



1 November 2019

Graham Jahn
 Director of City Planning, Development and Transport
 City of Sydney
 GPO Box 1591
 Sydney, NSW, 2001

**RE: COMMUNITY OUTCOMES FOR SYDNEY SWANS ADAPTIVE REUSE OF
 THE ROYAL HALL OF INDUSTRIES**

Dear Mr Jahn,

Thank you for the opportunity to meet on September 26 regarding the City of Sydney's response to the Sydney Swans SSD application (SSD 9726) for the adaptive reuse of the Royal Hall of Industries (RHI).

As an outcome of that meeting, the Club is pleased to provide further information on the significant community use and benefits provided by our plan.

Our vision – shared with our project partners represented below - for the community to engage with the RHI is detailed in the following submission.

Should you have any questions, please don't hesitate to get in contact.

Yours Sincerely,

Tom Harley



SYDNEY SWANS LIMITED

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PRINCIPAL PARTNER



1. INTRODUCTION

By any measure, the Sydney Swans Football Club and NSW Swifts Netball are community organisations.

The Swans engage a diverse membership base of more than 60,000, and a fanbase across the country of more than 1.17 million.

The organisation has demonstrated an enormous capacity to connect people. Whether it is in the stands on a Saturday afternoon at the SCG; on the fields of Moore Park at dusk for Youth Academy Training; in the classroom supporting Indigenous youth as part of the GO Foundation or down Oxford Street as part of the Mardi Gras festival; so many are connected by the Swans. As affirmed through the Club's Reconciliation Action Plan and Diversity Action Plan, it is a Club for everyone.

The NSW Swifts are part of the Netball NSW community that has over 115,000 members.

According to the 2019 Sport Australia AusPlay survey, netball is the leading team participation sport in the Australia among females, with well over one million participants nationally.

Both the Sydney Swans and NSW Swifts are not-for-profit organisations that are committed to the community. Our businesses are only as strong as the community we engage. Meaningful community connection is fundamental to our story, our growth and our future. Maximizing the public interaction and access to this proposed facility is critical to both Clubs success.

2. UNLOCKING THE GATES

The RHI is one of Sydney's most significant and historic buildings. However, in recent times, the building has been closed off to public for nearly 85% of the calendar year.

It is important to note that for the previous three years up until this new application, the Royal Hall of Industries had only been open to the public for an average of just 50 days per year.

That use was limited to specific events and exhibitions, and typically at a cost to both hirers and attendees.

Under our proposal this opportunity will increase significantly, unlocking the building for an additional 300+ days per year.

On any given day, visitors will be able to walk in - free of charge - and appreciate the grandeur of the building.

Access under previous lease	Access under Swans 27-year lease
50 days per year	351 days per year*
1350 days over 27 years	9477 days over 27 years

* Includes two-week Christmas period closure

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Under the Sydney Swans/NSW Swifts planned proposal, the RHI will be open to:

- All casual visitors to the café, entry foyer and football and building museums
- The Sydney Swans and NSW Swifts communities; including more than 80,000 members and well over one million fans.
- Swans boys and girl's youth academies and NSW Swifts Academy (approximately 800 participants)
- Community sporting clubs, community groups and organisations, university and school groups, not-for-profits and charities.
- Approximately 20,000 casual visitors to the Red Cross Blood Service (rent subsidised by the Sydney Swans)

3. CREATING NEW SPACES FOR THE COMMUNITY

As part of the proposed SSDA application a number of new spaces will be available to be shared with the community. These include:

(a) Multipurpose Area

At the heart of the RHI is an indoor, multi-purpose area (MPA with a gross floor area of 1,807sqm

The MPA will be used by the men's and women's AFL teams, but will also be an important asset to the youth academies, community sporting clubs and groups.

The design of the MPA incorporates flexibility to accommodate a range of purposes. The MPA will be used as a training field on a general day-to-day basis, however, can be adapted into an event space for a range of functions. Internal Sydney Swans club events include Red Rookie, junior, school and community club clinics.

In addition to Club use, the MPA will be available for bookings by community organisations, charities and schools after 6pm for up to 200+ evenings per year. These events include a continuation of events historically held within the RHI, including the Mardi Gras festival.

The RHI has a patron capacity of 1000 patrons, demonstrating the capability to accommodate large scale events for community purposes.

(b) Auditorium

The auditorium within the RHI has been designed as a valuable community asset. The 90-seat facility is accessible and equipped with AV, reception area and theatre style seating, and will be available for community use all year round.





The auditorium will be used by school groups, local sporting clubs, not-for-profits including on-site tenants the GO Foundation, Clontarf and Australian Red Cross Blood Bank Service.

Each year the Swans reach over 90,000 young people via junior club visits and clinics, community programs and school visits. Many of these programs will be adapted to include visits to the RHI and sessions in the auditorium.

In 2019 the Club introduced a mental health program in partnership with the Black Dog Institute. These Mental Fitness sessions reached over 4000 high school aged participants from 114 different schools. The auditorium provides the ideal space to host these sessions.

(c) Museum/Foyer/Café

The new entry foyer to the RHI will not only showcase the historic structure, but along with the adjoining museum and café area, will combine to create a flexible event space for up to 200 guests. The space is available to book after 6pm for schools, community groups, local sporting clubs and charities for more than 300 evenings per year.

The space is ideal for bespoke events for community partners of the Swans and Swifts including GO Foundation, Clontarf, Black Dog Institute and RedKite.

In business hours, casual visitors will be welcomed to the museum and café areas. Access to the museum will be free of charge and will offer views inside to the multipurpose training area where visitors will be able to catch a glimpse of Swans or academy training or other community activity.

The café area will act as a juncture with the adjacent public domain; successfully integrating and connecting the publicly accessible areas of the RHI and the broader precinct.

It is anticipated that the museum will attract more than 13000 individual visits per year and that the adjacent café will attract some 66,000 visits per year. The museum will not only showcase the Swans and Australian Football in New South Wales but will also celebrate and chronicle the fascinating history of the RHI.

(d) Indoor Netball Court

On top of the 30 hours each week the facility will be available for community netball competitions and events, the indoor netball court will be available for a further 20 hours per week for various sporting and community groups.

Discussions have commenced with Wheelchair Sports NSW on a partnership that would see the wheelchair AFL and rugby competitions utilise the court for training and events.

Badminton NSW, Volleyball NSW, local rhythmic gymnastics and dance clubs and social sport for local business' have all been identified as potential users of the court on a regular basis.

The NSW Swifts and Swifts Academy will utilise the court for a combined 20 hours per week, meaning that over 70% of available time on the court will be utilised by community netball, community groups and local sporting organisations.





Local school competitions including PSSA, CHS and IGSA would be encouraged to utilise this available time on court. Participants in the Marie Little Shield (females ages over 16 with intellectual disability), All Abilities and Walking Netball (senior men and women) would also be encouraged.

(e) Blood Bank tenancy

In association with the Australian Red Cross, the proposal will deliver a dedicated Red Cross Blood Bank Donor Centre, the first permanent tenancy of its kind in the Eastern Suburbs. The establishment of a permanent base for this organisation will increase community awareness, activity and donations to the Red Cross.

In addition to the community uses provided within the RHI, the delivery of the adjacent central plaza represents a significant investment and contribution to the broader precinct. The full refurbishment and rejuvenation of the central forecourt plaza will be delivered in collaboration with Playbill Venue Management (the operators of the adjacent Hordern Pavilion), creating a seamless integration between the two iconic sites and an iconic community feature. Whilst consent for the plaza is sought under a separate development application, once complete the three spaces (RHI, plaza and Hordern Pavilion) will operate in harmony and as a holistic precinct.

Firstly, the heavy iron gates that have blocked this access area for years will be removed. It will become a public access area and new gateway to integrate with the Moore Park precinct providing a strong sense of place, improved pedestrian flow for events in the precinct, a direct link to EQ, easy access to light rail and an activated community hub for events and exhibitions.

As far as events go, for 23 Swans home and away games per year and perhaps finals, the plaza will be a meeting place for fans prior to matches at the SCG or as a live site to view the team playing interstate. Attracting up to 2000 fans per game, these free events will feature on stage shows with live entertainment along with Club, charity and community activations. The activation space can be utilised in similar fashion by all organisations in the precinct including the NSW Swifts, NSW Waratahs, Cricket Australia and Cricket NSW and the NRL.

The Swans have worked closely with Sydney Gay and Lesbian Mardi Gras to ensure the RHI precinct remains a home to the festival. The plaza will come alive during the two-week Mardi Gras festival, featuring outdoor events, themed presentations and speakers, before becoming a live site to view the parade, which concludes with an afterparty that will flow across the precinct including the RHI and adjacent Hordern Pavilion.

Importantly, for all other days (approx. 300 days), the plaza is available to be booked by schools and community organisations. The versatile space features two permanent big screens, and the functionality to host key public events and exhibitions.

When not in use for events, the plaza will provide a vibrant, outdoor meeting place for visitors and workers in the Moore Park and Entertainment Quarter precinct. The plaza will also create





an open public thoroughfare linking the new CBD South East Light Rail connection with the Entertainment Quarter precinct.

4. CREATING A BETTER EXPERIENCE FOR ALL VISITORS TO THE PRECINCT

This proposal features significant improvements to the experience of the Moore Park Precinct for all visitors.

Site improvements including the removal of existing hard boundaries, landscaping, improved entries and windows and inclusion of public furniture will simultaneously improve public activation and invite members of the public into the precinct on a day to day basis.

In addition to public access to the site, the proposal will benefit the design and operation of the central plaza and Hordern Pavilion and will support the broader identity of the area as a recreational destination precinct. The uses proposed on the site will complement those delivered in the adjacent precinct, creating a merged and seamless entertainment offer unique to the precinct.

The SSDA is a component of an exciting revitalisation and renewal of the Moore Park precinct, involving a number of independent development projects, including the Hordern Pavilion, central plaza and Sydney Football Stadium. These projects demonstrate a significant investment and transformation of the broader sporting and recreational precinct to create improved places for public enjoyment and increase activity within the broader Moore Park Precinct.

The integration of the immediate precinct between the Royal Hall of Industries, Central Plaza and Hordern Pavilion is achieved through a number of design and management actions. This includes the coordination of the public domain and landscaping design of all three projects by a common head architect (Populous) and common landscape architect (Arcadia), the adoption of consistent design principles, landscaping and materiality across all three projects and implementation of management measures to ensure coordination during construction and operation.

As illustrated in the Precinct Integration Plan prepared by Arcadia, the site will be read within the context of the adjacent central plaza and Hordern Pavilion and will present as a seamless, attractive and activated public domain.

The Sydney Swans have been long term partners of the Centennial Park and Moore Park Trust and are committed to working closely with CPMPT to ensure public accessibility to the precinct is maintained and improved. The significant guaranteed rental income paid over the 27-year lease will provide CPMPT significant capital to reinvest into upkeep of Sydney's premier parklands.





5. A HUB FOR WOMEN'S/GIRL'S SPORT

Under the proposal the RHI and Moore Park precinct would become one of the most significant centres for female sport in the State.

The precinct will be home to two elite women's teams – NSW Swifts Netball and Sydney Swans AFLW - and will engage thousands of young girls every year.

The Sydney Swans youth girl's academy (200 participants) will use the new indoor multipurpose area as part of their 28-week week program, alongside a new elite women's team.

The new international standard netball court will be a significant asset to the local netball and broader communities.

With the NSW Swifts and Swifts Academy utilising the court for a combined 20 hours per week, more than 8000 participants including those from local Netball Associations in the City of Sydney, Randwick and Inner West Suburbs will have access to the court for 30 hours per week for training and competition.

6. INDIGENOUS ENGAGEMENT

Two key Indigenous not-for-profits will be headquartered in the RHI, rent-free. With the Swans fully subsidising rent within the facility, both organisations can direct more funds into their important programs for Indigenous youth.

GO Foundation - founded by former Swans Adam Goodes and Michael O'Loughlin – provides education pathways for Indigenous youth. By 2020, there will be more than 300 students who will have benefitted from GO Foundation scholarships. The facility will be used for student engagement including mentoring sessions, workshops and events.

Clontarf supports more than 8000 Indigenous and Torres Strait Islander students across 116 academies nationally. There are more than 40 academies in New South Wales. Clontarf is not a sporting program, but uses the passion for sport held by many indigenous youth to encourage education and employment outcomes. This vast network of academies and students will be able to utilise the Swans facility for visits, tours and workshops.

7. YOUTH PARTICIPATION, HEALTH AND WELLBEING VIA SWANS ACADEMY

One of the key pillars of the Swans community connection is the Sydney Swans Academy. The program encourages youth participation in sport for girls and boys, and provides a structured, professional environment for participants.

The 28-week program engages more than 800 boys and girls aged 11-19 in a professional training program.



The academy community stretches far beyond the 800 participants and includes family, friends, coaches, support staff and community clubs. Elite outcomes (players graduating to become Sydney Swans AFL players) make up less than 10% of the total 2000 participants who have been involved with the academies since their inception in 2010.

Academy participants will utilise the multipurpose training area four nights per week, for 28-weeks a year as part of the program.

8. CHAMPIONING SUSTAINABILITY

From the earliest stages of planning for this project, the Swans have worked in partnership with the Green Building Council of Australia to deliver a green star rated facility that is a leader among sporting and community facilities.

As we have done with diversity, inclusion and reconciliation, the Club plans to use its prominence in the community to champion sustainability and a greener future.

The Swans are also working with Closed Loop on a potential partnership to develop a resource management program for the RHI based on the emerging Circular Economy (Net Positive Waste).

It should be noted that the rental guarantee by the Sydney Swans will provide Centennial Park and Moore Park Trust with \$65m net rent for application to the upkeep of Sydney's parklands for the life of our 27-year lease.

9. INFORMING THE COMMUNITY

As stated in the introduction, it is critically important to the Swans and Swifts that the community engage with this new facility. Both Clubs will work hard to ensure that information regarding the facility is dispersed as broadly as possible to the community.

A key part of the lease agreement with CPMPT is the provision of a "Precinct Activation Fund", an annual levy paid as part of the lease agreement to explicitly support advertising and promotion of the precinct.

In conjunction with this fund, the Precinct Aviation Committee – comprising members from all key stakeholders - has been established to ensure ongoing oversight of the use of the precinct and that key performance indicators are being met.

The Precinct Activation Fund and Precinct Activation Committee demonstrate the coordinated approach taken by the Swans and CPMPT to ensuring the proposal benefits the wider community.





The opening of this new facility will generate significant media attention across commercial television, newspaper and radio. A key message of all media activity will be about community use of the facility and an invitation to explore what is available for the community. Press material, to be distributed to more than 3000 national media contacts will also highlight the accessibility of the facility for community use.

Databases from the Swans and Swifts, totalling more than 200,000 contacts, will be communicated to with details of the new facility and how it is accessible to the community.

Information on the facilities accessible to the community will be made available on the www.sydneyswans.com.au platform. Hosting a landing page for all information, enquiries and bookings, this site has traffic of more than 4.5 million page impressions per month, via 280,000 unique users.

The Swans and Swifts have a vast network of community partners who will be invited to explore the RHI and surrounds in person and discover the facilities available for use.

10. ACCOUNTABILITY

The Sydney Swans share the City of Sydney's commitment to ensuring the facility provides maximum engagement with the community.

As part of this commitment, the Club will undertake to report annually to the City of Sydney on community use and public accessibility of the facility.

This report will detail public accessibility and community use of the following facilities:

- The plaza
- Auditorium
- Multipurpose area
- Museum, foyer, café (individually and as an event space)
- Red Cross Blood Service

11. SUMMARY

The Club is confident in our plan to open-up the RHI to the broader community.

We firmly believe this facility will be an asset to the community and a destination that brings together a broad and diverse range of people.

In every step of the planning for this project, the community has been considered. Our plan delivers:

- Significantly increased public access to the RHI



- A range of new spaces available for the use of the entire community including community sport, schools, community groups, not-for-profits and charities
- A leading hub for women's/girl's sport from community to elite level
- Support and facilities for Indigenous not-for-profit organisations
- A facility that encourages participation in physical activity and for community sport to thrive
- Rent free tenancy for the Red Cross Blood Service
- A significant financial contribution to the maintaining of Centennial Parklands and the opportunity to champion sustainability and a greener future
- A commitment to work with the City of Sydney and CPMPT to uphold our vision and ensure community use is maximised

