new Hobart stadium.

It is estimated that these 16 events incur a cost of $0.8M and therefore the incremental direct and indirect stadium operations cost is $5.0M.

Cost	Venue A Old 20,000 seat stadium	Venue B New 30,000 seat stadium	Venue C New 25,000 seat stadium (Roof)	Projected Hobart Stadium
Direct operational costs	[redacted]	[redacted]	[redacted]	44 events
Turf maintenance	[redacted]	[redacted]	[redacted]	$253,000
Turf replacement	[redacted]	[redacted]	[redacted]	$1,000,000
Facilities maintenance	[redacted]	[redacted]	[redacted]	$2,377,388
Utilities	[redacted]	[redacted]	[redacted]	$797,117
Indirect operational costs	[redacted]	[redacted]	[redacted]	
Employee expenses	[redacted]	[redacted]	[redacted]	$1,177,000
IT, marketing, legal, and accounting	[redacted]	[redacted]	[redacted]	$183,000
Total	[redacted]	[redacted]	[redacted]	$5,787,505

Quantification of project costs

Operational Costs (cont.)

Event day costs

An assessment of actual event day costs was undertaken across several stadiums (including UTAS Stadium) for major events in Australia. These costs typically include security, cleaning, waste, emergency services, video screens and police.

Event costs can be estimated per attendee, and the smaller the crowd the larger the per attendee cost is. The below table outlines the cost per attendee for ranges in event attendances.

Crowd	Match days costs per head ($AUD2022)
0 to 7,500	[redacted]
7,501 to 12,500	
12,501 to 25,000	
25,001 to 45,000	
45,000 +	

Based on the projected event attendances, it is estimated that the total event day costs for events at Hobart Stadium is $5.3M and the incremental costs taking into account the 16 base case events is $3.7M.

Event day costs are usually borne by the event owner and hirer of the venue. Therefore, an allocation of just 5% of event day costs have been attributed to the venue to account for the rare occurrence that the event day costs, or proportion of, are covered by the venue itself.

The incremental uplift in event day costs for Hobart Stadium is $185,000 per year.

Food & Beverage costs

Food & beverage revenue assumptions are detailed on page 27 of this report. This appraisal has assumed costs to deliver food & beverage to be 30% of revenue.

It is therefore projected that the incremental food & beverage cost for the project case to be $3.2M per year.

The overall incremental operational (direct & indirect $5.0M, event day $0.2M and food & beverage $3.2M) costs for Hobart Stadium is projected to be $8.4M per year.

Quantification of project costs

Event Acquisition Costs

This cost represents the additional event attraction funding that would be required to attract and acquire new content to the stadium. Major events are attracted in a competitive process whereby tourism and major event bodies within Australia all compete for visitation from major events. This is not the case for all events and therefore it has been estimated by each individual event.

MI has utilised its IP and significant internal intelligence on major events including the expected return on investment expectation to project the likely acquisition cost.

It is projected that for Hobart Stadium to acquire and attract 8 - 9 new competitive events to the State of Tasmania, an additional $5.5M is required per year.

Content	Projected number of incremental events at Hobart Stadium	Total estimated annual incremental event acquisition fees
Entertainment – Ad-hoc Sport Events	3.00	-
Football - Socceroos Tier 2 / Matildas Tier 1	0.25	-
Rugby - Wallabies Tier 2 Content	0.25	-
Cricket – Ashes content	0.125	-
World Cup Tier 4 Content	1.00	-
Cricket - Men's ODI / IT20	0.50	-
Existing Mass Participation Events	0.25	-
Super Rugby Magic Round	0.25	-
Rugby - Melbourne Rebels Content	2.00	-
Football - Western United Content	1.00	-
Total	8.625	$5,500,000

Quantification of project benefits

Tourism benefits

Hobart Stadium will attract new expenditure into the Tasmanian economy through:

- The expenditure by new interstate and international visitors in the Tasmanian economy as a direct result of the project (i.e. new content and increased attendances); and
- The expenditure by event owners on new events within the Tasmanian economy (i.e. event day costs).

The additional expenditure will induce further benefits through flow on supply chain effects however the cost-benefit analysis only considers the direct impacts stated above.

The incremental expenditure will deliver benefits through:

- Government Surplus: The benefit that accrues to the Tasmanian Government in the form of new payroll tax
- Producer Surplus: The benefit that accrues to Tasmanian producers and owners of capital (i.e. businesses)
- Labour Surplus: The benefit that accrues to Tasmanian workers.

Event Yield

As per the Hobart Stadium Optimisation Analysis (not replicated here for ease of reading), the visitation expenditure (i.e. yield) is estimated per event based on the event profile (i.e. single day vs multi day) and likely attendee demographics. Event yield is estimated between $775 per visitor (i.e. domestic non-AFL content e.g. BBL) to $900 per visitor for AFL content to $1,150 per visitor for international and World Cup content.

In addition to the visitor spend, 95% of the incremental event costs to host the event will be spent by event owners in the State of Tasmania in order to host the event.

The overall net incremental new expenditure into Tasmania as a result of the new stadium is projected at $100.1M per year.

Government, Producer and Labour Surplus

NSW Department of Premier and Cabinet has estimated that for every dollar spent within the state as a result of event visitation, the economic benefit is [redacted] MI has used this as a proxy to determine the tourism benefit resulting from the Hobart Stadium.

Estimated Tourism Surplus (NSW P&C)	% of direct expenditure	Total Economic Surplus
Labour Surplus	[redacted]	
Producer (Business) Surplus		
Government (Payroll Tax) Surplus		
Total Surplus		

The overall incremental tourism benefit for Hobart Stadium is projected to be $16.3M per year.

Quantification of project benefits

Financial Benefit

The owner and operator of Hobart Stadium, likely to be the Tasmanian Government, will see an uplift in revenue through the following avenues:

- Venue hiring fees;
- A proportion of ticketing revenue and inside charges;
- Food & beverage;
- Venue naming rights; and
- Pouring, supply and signage rights.

Venue Hire Fees

Venue hiring fees from the existing Australian stadium network has been utilised to estimate the potential hiring fee for Hobart Stadium to be $62,500 per event day.

Venue Hire Fee per event day (Stadiums under 50,000)	
Sydney	[redacted]
Melbourne	
Regional NSW	
UTAS Stadium	

Based on the projected event content, Hobart Stadium could generate $2.5M in incremental hiring fee revenue.

Ticketing revenue

The majority of ticketing revenue is retained by the event owner, however 5% has been allocated to the venue to account for inside charges.

Commercial yield analysis was completed on current events held at UTAS Stadium to determine the following average ticketing yield per attendee.

Event Type	Average ticketing yield per attendee
Tier 1 – Tier 1 concerts / World Cup content	[redacted]
Tier 2 – AFL Finals, Cricket, Socceroos, Wallabies	
Tier 3 – AFL regular season	
Tier 4 – A-League, Super Rugby, BBL	
Tier 5 – WBBL, AFLW	

Based on the projected event content, Hobart Stadium could generate $1.8M in incremental ticketing revenue.

Quantification of project benefits

Financial Benefit (cont.)

Food & Beverage revenue

Analysis of historic food & beverage spend per head per event was undertaken to ascertain the average spend for events in stadia across Australia.

Event Type	Average F&B yield per attendee
NRL / AFL	[redacted]
State of Origin	
Bledisloe Cup	
Socceroos	
A-League	
Concerts	
Entertainment (i.e. Monster Trucks)	
Weighted Average	$20.32

$20 per attendee has been utilised for the base case, and an uplift of 15% applied to the project case (i.e. $23 per head) to account for likely better amenities and improved food & beverage options for a new stadium.

Based on the projected event content, Hobart Stadium could generate $10.6M in incremental food & beverage revenue.

Sponsorship, pouring, supply and signage rights

A potential source of stable revenue can be derived from advertising and naming rights of the venue itself. The value of these rights varies considerably between venues with Tier 1 venues (i.e. Marvel Stadium, Accor Stadium, Allianz Stadium and Optus Stadium) seeing naming rights valued at between [redacted] per year.

The valuation of Tier 2 venues can range between $250,000 to $2M per year based on capacity, prominence of the venue and the level of quality event content. MI have projected that Hobart Stadium could see a valuation of [redacted] for its naming rights sponsorship which is similar to what Metricon pay for Carrara Stadium in the Gold Coast and based on the projected 44 events per year.

In addition, and benchmarked against similar Tier 2 venues, Hobart Stadium could generate [redacted] in revenue through pouring, supply and signage rights.

It is projected that the overall incremental financial benefit for Hobart Stadium from venue hire fees ($2.5M), ticketing ($1.8M), food & beverage ($10.6M) and sponsorship ($1.3M) is $16.2M per year.

Quantification of project benefits

Consumer Benefit

Consumer surplus is regarded as the benefit to local consumers over and above the total economic cost of consuming a good or service. This benefit for stadium use is typically measured by the amount the consumer is willing to pay for the experience above the price paid for the experience (i.e. the ticketing price).

To determine the incremental consumer surplus benefits for this project, estimates need to be developed under both the Base and Project Case. The simplified diagram below highlights the methodology used to determine the incremental consumer benefits for an event.

The best practice approach to estimating consumer surplus and an attendee's willingness to pay to attend an event is through primary research, however this requires substantial resources and time to complete. MI have therefore used recently completed cost-benefit analysis for stadiums in Australia as a proxy for Hobart Stadium.

Average willingness to pay for stadium event content (above the ticket price)

The consumer surplus is only applied to the local Tasmanian attendees, which is projected to be 108,150 for the base case and 459,284 for the project case.

It is therefore projected that the overall consumer benefit for Hobart Stadium is $3.1M per year.

Quantification of project benefits

Community Benefit

A number of global literature studies have found evidence of a community benefit from the development of sport & entertainment infrastructure.

Community benefit (i.e. consumer non-use surplus) can be derived from three sources. These include:

- Option value – the benefit of having the option to use an asset
- Social value – the benefit of an asset facilitating social interaction and well-being; and
- Passive value – the benefit of an asset to enhance local amenity for the community.

Due to the expectation that the Hobart Stadium would be a stadium for all Tasmanians, the catchment population that would receive a community benefit is considered the entire population of the State.

MI has used the average of recently completed CBAs for stadiums in Australia as a proxy for Hobart Stadium.

Average non-use community benefit per resident for stadium development

The annual non-user community benefit is applied to the Tasmanian population (i.e. 538,509 in 2022), growing on average 0.23% per year.

It is therefore projected that the overall community benefit for Hobart Stadium is $1.6M per year.

Quantification of project benefits

Terminal Value

The terminal value benefit of the project represents the economic value of Hobart Stadium at the end of the evaluation period. The value has been estimated for the remainder of the economic life of the asset that extends beyond the evaluation period and has been included as a benefit in the final year of the evaluation period.

For the purposes of this analysis, its has been assumed that the stadium will have a 50-year economic useful life (stadia benchmark). This equates to 30 years longer than then 20 operational years evaluation period.

The net benefit includes the total tourism, financial, consumer and community benefit minus the ongoing lifecycle costs (estimated at 0.31% of construction costs each year), incremental operational and event acquisition costs. Due to the effect of discounting, the net benefit of $21.3M per year is significantly reduced in the years post the evaluation.

It is therefore projected that the overall terminal value for Hobart Stadium in 2048 is $284.7M, discounted to $49.0M in present day values.

Annual costs post construction	
Life Cycle Capital Costs (avg)	$2,121,836
Operational Costs	$8,383,965
Event Acquisition Costs	$5,500,000
Total	$16,005,801
Annual benefits post construction	
Tourism Benefit	$16,274,295
Incremental Revenues	$16,243,927
Consumer Benefit	$3,104,015
Community Benefit	$1,613,410
Total	$37,235,646
Net Annual Benefits post construction	$21,229,846

Section 3

Cost-benefit analysis

Cost benefit analysis

Cost benefit analysis summary

$AUD (000,000's)		
Costs	**Nominal Value**	**Present Value**
Construction costs	$676.5	$510.2
Life Cycle Capital Costs	$49.5	$9.9
Operational Costs	$167.7	$59.2
Event Acquisition Costs	$110.0	$38.8
Total Costs	**$1,003.7**	**$618.1**

Benefits	**Nominal Value**	**Present Value**
Tourism Benefit	$325.5	$114.9
Financial Benefit	$324.9	$114.7
Consumer Benefit	$62.1	$21.9
Community Benefits	$32.3	$11.4
Terminal value	$284.7	$49.0
Total Benefits	**$1,029.4**	**$311.9**

Net Benefits	$25.7	-$306.3
BCR		0.50

Summary Position

The overall economic cost of Hobart Stadium is $1.0B, discounted back to $618.1M in present day values (2022$AUD). Capital (construction & lifecycle) costs account for 85% of the total present day economic costs, with operating and event acquisition costs accounting for the remaining 15%.

Over the 20-year post construction evaluation period, the overall economic benefit of Hobart Stadium also $1.0B, discounted back to $311.9M in present day values. The Stadium will generate $115M each in both Tourism and Financial benefits (37% each), $33.3M in consumer use and non use benefits (11%) for the local Tasmanian community and $49.0M in terminal value.

Overall, the Stadium will generate -$306M in net benefits, and a BCR of 0.50.

It should be noted that social infrastructure, particularly stadia rarely achieve a BCR of above 1.0, that is the economic costs most likely always outweigh the economic benefits. When considering the above BCR for Hobart Stadium, the result should be put into context with the results of other comparable stadia which have been funded and constructed.

Stadia Benchmarking	BCR Result
Tier 2 Stadium (30,000 capacity)	[redacted]
Hobart Stadium	**0.50**
Tier 1 Stadium (45,000 capacity)	[redacted]
Tier 2 Stadium (25,000 capacity)	

** Removed avoided capital costs to provide a comparable benchmark*

Additional social benefits

In addition to the benefits that have been quantified as part of this report, the Hobart Stadium will deliver a number of other social benefits that should also be considered.

Civic and community pride

A social and community asset of the scale and importance of Hobart Stadium will hold a place in the heart of the local community, both as the home to the potential new Tasmanian AFL team and as host to a number of new national and international significant sport and entertainment events. A state-of-the-art venue will mean Tasmanians can take pride in both their team and this venue.

The brand of Hobart / Tasmania

A world class stadium, coupled with a new national sporting team and attracting major international events will enhance the Tasmanian brand to both locals and visitors, and play a major part in the transformation of the city and state.

Improved financial outcomes of professional sports

The new stadium will also deliver further financial outcomes to a much wider range of stakeholders including venue suppliers, hirers and sponsors via more content, higher attendances, improved broadcast and increased patron expenditure.

Catalytic effect on development within the precinct

The Hobart Stadium will likely form part of a larger entertainment precinct and its development has the potential to act as a catalyst for a broader reinvigoration of Macquarie Point.

Investment in the new stadium will naturally increase demand for the surrounding amenities and could provide an incentive for investment in the development of a wider precinct and surrounding parts of Hobart. This investment will further uplift the urban amenity delivering further benefits to the State and its residents.

Encouraging greater participation in sport

More sport content, greater attendance and viewership has the potential to encourage spectators, particularly young spectators to participate in sport themselves.

Studies have demonstrated an uplift in participation in sports as a result of the success of sporting teams and major events.

Participation of sport leads to improving physical and mental health outcomes, increasing work productivity and other social benefits such as greater self-confidence and self-esteem, increased intellectual and academic benefits, particularly by improving brain function and decreasing anti-social behaviour, bullying and harassment. Participating in sport also helps develop transferable skills such as leadership skills, teamwork and setting goals which are all applicable beyond sport into normal life.

Sensitivity and scenario testing

Overall, the Hobart Stadium will generate -$301.3M in net present benefits, and a BCR of 0.51. To enable an informed appraisal of the project by the Tasmanian Government, sensitivity testing has been conducted on a number of key variables. This includes testing the:

- Discount rate at 3% and 10%;
- Demand at +/- 20% (event content, attendees and visitors); and
- Costs at +/- 20% (capital, operational and event acquisition costs)

Results

Developing Hobart Stadium returns a socio-economic BCR (0.38 to 0.42) when increased costs (+20%), decreased demand (-20%) and the higher real discount rate of 10% were individually tested. The high cost and low demand variables were also tested in combination to assess a worst-case scenario. This returned a NPV of -$474.5M NPV and a BCR of 0.35.

Hobart Stadium returns a BCR (0.59 to 0.75) when decreased costs (-20%), increased demand (20%) and the lower discount rate of 3% were individually tested. **The best-case scenario (high demand and low cost tested in combination) returns a NPV of -$132.3M and a BCR of 0.73.**

Sensitivity	Low	Baseline	High
Discount Rates	**10%**	**7%**	**3%**
Net Benefits / NPV (2022 $M)	-$324.9	-$306.3	-$198.8
BCR	0.38	0.50	0.75
Costs	**20%**	**-**	**-20%**
Net Benefits / NPV (2022 $M)	-$429.9	-$306.3	-$182.6
BCR	0.42	0.50	0.63
Demand	**-20%**	**-**	**20%**
Net Benefits / NPV (2022 $M)	-$356.5	-$306.3	-$256.0
BCR	0.42	0.50	0.59
Scenarios	**Worst**	**Baseline**	**Best**
Net Benefits / NPV (2022 $M)	-$480.2	-$306.3	-$132.3
BCR	0.35	0.50	0.73

Thank you

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About MI Global Partners

Over the last 20 years, MIGP has been leading and partnering to deliver the world's best events, sports and place projects.

Our experience has given us the insights and unique capacity to understand the full project lifecycle - from Inception to Celebration.

We are major event specialists. We have been involved in every Summer Olympic Games since Sydney 2000 and every Rugby World Cup since 2003. Our event services include event strategy, feasibility, bidding, operational delivery and post-event evaluation.

Sport is our passion. We have assisted major sporting codes around the globe with the development of strategic projects from competition expansion and facilities planning to growth, community impact, policy development and governance.

Place is at the heart of what we do. We have created and delivered iconic place projects across Sport, Arts and Culture. Our skills include strategy, feasibility, business case development, project delivery support and post project evaluation.

As a business we strive to shape and advance the world of event, sport and place delivery. We are committed to doing what it takes to deliver the very best for our clients and their project outcomes for today and into the future.