

Manly Andrew Boy Charlton Aquatic Centre Post Project Review

1 Purpose of report

The purpose of the Post Project Review is to finalise the project, assess the success of the project and provide key learnings and improvement suggestions for future projects.

2 Background

The Manly Andrew Boy Charlton Aquatic Centre (**Centre**) Development was initiated by Manly Council in 1996 with the commissioning of a Project Feasibility Study undertaken by J.A. Nicholas and Associates Annexure A. This was in response to the aging infrastructure and pool plant and to meet the current and future demand of the community to use the Centre.

The feasibility study recommended that the best outcome for Council was to take up "Option 4" which was to make additions to the existing centre by making an addition of an indoor 25m pool, a children's leisure pool and an program pool for exercise and rehabilitation.

This option, as amended, was taken to community consultation in 2013, as detailed in the June 2013 Elton Community Engagement Report in Annexure B. Post this consultation, construction commenced in late November 2014 and the Centre was opened to the public on August 13th 2016.

The new Aquatic Centre included the construction of a light filled, accessible indoor Swim Centre, with walls that open to the northern aspect and onto the existing pools.

The Centre now contains:

- A 25metre, 8 lane heated lap pool with ramp entry and
- Spectator seating for 150 people.
- A program pool for exercise and rehabilitation with ramp entry.
- A children's play and leisure pool with a beach entry.
- Male and female change rooms and toilets.
- Accessible showers and toilets.
- A spa pool, sauna and steam room facilities.
- Administration offices.
- Gymnasium, group fitness and wellbeing rooms.
- A café.
- A crèche



- On-site parking for 54 cars including 4 accessible and 2 parents with pram spaces.

In LM Graham Reserve, a separate community building that serves sporting clubs, commuters and the general public was constructed as part of this project and contains:

- Male and female change rooms
- Accessible toilets
- Public toilets
- A community kiosk area managed by sporting clubs on weekends
- A gas co-generation energy plant to run the old and new plant for the Centre.
- Bicycle storage / bike parking racks
- A bus shelter for commuters.
- Landscaped gardens
- Landscaped grassed spectator seating area.
- Upgraded parking in Kenneth Rd.

During the construction of the new facilities, the existing swim centre facilities including the 50 and 25 metre pools, babies and toddlers pools, remained open to the public at all times. In addition, LM Graham Reserve continued to hold sporting activities including soccer and cricket.

3 Project Deliverables Review

Project Scope:

As noted in Annexure C, the proposed scope of the project taken to community consultation consisted of:

- Retaining the existing outdoor 25m pool, 50m pool and change facilities
- Provision of new indoor multipurpose facility operating 12 months of the year including:
 - a multi-lane 25m indoor pool
 - an indoor children's play pool
 - an indoor program pool
 - an indoor spa and sauna facilities
 - a café with an outdoor eating area
 - covered outdoor spaces
 - community meeting rooms
 - a gym
 - a multipurpose wellness centre
 - change room facilities
 - upgraded amenities for the pool and the adjoining LM Graham Reserve
 - family change facilities



- improved change facilities for people with a disability
- additional parking at site
- underground car parking.

This scope of works was majoritively delivered. The items that were presented to the community that were not delivered were:

- community meeting rooms
- underground car parking.

However, there were additional deliverables met by this project, including:

- A gas co-generation energy plant to run the old and new plant for the Centre.
- A bike storage area
- A bus shelter for commuters.
- Landscaped gardens
- Landscaped grassed spectator seating area to LM Graham Reserve.

Project Budget

The original construction cost estimate for the project was stated publicly as \$15m, noting that this estimate allowed for construction only. In 2013 a pre-construction Quantity Survey was undertaken which brought the cost estimate of the project to around \$21.3m. This included a 7% contingency.

In 2014 the construction works package was let via a public Request for Tender. The most competitive tender came in at \$23,603,000 and was won by FDC Construction and Fitout.

The full budgeted versus actual costs are as per the following table.

Phase	Budgeted Cost	Actual Cost	Comments/Learnings
Design Consultant	-	\$ 2,244,529	
Construction Costs	-	\$ 25,344,453	This included site remediation works of \$1.94m related to cyanide that was dumped during the decommissioning of the old Gasometer that was demolished by AGL in 1997. This contamination was not identified during the site investigations.
Total Project Cost	\$ 18,030,000	\$ 27,588,982	Original budget as stated within the Manly CSP.

It is important to note that the total project cost was reported to Council (Item No. 7.4 - 23 August 2016) as \$27,356,250. Post this report the principle design consultant made a claim of \$232,732 under their rights within their contract. As part of this project review, it is clear that the fee structure for the design consultants is unsatisfactory. The fee structure within their contract was based on a percentage of the project costs. This is not a common form of engagement within usual Council procurement practices and it has been recommended that this form of contract model should not be used.



With reference to the final project cost, a value for money comparative analysis of the works delivered versus the total expenditure has not been conducted. However, comparable aquatic centres redevelopments currently being undertaken show that this level of spend for an aquatic centre redevelopment is not out of line with market.

Inner West Council:

<https://www.innerwest.nsw.gov.au/develop/major-projects/council-projects/ashfield-aquatic-centre-project> - current construction estimate \$29.55m

City of Sydney:

<https://www.cityofsydney.nsw.gov.au/vision/green-square/city-of-sydney-developments/gunyama-park-aquatic-and-recreation-centre> - total budget for Green Square Aquatic Centre and Gunyama Park - \$76.5m

City of Parramatta:

<https://www.cityofparramatta.nsw.gov.au/recreation-environment/swimming/aquatic-leisure-centre-project-background> - recommended option 1c within the business case - \$58.5m

North Sydney Council:

https://www.northsydney.nsw.gov.au/Business_Projects/Major_Projects/NSOP_Redevelopment - current project budget \$28m

Project Timing

The project was forecast to be completed such that the Centre could open on 1 July 2016. Due to delays in construction, including the unforeseen site contamination management requirements, the Centre opened for its first day of business on 14 August 2016. This delay of approximately 6 weeks to plan is considered not unreasonable on a project of this size and complexity.

4 Funding

As noted, the project's final expenditure exceeded budget. The funding sources for this project have been reported to Council ((Item No. 7.4 - 23 August 2016) and are provided as updated below:

Amount	Source
\$15,000,000	Low Interest Rate funding (LIRS). This loan was sourced from a commercial bank at 5.56%. The NSW government subsidises 4% of these interest payments so that the effective rate was 1.56%
\$ 4,500,000	Section 94 funding
\$ 7,886,732	Working capital
\$ 202,250	Grant funding from RMS– for Kenneth Road, roadworks.
\$ 27,588,982	Total



In consideration of the suitability of use of Section 94 funds to this project, this was documented within the Manly Section 94 Developer Contributions Plan 2004 - As Amended. As can be seen on page 44, the intention to utilise funds gained from developer contributions for the embellishment of an "Indoor Aquatic Leisure Centre" was specifically noted:

https://www.northernbeaches.nsw.gov.au/sites/default/files/Manly_Section_94_Contributions_Plan_2004.pdf

5 Benefits Realisation - Operational Delivery

The original projection for the Centre was to realise an increase in patronage to between 500,000 to 700,000 patrons per annum (Annexure A - J.A. Nicolas Feasibility Study – 1997). This projection was further acknowledged with the delivery of a 2014 Business Case (Annexure D) which used a different methodology to propose patronage of 711,386 (delivering revenues of approx. \$5.1m per annum and a net surplus of approx. \$204k per annum) and then also modelled a 90% and 80% scenario.

Baseline – 1 July 2012 to 30 June 2013

As noted in the report in Annexure D, the following figures are the most accurate account as a baseline regarding the operation of the Centre prior to its redevelopment.

Financial Result

Revenue	
User Fees and Charges	\$1,019,971
Lease/Rental	\$130,931
Revenue Total	\$1,150,901
Expenditure	
Wages and Salaries	\$871,589
General Operating Expenses	\$154,274
Utilities	\$165,496
Other Expenses	\$574,723
Expenditure Total	1,766,082
Operating Deficit	-\$615,181

Attendances

In 2012/13 the Centre registered 231,000 visits.

Year 1 – 14 August 2016 to 30 June 2017

Financial Result

Revenue	
User Fees and Charges	\$4,256,353
Revenue Total	\$4,256,353
Expenditure	



Employee Benefits & Oncosts	\$3,037,705*
Materials and Contracts	\$687,753
Other Expenses	\$828,025
Internal Charges	0**
Expenditure Total	\$4,553,483
Operating Deficit	-\$297,130

* - This includes staff costs from 13 May 2016 (date of amalgamation)

** - these costs are included in Employee Benefits & Oncosts

Attendances

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL
Member Visits - 6 & 12 Month Fitness Centre Members, 6 & 12 Month Swim Pass Holders	0	2230	5270	5514	6107	6612	9457	8495	9164	7548	7495	8861	76,753
Visit Passes - 10 & 20 Pool Entry Passes, 10 & 20 Fitness Centre Passes	0	4109	9111	10188	10435	9106	11216	9088	8792	6734	5203	6552	90,534
Class Visits - Learn to Swim and Squads	0	0	208	1825	2708	1391	1666	3138	3984	2576	2807	3043	23,346
Single Entry Visits - Adult/Child/Concession Swim, Spectator, Free Under 4, Fitness Casual, Spa Sauna Casual, Carnivals		9042	19437	22852	23957	22963	29914	25735	17526	15365	12495	14137	213,423
Total	0	15381	34026	40379	43207	40072	52253	46456	39466	32223	28000	32593	404056

Year 2 – 1 July 2017 to 30 June 2018

Financial Result

Revenue	
User Fees and Charges	\$4,823,522
Revenue Total	\$4,823,522
Expenditure	
Employee Benefits & Oncosts	\$3,000,435
Materials and Contracts	\$851,718
Other Expenses	\$957,963
Internal Charges	\$39,092
Expenditure Total	\$4,849,208
Operating Deficit	-\$25,686

Interest on Loan and Local Infrastructure Renewal Scheme Subsidy

A loan of \$15m was originally drawn in respect of the upgrade works. The loan is now \$9m after repayments. This loan was sourced at 5.56% and the NSW government subsidises 4% of these interest payments so that the effective rate was 1.56% or \$140,400 net at the current balance.



Depreciation

The current annual depreciation for the Centre totals to \$565,753 per annum. Prior to the redevelopment of the site the depreciation was \$19,136 per annum.

Overheads

Council's indirect costs such as Human Resources, Information Technology and Finance have not been allocated as part of this analysis.

Attendances

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL
Member Visits - 6 & 12 Month Fitness Centre Members, 6 & 12 Month Swim Pass Holders	7,648	8,927	9,311	11,210	11,326	9,364	11,272	10,932	11,202	10,327	10,714	9,878	122,111
Visit Passes - 10 & 20 Pool Entry Passes, 10 & 20 Fitness Centre Passes	4,687	6,474	7,860	9,541	9,217	9,048	10,463	9,463	8,785	7,671	7,420	6,959	97,588
Class Visits - Learn to Swim and Squads	2,622	3,210	3,482	3,871	4,371	2,265	2,752	4,648	4,911	3,868	4,735	4,148	44,883
Single Entry Visits - Adult/Child/Concession Swim, Spectator, Free Under 4, Fitness Casual, Spa Sauna Casual, Carnivals	13,453	12,696	18,352	23,181	22,070	20,349	27,193	25,303	22,048	21,670	15,620	15,516	237,451
Total	28,410	31,307	39,005	47,803	46,984	41,026	51,680	50,346	46,946	43,536	38,489	36,501	502,033

Based on the above financial and non-financial data, the performance of the Centre, while not yet delivering the full financial benefits projected, is trending towards the numbers assumed within both the feasibility study and business case.

6 Project Learnings

Key learnings additional to those noted in the report above are:

- The contract and procurement model for the engagement of the architect and consultant panel was not optimal, with the fee based on a percentage of the project costs. This form of contract model should not be used if the scope and therefore budget is not very well defined and the exposure to Council capped.
- Updating the public on the actual budget was not transparent. Even though there were internal reviews of scope and cost estimates, it does not appear that these were effectively communicated with the community, with the initial \$15m budget estimate being the figure that appeared to be the most communicated.
- The working relationship between Council & the builder may have been more beneficial if a Design & Construct option was put in place. The interaction between the design consultant and the project management team and builder was not very collaborative or effective. As a result, throughout the project there were a large number of design (services) coordination issues which needed to be resolved.



- The effort in the sizing, design and installation of the co-generation system was under-estimated. Further, the business case was based on gas prices which have significantly escalated since this time and would likely not make the installation viable should it be re-assessed today.
- There was a mis-match of one of the strongest pieces of feedback from the community (the need for more car parking) with the delivery scope of the project. This desire and the absence of it within the final project delivery scope was not adequately explained or communicated with the community.

Post-Completion Operational Centre Review:

The following comments and opportunities have been developed in conjunction with the current manager of the Centre having now been in operation for 2 years.

Review Items	Comments
Overall impression of the Centre	<ul style="list-style-type: none"> - Overall aesthetics are positive; there is natural light and airflow in venue and good ventilation through pool hall. There is an ease of people flow between indoor and outdoor pool areas. - Parking spaces limited in car park. Further parking was required to be made available in the surrounding areas post-project. - Pool hall lighting is good although it does create some glare on water
Layout & Functionality	<ul style="list-style-type: none"> - Indoor and Outdoor pool area functionality works well, sufficient open space. - Separation of Fitness Centre and Main Reception Desk is both positive and negative. Positive in that membership enquiries in different locations frees up the main reception area, however there is an increase in labour costs as you have to staff both locations. - Lack of loading dock area impacts on deliveries and trade access. In particular regular pool chemical deliveries and WHS work around created. - Lack of fixed bench seating against walls meant providing a post project work around and the purchase of moveable benches. - There is a blind spot in the leisure pool where the blue wall impacts line of sight with supervision - a work around has been put in place to ensure water safety. - The program pool layout being sloped entry point has meant work around with managing swim school and lane allocation. - The architect made the assumption that the indoor 25m pool would be used for lap swimming. As such the pool depth of the 25m pool is too shallow for diving blocks and too deep for learn-to-swim. It would have been very beneficial to have consultation with future operator prior design. - Indoor pool hall acoustics are problematic (no baffling). The space is very loud for reception staff hearing customers, phone calls and is also challenging for lifeguard staff communication. - Indoor pool hall temperature can be very warm; can be related to roofing and glass panels within pool hall. - Pool filtration not having dual filters and pumps for each pool increases closure of pools for backwashing as no secondary filter to regulate filtration. Filters have had to be serviced after 18 months as opposed to specification of 5 years (overhaul and clean).
Maintenance	<p>Maintenance requirements have been greater than expected, including:</p> <ul style="list-style-type: none"> • A high number of plumbing repairs – tap and shower fittings. • A number of the pool dosing pumps have been replaced as not

	<p>able to maintain chlorine demand.</p> <ul style="list-style-type: none"> • A number of acid dosing pumps have been replaced as not able to maintain demand to regulate Ph levels. • The mechanical seals were replaced on 3 heat exchange units for indoor pools within 18 months • The mechanical seals replaced on 3 Cogen pumps within 18 months. • The steps leading to 25m pool had to be recoated 3 times as non-slip coating wearing away due to high traffic.
Landscaping Maintenance	Lack of an irrigation system has made it difficult to maintain plants in the car park.
Operational Issues	<p>- With 3 additional bodies of water to manage comes a proportional increase in labour costs – additional lifeguards.</p> <p>- Maintaining venue presentation has been harder than expected with the need for continual cleaning of the hard surface areas (white pool floor tiles), glass balustrades and glass windows.</p>

7 Current Northern Beaches Council Controls

As part of this review, the following are considered current controls in place that will reduce the risk of re-occurrence of some of the project issues:

- There is an established Project Management Methodology through which projects are being delivered by the Northern Beaches Council based on PRINCE2, with governance controls relative to the size and risk profile of the project. This methodology also stipulates the way Project Control Groups operate and reporting requirements.
- All projects of a cost greater than \$10m are required to go through Office of Local Government Capital Expenditure Review, and this process has subsequently been followed for the other major projects delivered by the Northern Beaches Council (eg: PCYC and Dee Why Car Park).
- The Northern Beaches Council Community Engagement Policy and associated framework has very clear processes to ensure transparency and community involvement in major projects:
<https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/community-engagement/community-engagement-policy/community-engagement-policy-nbc.pdf>
- Regularised and transparent notification and exhibiting of both the Developer Contributions Plans (also previously known as Section 94 Plans) and Council's Operational and Capital Programs are in place for the Northern Beaches Council.

These controls, as well as the project specific learnings, will assist in ensuring the improvements identified in this project review are realised within the organisation.



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Annexure A – Project Feasibility Study November 1997 - J.A. Nicholas and Associates



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Annexure B – Elton Community Consultation Report – June 2013



Annexure C – Scope of Project - Community Consultation Detail – Elton Engagement Report 2013

Current facility and Proposed new facilities

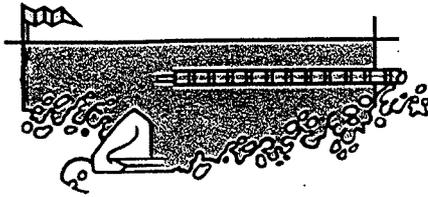
Your opinion is important in helping Council to understand community requirements in planning the new facility.

Now	Proposed upgraded facility
<ul style="list-style-type: none"> • 50 m outdoor pool • Baby and toddlers pools 	<ul style="list-style-type: none"> • 50 m outdoor pool remains • Remain in place at upgraded Swim Centre
<ul style="list-style-type: none"> • 25 m indoor pool 	<ul style="list-style-type: none"> • Indoor multipurpose facility operating 12 months of the year including: <ul style="list-style-type: none"> - A multi lane 25 m indoor pool - An indoor children's play pool - An indoor program pool - Indoor spa and sauna facilities - A café with an outdoor eating area - Covered outdoor spaces - Community meeting rooms - A gym - A multipurpose wellness centre
<ul style="list-style-type: none"> • Change room facilities 	<ul style="list-style-type: none"> • Upgraded amenities for pool and the adjoining LM Graham Reserve • Family change facilities • Improved change facilities for people with a disability
<ul style="list-style-type: none"> • Parking at site 	<ul style="list-style-type: none"> • Additional parking • Underground car parking



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Annexure D – HS&F Swim Centre Business Case – March 2014



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GEOFF NINNES, FONG AND PARTNERS

FEASIBILITY STUDY

Manly Swimming Centre
Final Report - November 1997

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1. Executive Summary and Recommendations

Review of Existing Operations

- The swimming centre operates on a lean budget with minimum staffing and has been operating in this mode for most of its life. The centre nevertheless is well maintained and apart from specific problems is in remarkable good condition.
- The heating system is inefficient and is likely to result in high energy costs post 1999. Consideration should be given to converting the heating system to heat pumps.
- The facilities are well supported by the community and has a solid base of regular users.
- As an outdoor facility the centre performs exceptionally well and is regularly achieving positive financial outcomes.
- The management structure is efficient and providing high quality services to the users of the centre.
- It is anticipated that it will become increasingly more difficult to maintain the present financial performance due to issues outside of the control of management.
- Although basic in terms of comfort and provision the buildings, plant and pool structures are generally in sound condition.
- Management although has identified opportunities for improving the centre and its performance the most significant limiting factor is the lack of indoor heated water space. It will be difficult for management to enhance performance in the future without appropriate facilities.
- The industry as a whole will become more competitive as more indoor facilities become available in metropolitan Sydney and customer expectations increase as a result.

Demographic Analysis

- There exists a sizeable market in the Manly region to support expanded facilities.
- Population projections indicate a slight decline over a period of years which leads us to conclude that market demand will remain relatively constant over a long period of time.
- Based on the Income distribution analysis affordability of services is not a critical issue and is better placed than the average metropolitan Sydney area.
- The age distribution indicates usage patterns will be consistent with Australian trends.
- The profile of Place of Birth of residents in the Manly catchment area suggests that the usage patterns will be similar to research findings in other parts of Australia.

Market Potential

- The market potential of the Manly Facilities is in the order of 700,000. With the current attendances averaging 250,000 per annum there is considerable untapped market available.
- Because of the location of the Manly facilities which is somewhat isolated geographically from the surrounding areas, the consultants have taken a conservative approach to the market potential of any new redevelopment. A dilution factor has been applied to the secondary catchment zone and predictions have been based on 500,000 user visits per annum.
- The design of the facilities proposed in the concept designs while not able to provide the same level of opportunities as a major state facility, it will provide a regional focus for a broad range of activities.

Competing Facilities

- Apart from the North Sydney Olympic Pool located on the fringe of the Secondary Catchment, Manly Swimming Centre is the only outdoor 50m facility available to North Shore Residents. It finds itself to be a popular target for not only residents located in both catchments but for residents further afield.
- Pools that currently pose the greatest threat to the Manly Swimming Centre include the Warringah Aquatic Centre and the North Sydney Olympic Pool, purely because of their proximity to the Manly Swimming Centre and the fact that they are both operational all year round.
- Warringah Aquatic Centre (approximately 6 kilometres away) is at times seen as a reluctant alternative for users of the Manly Swimming Centre when water space for competing users is limited. The all year operational status of the Warringah Aquatic Centre is its greatest asset.
- North Sydney Olympic Pool, with its ability to operate an outdoor facility throughout Summer and cover the pool during Winter is also considered a competitor of the Manly Swimming Centre. Although located just within the secondary catchment, its 50m pool component and its all year operational status is its greatest strength.

Community Consultation

- The main concerns arising from the community consultation process in relation to the existing facilities were:
 - they were seasonally operated and during peak periods lacked sufficient water space;
 - car parking was often difficult and sometimes dangerous; and
 - there was a lack of protection from the elements in terms of cover and shade
- The preferred development for the Manly facilities included:
 - increased water space
 - indoor facilities; and
 - all year round operation
- There was a very strong view amongst the community that the existing 50m pool and grass surrounds should be maintained as an outdoor facility.

Existing Pool and Upgrading Opportunities

- The study has examined options of upgrading Manly Swimming Centre to provide a year round facility, that builds on its existing assets. It responds to the community consultation by way of improving the level of public amenity. (option 1.) The cost of such an undertaking would be in the region of \$600,000, for an end result that does not provide any additional water space. Therefore only a marginal increase in the potential earning capacity is possible.
- The study recommends the addition of an arcade, pergola and spectator seating structure to protect the 50m pool area from the westerly winds and provide additional shelter. The upgrading of the change facilities would also help develop the centre into an attractive outdoor facility serving the immediate community and the peak summer load for school carnivals and the like.
- The study also explores other potential developments which could be undertaken to meet the present demands. These could be implemented in stages and thought has gone into avoiding any duplication of work over the staged completion.
- The swimming centre is centrally located within Manly, and is readily accessible by both public transport and private vehicles. It is located adjacent to a large site that could accommodate new indoor facilities while maintaining the use of the existing open air pools at the centre.
- The swimming centre also has the opportunity to work in conjunction with the other facilities in LM Graham Reserve. All could benefit from the cross fertilisation of visitors and creating a significant sporting facility within the Manly area.
- A range of development options have been developed to explore a mix of opportunities and expenditure requirements. The development of the swimming centre is dependent on the re-evaluation of the present use of the LM Graham Reserve. We have examined two possible schemes for consolidating the present requirement of the playing fields.
- The preferred scheme Master Plan : Option 1 utilises the old road reserve of Suwarrow Street to relocate the playing field and allow for additional parking to be provided between this and the swimming centre. The major benefit of this scheme is in the central location of the parking and the potential to access this from both Balgowlah Road and Kenneth Road.
 - Option 1 considers a minimal upgrade to the centre to solve immediate difficulties and to respond to user's concerns, particularly addressing an extended opening season and providing additional shelter.
 - Option 2 considers a low scale development of Manly Swimming Centre to enclose the 25m pools as a short term solution.
 - Option 3 considers replacing the current 25m pool and enclosing it. In this option two separate locations are presented.
 - Option 4 considers a significant development of Manly Swimming Centre with a new facility capable of 500,000 users per year.
- Only option 4 provides the opportunity for significantly increased patronage and revenue, that could be used to offset the capital cost of upgrading. It is recommended that option 4 will provide the best response to community needs and provide Council with the most cost effective operating solution.

2. Introduction

In February 1996, J.A. Nicholas & Associates Pty Ltd, Daryl Jackson Robin Dyke Pty Ltd and Geoff Nines, Fong and Partners were commissioned by Manly Council to undertake a review of the possible upgrading of its Swimming Centre and enhance its integration with the L.M. Graham Reserve.

Study Aims & Objectives

The aims and objectives of this study were to:

- review the current operation of the facility;
- assess the market and determine the potential of additional facilities;
- identify market opportunities which will enable the complex to better meet the needs of the community;
- assess the proposed designs, component mix and layout of the facilities in terms of the potential market;
- undertake a financial analysis for the operation of the aquatic facilities;
- identify key issues which need to be addressed in the provision and management of the facilities.

Study Methodology

In order to achieve the above study aims a series of tasks were undertaken. They are as follows:

Participation Trends A review has been undertaken of national user trends in the aquatics industry including current reports from Victoria and South Australia.

Community Profile An analysis of the demographics of the Manly region has been compared with demographics of the Sydney Metropolitan area to identify any significant differences that may be relevant to the project.

Community Consultation Consultations were held with various community groups to provide opportunities for input into design and planning of the proposed facilities.

Existing Provision A review of existing provision was undertaken to determine the level of aquatic services provisions in the area.

Facility Design Following investigations, designs were developed which best meets the expressed demand and the potential of the area.

Financial Analysis A detailed financial analysis was completed with information on expected outcomes, levels of usage, hours of operation and fees and charges.

Management Options A summary of the management options available to the Council has been provided in order to identify the model best suited to the Council and the Community.

Study Assumptions

The basis of the consultants analysis has relied on the accuracy of the research conducted by previous studies. Assumptions have been made in terms of the population estimates for the region.

3. Review of Previous Studies

As the first stage of this project the consultants undertook a review of literature and reports that were available from the council .

This information included:

- Financial and attendance records
- Manly Swimming Centre User Swimming Result
- Manly Swimming Centre Draft Plan of Management

In addition to the above, several meetings were held with officers of the Council to discuss a range of issues regarding the Centre's limitations, technical efficiencies / deficiencies and management practices. The most significant reports that have been prepared for the centre were conducted by the Council staff and include the user survey for 1996 -97. The draft management plans include a detailed SWOT analysis while the survey has provided a great deal of information on users, their attitudes and usage patterns. Both of these reports were well prepared and it is considered by the consultant team that there was no point in repeating this work. What has been useful is to compare the results with industry standards and other significant benchmark reports in Australia.

Industry Trends

Over the past ten years there has been a great deal of research conducted in Australia which detail a profile of user patterns of indoor pools and fitness facilities. Much of this research is consistent in terms of findings and the variations that do occur tend to be the result of individual centres deciding to position their market orientation in a specific direction.

In 1987 a study was conducted for the Victorian Department of Sport and Recreation examining the Usage Patterns of Ten Indoor Swimming Centres in Victoria.¹ This study is of particular relevance because the sample was very large, (19 000 users.) It covered both metropolitan and country centres and results reflected what seemed to be happening throughout the rest of Australia.

In 1995 a further study was commissioned (Aquatic Leisure Centre Visitors Survey 1994-95²) with the prime aim being to update the findings of previous research, identifying any changes and to provide comparative data for the future. In this case fourteen centres were surveyed (not including those in the 1987 work) and included a more balanced mixture between metropolitan and country centres. Although the research techniques and methodology differed between the two studies the results indicate that very little has changed over the past few years.

Two noticeable differences in the results that were evident is that the use by females of these centres is increasing and the level of usage by people in the secondary catchment (beyond 5km of the centre) is also increasing. Research also conducted in WA, SA and NSW also indicate very similar trends to the Victorian Studies.

When examining the user survey results of the Manly study there were striking similarities with usage patterns of indoor pools though Manly consists of outdoor facilities.

¹ Usage Patterns of the Ten Indoor Swimming Centres in Victoria, Martin Hole and Stewart Elkington 1987.

² Aquatic Leisure Centre Visitors Survey 1994-95, Hepper Marriot and Associates Pty Ltd 1996

An obvious difference occurs in the winter months when Manly is subjected to cooler weather conditions. Indoor pools can expect a higher level of stability in attendance patterns throughout the course of the year irrespective of weather condition.

Some of these similarities include the following.

1. There is a very high proportion of users that visit the centre on a regular basis. Approximately 92% of Manly users visits between 1-4 times per week compared to the Victorian studies of 80.3%
2. Although indoor facilities provide a far greater opportunity for the development of programmes and user options it is interesting to note that the purpose for visitation is similar to industry trends. The majority of the users that visit do so for "lap Swimming" (Manly 55%) followed by recreational swimming (19%.) The next largest market in the industry is swimming education programmes 13.2% compared to Manly attendances for this purpose of only 4%. A probable reason for this difference is the lower water temperatures and the exposed nature of the facilities to the elements.
3. Comparisons of usage patterns and the time of the day also indicate that Manly has very similar patterns with the industry as a whole. There appears to be two very distinct peak periods on a daily basis. The first occurs early morning from 5.30am - 10.00am (35%) and the second late afternoon / early evening (30%.) Industry standards indicate 23.3% (early morning) and 38% (late afternoon / early evening) respectively.
4. The majority of users (84%) that visit the Manly facility are over the age of 24 years while only 16% represent the age groups from 1-24 years. Although it is recognised that the sample in the Manly study under represents the 16-24 age group the results are again similar with what is happening throughout Australia. There is no doubt that there is a mistaken belief that community swimming pools are essentially for children. Research consistently indicates that adults are by far the majority of users of these types of facilities.

4. Review of Existing Facilities

The review team inspected the Council's Swimming Centre to ascertain the provision of facilities and the standard of construction and maintenance.

General Comments

Manly Pool was constructed in 1974. It was designed by Figgs and Jefferson Pty Ltd Architects and is similar in design to numerous municipal pools of the post 1956 Olympics period. The 25m, learners and wading pools were added by Crystal Pools Pty Ltd.

The season is being extended this year to the end of June, due to public demand. Its success will indicate the popularity for a year round centre, although unless improvements to patrons amenities, such as heated, enclosed change rooms and provision of wind breaks, the lack of appropriate facilities will deter all but the hearty in bad weather.

The pool is typical of outdoor municipal pools of the time with an 8 lane, 50 metre competition style pool supported by a smaller learn to swim and toddlers pool. The change facilities are located at the Eastern end of the complex and are only partially roofed. They could be described as rudimentary, with only basic finishes and furniture provided. Hot water is provided to the showers by means of coin operated, timed switches. A dedicated change facility for disabled users was recently provided.

The swimming centre was built approximately 2 metres above natural ground level. The land was once a wetland area prone to flooding, and it is assumed that this, combined with an anticipated high ground water level lead to the elevated solution. This has resulted in areas of retaining wall and banks to the present boundaries. This restricts the opportunities for circulation and barrier free access for visitors to the centre.

The landscaped area to the North and West of the pools is formed with grassed mounds which are raised above the level of the pool concourse to provide spectator seating. It then banks down steeply to Kenneth Road, with a mixture of established native planting to the perimeter.

This area to the North western corner is quite shaded and it is no doubt difficult to keep a good cover of grass. The overall amount of grassed area for informal children's play or sun baking is limited. Adjacent to the learners pool is a small fenced children's play area. Five picnic type shelters are dotted around the landscaped area, which appear to be out of place within a pool environment although are utilised as an area of seating under shade. An informal area of stepped seating with shade cover exists on the northern side of the deep end of the 50m pool.

The main pool has eight lanes which makes it ideal for school organisers who use eight lanes to minimise the number of heats required in carnivals. The depth of 2.0 metres at the deep end is suitable for water polo, although the lack of movable boom prevents the separation of the water area to enable the shallow end to be utilised for lap swimming.

The open areas around the pool have limited enclosure or shade, which provides school organisers with difficulties in adequately protecting children from the sun, or protecting them from rain during carnivals. The street furniture (benches, bins, tables and chairs), that presently exists is a combination of different styles, collected over the years. The area is illuminated by seven light towers, for night use. The pool area is enclosed to the North and Western Boundaries by a 2m high cyclone wire fence, to which has attached shade cloth to reduce the wind entering the grounds. This is only partially successful due to the low height of the fence in relation to the height of the pool surround.

The pool water quality is very good. The concrete pool concourse is approximately 5 metres wide and has experienced differential settlement particularly in the North-Western corner, this has led to some cracking which requires regular maintenance. The pool concourse is separated from the grass area by a 300mm high face brick retaining wall.

Parking adjacent to the pool is adequate for the present facility. This is shared by users of L.M. Graham Reserve and experiences peak periods of demand. Access to the existing parking is off Balgowlah Road and this intersection becomes congested at peak times. The car park was originally connected to Kenneth Road until it was widened. The swimming centre is near Pittwater Road which is the arterial road connecting Manly and the Northern Beaches, and therefore has good accessibility from the surrounding suburbs.

Public transport to the pool is reasonable, although no routes pass directly by the centre. The location of the centre is not particularly well known, especially from the residents outside the local area. Increased signage from the major roads and on the building itself, would help raise its profile.

The kiosk comprises of a store room and small servery area which opens out to the covered area. It is leased to a commercial operator and its small floor area and location away from the entrance limits its potential earning capacity.

The clubroom, located between the entry and the plant room, was constructed some time later than the main building. The fitout of the clubroom is utilitarian and offers only the basic facilities for the members of the swimming clubs. It is also used as an office for carnivals and as general storage for the swimming clubs.

The swimming centre is situated at the Eastern end of the L.M. Graham Reserve. This reserve is located within a large area of recreational open space with numerous well established native trees. The area to the South and East of Balgowlah Road contains a mixture of detached dwellings and low rise apartment blocks. The sporting facilities within the L.M. Graham Reserve include a cricket pitch with a turf wicket, 2 football ovals (one with limited spectator seating around three sides,) three tennis courts and cricket nets.

In the South Western corner of the reserve the Council runs a long term day care facility. Adjacent to this a bowling club associated with the golf club. The grouping of such a number of different community clubs could benefit an upgraded swimming facility in terms of cross fertilisation of facilities.

The Manly Swimming Centre comprises of:

Outdoor 50 metre x 21 metre - 8 lane pool	Tiled, Pool depth: 1.07m to 2.0m Starting blocks at deep end Exposed aggregate raised pool edge with wetdeck return water channel
Training Pool	Fibreglass lined concrete tank 25.0m x 10.5m, 5 lanes x 2.0m wide 1.0 - 1.05m deep
Learners Pool	10.5m long x 300 mm deep, tiled pool basin
Wading Pool	8 metre diameter x 175 to 375 mm deep water, shade structure over tiled pool basin
Clubroom	This is a simple but adequate clubroom, 65m ²
Kiosk	The kiosk is located at the northern end of the amenities block, it has a direct delivery entry off the street
Change Rooms	The change rooms are basic and appear adequate in size. They are open to the weather. A disabled change room has recently been provided.
Staff Room	14m ²
Staff Amenities	24m ²
Office	A good sized office is located over the entrance and has views over most of the pool area. It is air conditioned.
Entry Pavilion	The reception area is limited in space. There is insufficient space for groups to wait before entering the facility. There is little available space for notices and no retail outlet.
First Aid Room	This is adequate though has poor visual contact with the pool area.
Pool Blankets	Stored on mobile trolleys at the end of the pools.
Storage	There is a small store located behind the front counter. There also exists a small garden shed for maintenance equipment.
Plant Rooms	The exterior of the plant room is in good condition, there is direct access to the plant room from the street, an emergency shower is installed. <i>For plant condition refer to Geoff Ninnes Report.</i>

Constraints and Opportunities

Constraints

Mainly pool has some constraints to future development. The principle difficulties are the amount of available land adjacent to the existing facilities and the present arrangement of the playing fields on the L.M. Graham Reserve. The location of the Swimming centre at the Eastern end of the reserve near the busy junction of Kenneth and Balgowlah Roads, limits the possibilities for expansion and an alternative entry point into the complex.

The present location of the patron entry is restricted in space. There is insufficient distance between the entry stairs and the drop-off area for the movement of school groups. This is seen as a safety risk which should be alleviated. The present configuration of the car park to the Western boundary would need to be reorganised to allow expansion in this direction.

The level difference between the pool deck area and the surrounding parkland would appear to raise some concerns in terms of disabled access. The value of numerous established trees around the site would also have to be considered in the planning of any future expansion.

An anticipated high water table would have to be addressed in the determination of the proposed levels of any new pools. As the area was once a wetland, the foundation requirements could increase the cost of a new development.

The external appearance of the pool buildings is utilitarian and the angular roof forms are difficult to adapt as might be required to enclose the change rooms. The change rooms are presently open to the elements, and both male and female facilities are rudimentary. Users complain that these facilities are cold in winter.

The condition of the 25m pool appears to suggest that it has a limited life span unless extensive repair work is carried out. The fibreglass lining also requires regular maintenance and it's replacement with ceramic tiles should be considered if the pool life is to be extended.

Opportunities

The present buildings are confined to the South-Eastern corner of the site which provides the opportunity of including additional buildings without encroachment on the existing pools or their services. The relationship between the buildings and the 50m pool is good, with a Northerly orientation allowing good solar access to the pool area and the bulk of the building shielding the pool from cold, Southerly winds.

The pool has the great benefit of having a large amount of land to the West, which is controlled by Council and could be used to develop additional facilities, making it a significant all-purpose aquatic centre. This development opportunity is only present if there is a flexibility in the replanning of the present car park and playing fields adjacent to the swimming centre. There is also the possibility of integrating the old Suwarrow Street Road Reserve into the L.M. Graham Reserve to offset any loss of parkland.

Integration of the sporting facilities of the L.M. Graham Reserve and the swimming centre would enhance the potential cross fertilisation of user visits to both ventures. If the swimming centre were to expand space could be allocated for modern change facilities and toilets for the playing fields. Security and maintenance could be managed by the swimming centre to reduce ongoing costs. There would also be the opportunity for the sporting teams to use the swimming centres facilities for training and fitness if dry facilities

were also included into an expanded centre. This would allow the removal of the existing toilet block and change rooms for the playing fields, thus adding to the amenity of the Reserve. There also would be demand for an expanded kiosk/café which could service both the pool complex and visitors to the Reserve. The optimum location of such a facility would be within an entry foyer with an outlook over the pools.

The present centre is in good condition and is well maintained. The water quality in the pools is maintained at a high level. Parking at the pool is adequate, although on some occasions when there is a major event being held on the adjacent oval, the parking on the site is at a premium. If the centre were to expand, additional spaces would be required.

The width of the concourse to the 50m pool lends itself to the possibility of extension to 51.5 metres to accommodate a 1.5 metre wide pool bulkhead, which can be used as a programming tool for dividing the pool tank into two, 25 metre water spaces. Such an arrangement would permit two clubs to train at the same time, or the deep end could be configured for Waterpolo and still provide 8, 25m lanes for lap swimming or water space for casual swimmers.

Financial Performance

The financial performance of the centre in recent years has indicated a modest annual operating surplus. Recent events however may threaten this position with the advent of higher energy costs from 1999 onwards. There is also concern that the extension of the operating period to almost 10 months of the year could add to the difficulties of achieving a balanced operating budget, even though there is significant demand from users.

The financial success of the centre is highly dependent on weather patterns and any increases in seasonal inclement weather could adversely effect attendances.

Essentially the centre has established a very strong user base for a centre of this type and is currently performing much better than most outdoor swimming pools in Australia. Management is clearly well respected by patrons and is providing an efficient and effective service. It is unusual however for successful centres to achieve a high level of performance by adapting a facility management role that exists at Manly. The relationship with the providers of service is essentially as a "hirer of facilities" rather than the initiation development and service delivery role that has evolved in those successful indoor facilities in Australia. Notwithstanding this, the system of service delivery should not be changed if it is successfully meeting the needs of its customers and is working well for the Council.

Usage patterns that have been identified in other sections of this report and previous studies have illustrated that there is a very high demand on water space particularly at peak periods of the day. This demand is somewhat less intensive during the cooler months of the year.

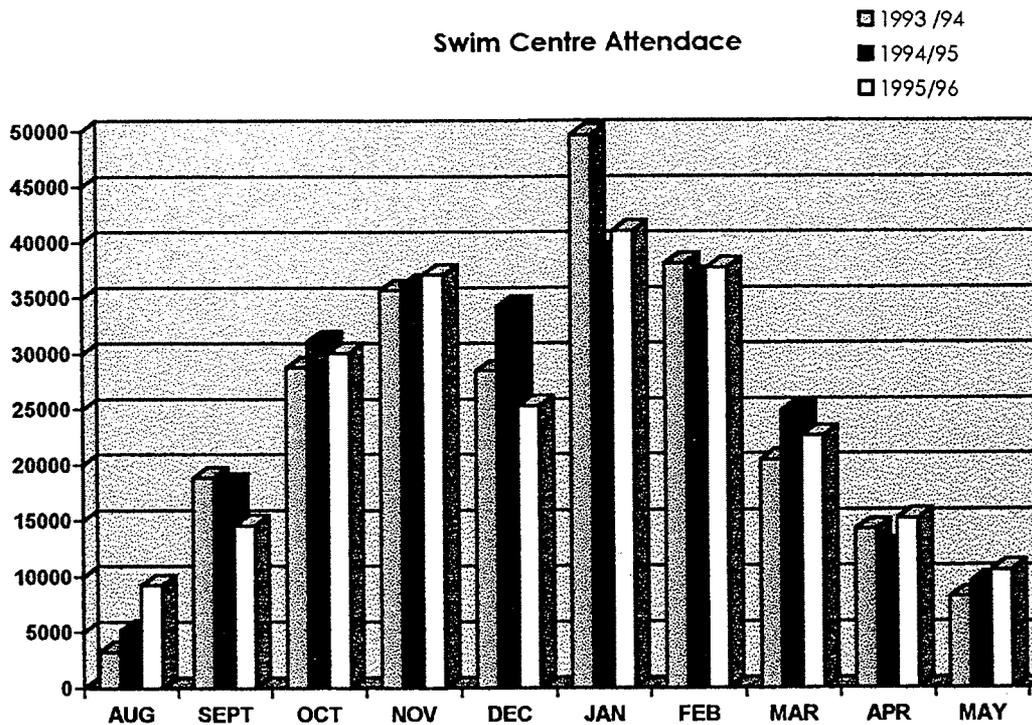
Clearly the market positioning of the centre is focused on adult lap swimming, recreational swimming and to a lesser extent sports and educational use. This position is the result of demand and available facilities. The centre, by providing only outdoor facilities is severely limited in both the range of programmes and consistency of service to enable broader opportunities.

If sufficient space was available there would be a noticeable increase in sports use. It is normal for teaching programmes, aquarobics and a wide range of other aquatic programmes to be conducted in spaces that have higher water temperature. It can best be illustrated in the figure overpage that there is a significant drop off in users during the cooler months of the year. Although some groups of users are happy to continue supporting the centre during the cooler months the conditions are not conducive for a wide range of activities. It is not uncommon that water spaces for learn to swim, fitness for the elderly, aquarobics, rehabilitation programmes to be heated to 30°C and are usually enclosed.

If the appropriate facilities and conditions are provided there would be increased usage and opportunities which are currently not possible with the present facility.

Swim Centre Attendance

	1993 /94	1994/95	1995/96
AUG	3261	5157	9220
SEPT	18841	18321	14576
OCT	28795	31084	30046
NOV	35680	36197	37086
DEC	28458	34213	25308
JAN	49633	39105	41016
FEB	38094	36838	37690
MAR	20398	24794	22530
APR	14186	12534	15141
MAY	8130	9500	10521



Technical

A technical review was carried out by Geoff Ninnies Fong and Partners to determine alternative heating options and to examine both the structural condition and hydraulic systems at the centre.

This report is included as appendix 1 of this report for detailed information. In general it concludes that the existing plant and pool structures are in a sound condition and only minor repairs are required. As the existing heating system is inefficient and is likely to result in high energy cost post 1999 when electricity supply rates are reviewed consideration should be given to converting the heating system to heat pumps. Details of operating costs are included in the technical report.

Other recommendations include:

- Take the children's pools and 25m pool off the general circulation system.
- Separately filter and heat each of these two pool systems (25 metre only if retained.)

Summary

In reviewing the existing facilities, operation and performance the following summarises the consultants findings.

- The facilities are well supported by the community and has a solid base of regular users.
- As an outdoor facility the centre performs exceptionally well and is regularly achieving positive financial outcomes.
- The management structure is efficient and providing high quality services to the users of the centre.
- It is anticipated that it will become increasingly more difficult to maintain the present financial performance due to issues outside of the control of management.
- Although basic in terms of comfort and provision the buildings, plant and pool structures are generally in sound condition.
- Management although has identified opportunities for improving the centre and its performance the most significant limiting factor is the lack of indoor heated water space. It will be difficult for management to enhance performance in the future without appropriate facilities.
- The industry as a whole will become more competitive as more indoor facilities become available in metropolitan Sydney and customer expectations increase as a result.

5. Demographic Analysis

Catchment Population

The potential catchment area for the proposed centre is described as (a) the primary catchment and (b) as the secondary catchment. This has been calculated by analysing the populations by postcodes as recorded in the 1991 Census. Changes may have occurred over the past five years but it is considered that any changes would not significantly impact on the overall results of our analysis. An analysis was also completed of future population trends in the region to 2012.

Primary Catchment The primary catchment includes those postcodes within a 5km radius of the proposed centre. The following table shows the breakdown of populations by postcode and the primary catchment population figure.

It is important to point out some postcodes extend across the primary and secondary catchment. To overcome the possibility of doubling population figures, percentages of these postcodes were used to arrive at an estimated population for each catchment.

Table 1: Primary Catchment Population by Postcode

Postcode	Resident Population	% In Catchment	Estimated Population
2087	12019	10%	1202
2088	23456	10%	2346
2092	5023	100%	5023
2093	18345	100%	18345
2094	5217	100%	5217
2095	13701	100%	13701
2096	12909	100%	12909
2099	28957	60%	17374
2100	15959	50%	7980
Total			84,097

Secondary Catchment The secondary catchment is defined as the area within a 5km - 10km radius. Table two calculates the secondary catchment.

Table 2: Secondary Catchment Population by Postcode

Postcode	Resident Population	% In Catchment	Estimated Population
2060	12248	100%	12248
2062	4353	100%	4353
2063	3475	100%	5475
2064	7877	100%	7877
2065	19441	80%	15553
2067	14856	50%	7428
2068	14231	100%	14231
2069	12832	100%	12832
2070	10696	40%	4278
2071	11233	10%	1123
2085	10449	50%	5225
2086	12983	100%	12983
2087	12019	90%	10817
2088	23456	90%	21110
2089	7690	100%	7690
2090	13741	100%	13741
2097	12546	100%	12546
2099	28957	40%	11583
2100	15959	50%	7980
2101	15425	40%	6170
Total			195,243

Although the primary and secondary catchments are based on radius distances from the centre the presence of physical barriers, namely the Sydney Harbour decrease the true 10km radii. Areas south of the Sydney Harbour Bridge have been excluded - (postcodes 2000, 2028, 2027, 2029 and 2030) Aquatic centres such as Andrew Boy Charlton and Prince Alfred Park Pool would be more accessible for these residents.

As a result the population figures described above are a more accurate indication of market potential.

Population Projections

The Region An analysis of future population trends was completed for area, spanning from 30 June 1994 to 2012, and classified by sex and five - year age groups.

This analysis was by postcodes relevant to the project rather than Statistical Local Areas to enable a higher level of accuracy and validity.

These estimates are specific to the area earlier identified as the defined catchments for the centre.

The Projections The techniques employed for the projections was the cohort-component method, widely accepted as the most accurate. It involves applying fertility and mortality rates and migration levels to the base population to produce a projected population, which in turn becomes the base for projecting the next year, and so on.

Naturally, normal fluctuations in population dynamics make it hazardous to place too much reliance on any particular figure in the table of results, especially age groups with only small populations. The unpredictability of migration trends, at least from year to year, should also be remembered when considering the projection results.

Fertility and Mortality Assumptions The fertility assumptions were based on average age-specific fertility rates observed in the specified regions between 1987 and 1994. Mortality rates for the regions were based on the projected NSW age-specific mortality rates used in the latest ABS population projections. These were calculated using NSW historical short-term rate of mortality decline up to 2000, after that according to the Australian long-term rate of mortality decline. The regions were ascribed the State projected mortality rates, then adjusted to reflect any differences in their mortality patterns to NSW in recent years.

Migration Assumptions The migration assumptions used for the projections were based on historical trends of net migration in the regions. Anticipated future levels on interstate and overseas migration, together with any recent State Government population projections, have also been considered in framing the assumptions.

The age/sex distribution for these assumptions were based on overseas and inter-regional migration rates used in the calculation of published ABS SLA age/sex population estimates, which originally derived from 1986 and 1991 Population Census migration data.

Statistical Local Area (SLA) to postcode conversions To calculate postcode projections from SLA projections, conversion results to 1991 SLA boundaries where necessary. This is to allow the use of the SLA to Postcode Concordance which is compiled using 1991 Census data. These almost entirely correspond with Australia Post boundaries, and do not necessarily correspond to Census Collection Districts.

The concordance was updated from 1991 to 1995 using ABS building approvals data as an indicator of population change. This allows for cases where postcodes within SLAs have populations growing at different rates. Furthermore, the building approvals data was modelled for future years, allowing concordance to be extended to the projection horizon.

The concordance was then used to convert projections of total persons in SLAs to postcodes.

The results for each postcode were then summed to obtain a single projection.

It is important to recognise that the projection results essentially reflect the assumptions made about future fertility, mortality and migration trends. While the assumptions are formulated on the basis of an objective assessment of demographic trends over the past decade and their likely future dynamics, there can be no certainty that they will be realised.

The following three tables displays the results of the population projection analysis with a breakdown of females, males and the total of the two combined.

TABLE 3: PROJECTED POPULATION BY SEX AND 5-YEAR AGE GROUP - MALES
 Manly Region June 1994 - June 2012

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
0-4	8836	8741	8707	8706	8693	8689	8657	8593	8518	8439	8355	8272	8194	8099	8012	7921	7836	7758	7679
5-9	8021	7955	7924	7891	7875	7830	7771	7744	7747	7732	7737	7710	7648	7580	7511	7434	7363	7276	7195
10-14	8691	8646	8566	8496	8419	8359	8332	8327	8305	8290	8243	8195	8161	8174	8164	8169	8144	8078	8013
15-19	9861	9660	9606	9548	9532	9512	9510	9443	9375	9309	9268	9237	9225	9210	9200	9156	9110	9073	9079
20-24	14646	14478	13973	13417	12976	12645	12399	12344	12304	12324	12322	12336	12276	12208	12133	12079	12059	12057	12053
25-29	14090	14173	14547	14917	15099	15120	14922	14410	13892	13487	13186	12966	12943	12901	12918	12911	12914	12851	12773
30-34	14046	13742	13385	13079	12838	12676	12791	13092	13403	13555	13567	13393	12954	12499	12137	11857	11661	11621	11562
35-39	12208	12322	12495	12595	12603	12616	12383	12061	11802	11587	11448	11531	11782	12060	12195	12191	12028	11627	11210
40-44	11917	11882	11809	11841	11904	11938	12069	12234	12354	12385	12409	12201	11899	11635	11423	11265	11334	11571	11824
45-49	12270	12417	12557	12373	12230	12116	12097	12053	12097	12196	12240	12375	12561	12686	12719	12744	12545	1240	11971
50-54	9459	9776	10092	10595	11087	11331	11470	11602	11458	11339	11253	11247	11212	11263	11347	11398	11536	11713	11836
55-59	7177	7317	7441	7541	7610	7839	8108	8388	8821	9234	9462	9587	9704	9580	9486	9414	9409	9386	9419
60-64	6378	6211	6129	6161	6256	6379	6517	6653	6748	6818	7035	7274	7535	7927	8294	8507	8610	8709	8596
65-69	6219	6146	6025	5878	5704	5551	5428	5364	5404	5489	5603	5734	5854	5947	6012	6203	6419	6635	6981
70-74	5280	5348	5387	5384	5422	5416	5380	5301	5187	5042	4920	4820	4781	4831	4914	5019	5132	5247	5347
75-79	3755	3803	3934	4074	4227	4387	4453	4517	4545	4580	4599	4586	4524	4438	4324	4223	4146	4109	4153
80-84	2395	2501	2569	2621	2631	2636	2687	2798	2918	3043	3162	31230	3280	3303	3344	3356	3357	3324	3266
85+	1382	1460	1530	1609	1693	1783	1877	1951	2012	2052	2091	2173	2281	2378	2452	2537	2605	2692	2750
Total	156631	156578	156676	156726	156799	156823	156851	156875	156890	156891	156900	156867	156814	156719	156585	156384	156208	155967	155707

TABLE 4: PROJECTED POPULATION BY SEX AND 5-YEAR AGE GROUP - FEMALES
Mainly Region June 1994 - June 2012

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
0-4	8235	8147	8116	8121	8108	8107	8088	8024	7952	7871	7801	7725	7651	7564	7480	7400	7313	7241	7170
5-9	7788	7724	7702	7671	7632	7573	7511	7483	7483	7473	7485	7475	7407	7340	7270	7203	7122	7045	6967
10-14	8154	8135	8086	8020	7966	7933	7899	7889	7868	7839	7799	7736	7710	7712	7703	7703	7703	7637	7566
15-19	9939	9709	9614	9556	9532	9506	9544	9497	9450	9410	9373	9356	9343	9329	9302	9257	9191	9161	9177
20-24	14998	14822	14335	13831	13442	13132	12867	12775	12734	12736	12752	12791	12769	12711	12667	12637	12620	12627	12625
25-29	14312	14397	14751	15062	15190	15144	14940	14463	13994	13651	13358	13116	13035	12993	12994	12995	13026	12975	12913
30-34	13663	13413	13060	12758	12509	12391	12466	12743	12983	13087	13051	12871	12472	12075	11767	11516	11293	11210	11153
35-39	12627	12723	12883	12977	12984	12980	12784	12464	12191	11954	11839	11900	12132	12357	12464	12442	12279	11891	11505
40-44	12831	12844	12786	12827	12911	12967	13086	13265	13388	13410	13416	13236	12907	12629	12387	12260	12321	12558	12791
45-49	12746	12950	13159	13047	13006	12993	13031	13001	13063	13174	13244	13372	13563	13697	13733	13736	13541	13201	12925
50-54	9277	9632	9968	10522	11020	11315	11507	11706	11621	11606	11603	11642	11634	11686	11785	11857	11971	12165	12280
55-59	7386	7444	7564	7639	7700	7934	8247	8536	9014	9454	9707	9885	10053	9979	9961	9965	9989	9973	10018
60-64	6813	6664	6538	6570	6657	6766	6827	6951	7030	7102	7324	7615	7880	8321	8732	8964	9129	9286	9212
65-69	7611	7465	7325	7134	6891	6686	6562	6431	6488	6584	6691	6771	6888	6982	7044	7259	7563	7819	8255
70-74	7562	7627	7575	7505	7480	7388	7267	7166	6988	6765	6574	6457	6361	6415	6510	6630	6705	6848	6926
75-79	6161	6193	6372	6512	6659	6837	6913	6902	6844	6853	6774	6691	6604	6453	6257	6084	5988	5897	5959
80-84	4776	4887	4973	5040	5053	5017	5057	5230	5385	5531	5695	5765	5774	5759	5768	5724	5646	5599	5474
85+	3994	4160	4342	4492	4649	4840	5012	5172	5299	5389	5472	5605	5840	6019	6158	6318	6437	6594	6671
Total	168873	168936	169149	169284	169389	169509	169608	169698	169775	169889	169958	170009	170023	170021	169982	169950	169837	169727	169587

TABLE 5: PROJECTED POPULATION BY SEX AND 5-YEAR AGE GROUP - COMBINED MALE & FEMALE
Mainly Region June 1994 - June 2012

0-4	17071	16888	16823	16827	16801	16796	16745	16617	16470	16310	16156	15997	15845	15663	15492	15321	15149	14999	14849
5-9	15809	15679	15626	15562	15507	15403	15282	15227	15230	15205	15222	15185	15055	14920	14781	14637	14485	14321	14162
10-14	16845	16781	16652	16516	16385	16292	16231	16216	16173	16129	16042	15931	15871	15886	15867	15872	15847	15715	15579
15-19	19800	19369	19220	19104	19064	19018	19054	18940	18825	18719	18641	18593	18568	18539	18502	18413	18301	18234	18256
20-24	29644	29300	28308	27248	26418	25777	25266	25119	25038	25060	25074	25127	25045	24919	24800	24716	24679	24684	24678
25-29	28402	28570	29298	29979	30289	30264	29862	28873	27886	27138	26544	26082	25978	25894	25912	25906	25940	25826	25686
30-34	27709	27155	26445	25837	25347	25067	25257	25835	26386	26642	26618	26264	25426	24574	23904	23373	22954	22831	22715
35-39	24835	25045	25378	25572	25587	25596	25167	24525	23993	23541	23287	23431	23914	24417	24659	24633	24307	23518	22715
40-44	24748	24726	24595	24668	24815	24905	25155	25499	25742	25795	25825	25437	24806	24264	23810	23525	23655	24129	24615
45-49	25016	25367	25716	25420	25236	25109	25128	25054	25160	25360	25484	25747	26124	26383	26452	26480	26086	25441	24896
50-54	18736	19408	20060	21117	22107	22646	22977	23308	23079	22945	22856	22889	22846	22949	23132	23255	23507	23878	24116
55-59	14563	14761	15005	15180	15310	15773	16355	16924	17835	18688	19169	19472	19757	19559	19447	19379	19398	19359	19437
60-64	13191	12875	12667	12731	12903	13145	13344	13604	13778	13920	14359	14889	15415	16248	17026	17471	17739	17995	17808
65-69	13830	13611	13350	13012	12595	12237	11990	11795	11892	12073	12294	12505	12742	12929	13056	13462	13982	14454	15236
70-74	12842	12975	12962	12889	12902	12804	12647	12467	12175	11807	11494	11277	11142	11246	11424	11649	11837	12095	12273
75-79	9916	9996	10306	10586	10886	11224	11366	11419	11389	11433	11373	11277	11128	10891	10581	10307	10134	10006	10112
80-84	7171	7388	7542	7661	7684	7653	7744	8028	8303	8574	8857	8995	9054	9062	9112	9080	9003	8923	8740
85+	5376	5620	5872	6101	6342	6623	6889	7123	7311	7441	7563	7778	8121	8397	8610	8855	9042	9286	9421
Total	325504	325514	325825	326010	326188	326332	326459	326573	326665	326780	326858	326876	326837	326740	326567	326334	326045	325694	325294

As indicated in Table 5, the population figure in 1996 for the catchment area was calculated at approximately 326,000. Our earlier calculations show a population figure of 279,340. We believe our initial figure gives a more accurate picture of the region's population as we have taken into account man made and physical barriers and observing that a portion of some postcodes fall outside the catchment zones, thus decreasing the figure of 326,000. Adjustments have been made purely because portions of some postcodes fall outside the catchment zones.

Growth Estimates In order to assess the projection figures fairly, percentages of population growth/decline will be used for the following periods: 1994 - 1996, 1996 - 2000 and 2000-2012.

$$\text{For the years 1994 - 1996: } \frac{325\,825 - 325\,504}{325\,504} \times 100 = \mathbf{0.10\%}$$

$$\text{For the years 1996 - 2000: } \frac{326\,459 - 325\,825}{325\,825} \times 100 = \mathbf{0.19\%}$$

$$\text{For the years 2000 - 2012: } \frac{325\,294 - 326\,459}{326\,459} \times 100 = \mathbf{-0.36\%}$$

The figures illustrate a slow decline over several years which leads us to assume that demand for facilities will remain relatively constant over a period of time.

Age Distribution

The following table compares the age distribution of the primary and secondary catchment zones to that of the remaining Sydney Metropolitan residents.

Table 6: Age distribution

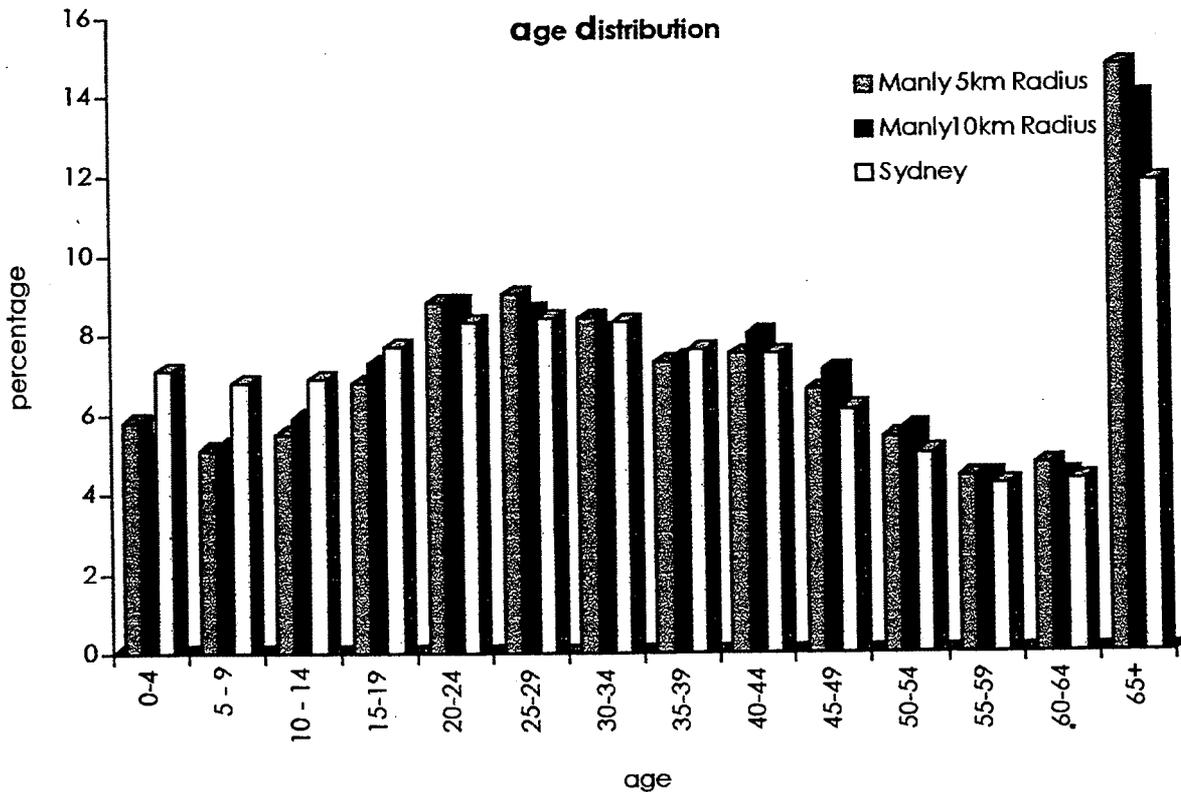
Age	Manly 5km Radius	Manly 10km Radius	Sydney
0-4	5.8%	5.3%	7.1%
5-9	5.1%	5.2%	6.8%
10-14	5.5%	5.9%	6.9%
15-19	6.8%	7.3%	7.7%
20-24	8.8%	8.8%	8.3%
25-29	9.0%	8.6%	8.4%
30-34	8.4%	8.1%	8.3%
35-39	7.3%	7.4%	7.6%
40-44	7.5%	8.0%	7.5%
45-49	6.6%	7.1%	6.1%
50-54	5.4%	5.6%	5.0%
55-59	4.4%	4.4%	4.2%
60-64	4.7%	4.4%	4.3%
65+	14.7%	13.9%	11.8%
Total	100%	100%	100%

A study conducted in 1995 for the Victorian Department of Sport & recreation examining the Usage Patterns of fourteen Indoor Swimming Centres, reveal that over 50% of visitors to aquatic centres were aged 20-39 years and that more visitors were in their 30's than in any other age group.

33.5% & 32.6% of the primary and secondary catchments zones respectively is represented by people aged 20 -39 years, a heavy user group of aquatic centres identified in the above mentioned study.

The Victorian study also suggested a substantial move towards adult use of indoor aquatic centres and that proportionally fewer young people are now visiting them.

The Manly region is heavily populated with elderly residents with almost 40% aged greater than 40 years of age. At the other end of the scale only approximately 24% of the catchment is represented by young people (age 0 - 19) compared to the Sydney average of almost 21%. These figures strongly support a large potential market.



Income Distribution

Table 7: Income Distribution

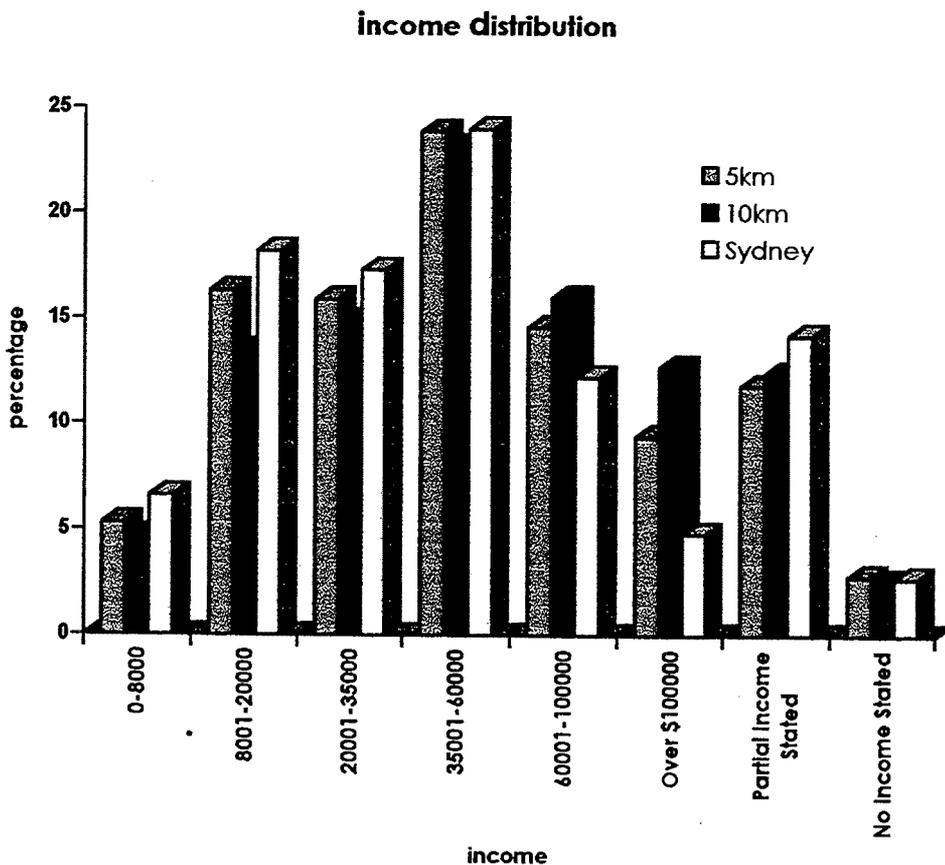
Annual Household Income	% of Families 5km Catchment	% of Families 10km Catchment	Sydney
\$0-\$3000	0.7%	0.8%	0.7%
\$3001-\$5000	0.4%	0.4%	0.4%
\$5001-\$8000	4.2%	3.5%	5.5%
\$8001-\$12000	5.3%	4.4%	5.1%
\$12001-\$16000	5.6%	4.6%	7.3%
\$16001-\$20000	5.4%	4.5%	5.8%
\$20001-\$25000	5.0%	4.6%	5.8%
\$25001-\$30000	5.8%	5.5%	6.3%
\$30001-\$35000	5.1%	4.8%	5.2%
\$35001-\$40000	5.3%	5.0%	5.5%
\$40001-\$50000	10.2%	9.7%	10.4%
\$50001-\$60000	8.4%	8.5%	8.1%
\$60001-\$70000	5.5%	5.7%	4.8%
\$70001-\$80000	4.4%	4.7%	3.7%
\$80000-\$100000	4.7%	5.6%	3.7%
\$100001-\$120000	4.6%	6.0%	2.4%
\$120001-\$150000	2.9%	3.9%	1.5%
Over \$150 000	1.9%	2.8%	0.9%
Partial Y Stated	11.8%	12.4%	14.2%
No Y Stated	2.8%	2.6%	2.7%
Total	100%	100%	100%

Table 7 highlights differences found between the residents surrounding the Manly swimming centre and those remaining Sydney residents.

The table shows that a greater number of Manly residents fall into a higher income bracket than the Sydney Metropolitan averages. 32.4% of residents residing in the primary catchment and 37.2% of residents residing in the secondary catchment fall into a high income bracket (> \$50,000) compared to the Sydney average of 25.1%

Another significant difference lies in the over \$100,000 income bracket. 9.4% and 12.7% of the primary and secondary catchment zones respectively, earn over \$100,000 per annum compared to a Sydney average of only 4.8%

From this information we can conclude that there are no significant differences which would suggest that usage patterns would differ from the usage patterns throughout Australia. In fact, these figures indicate the affordability of services is better positioned than the Sydney Metropolitan Averages.



Place of Birth

Another useful demographic characteristic lies in examining the birthplace of users of recreational aquatic centres. Research (based on CERM - performance indicators) shows that 84% of customers are Australian born, 14% of customers are born overseas in mainly English speaking countries and 2% are born overseas in non-English speaking countries.

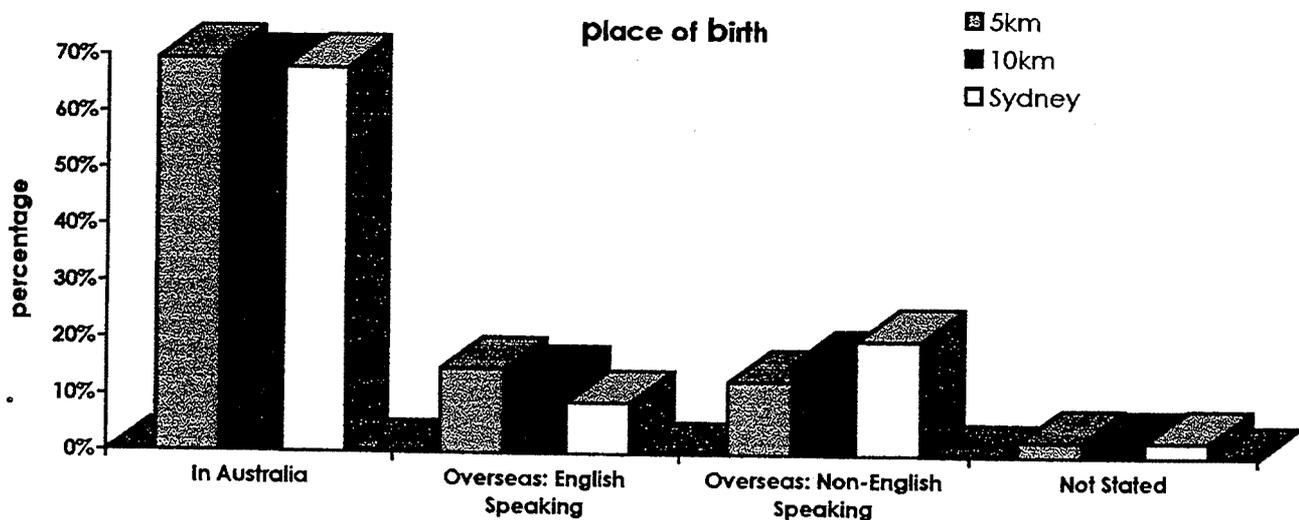
The following table summarises the birthplace of the residents in the primary and secondary catchment zones and gives a comparison to Sydney Metropolitan average.

Table 8: Place of birth

Born	5km Catchment	10km Catchment	Sydney
In Australia	69.5%	67.8%	68.0%
Overseas: English Speaking	14.9%	13.4%	9.0%
Overseas: Non-English Speaking	12.9%	16.3%	20.3%
Not Stated	2.7%	2.5%	2.7%
Total	100%	100%	100%

The above table illustrates that the Manly region has a high percentage of Australian born residents, residents born overseas in English Speaking countries, and a significantly lower proportion of residents born overseas in non English Speaking countries.

Statistics show that the majority of the population fall into the higher user category supporting a large potential market.



Summary of Demographic Analysis

The demographic analysis is one where the results contribute to the overall assessment of a region and a proposed centre.

Catchment population and projection figures combined with Income, Age, Place of Birth and Education Levels were all utilised for a thorough demographic analysis.

The following is a summary of this analysis.

- There exists a sizeable market in the Manly region to support expanded facilities.
- Population projections indicate a slight decline over a period of years which leads us to conclude that market demand will remain relatively constant over a long period of time;
- Based on the Income distribution analysis affordability of services is not a critical issue and is better placed than the average metropolitan Sydney area;
- The age distribution indicates usage patterns will be consistent with Australian trends;
- The profile of Place of Birth of residents in the Manly catchment area suggests that the usage patterns will be similar to research findings in other parts of Australia;

6. Estimated Market Potential

One key issue in the redevelopment of the Manly Swimming Pool is to accurately estimate annual attendance's and usage patterns.

There are several models that can be applied which are based on historical data and actual known performance of centres both in Australia and Overseas

The Cerm Model

The research conducted by the Centre for Environmental and Recreation Management (Adelaide University), reveals some interesting trends. For the past four years this organisation has been developing performance indicators with the assistance of more than ninety centres throughout Australia. These centres have now been surveyed three times in the past four years, with the results based on actual performance.

This research indicates that indoor pools which have combined dry facilities attract a medium catchment multiple of between 3.9 and 10.4 based on a population base within a 5km radius, (the catchment multiple is defined as the TOTAL ANNUAL ATTENDANCE'S ÷ POPULATION WITHIN 5KM OF THE CENTRE). The median of the top eight centres in Australia is 7.6

It would be reasonable to expect that with an expanded facility with indoor heated pools and an appropriate mix of dry facilities the potential market for a facility would be a conservative multiple of 5.0. With a population of 84,097 residing within the 5km zone, this represents a **potential of approximately 420, 485** users per annum.

The Dasset Model

It has been our experience that the most reliable method of estimating projected market is by combining:

- Participation rates derived from the recreation participation surveys undertaken by the Commonwealth Department for Arts, Sports, the Environment, Tourism and Territories, (DASSETT). This study investigated participation in recreation activities over four quarters during the period 1985/1986.
- Data from "Usage patterns for Ten Indoor Swimming Centres in Victoria." This study was undertaken by the department of Sport & Recreation, (Victoria), of Metropolitan and country pools in 1987.

Based on the above, the Dasset participation rates shows that 3.8% of males and 4.3% of females made use of public swimming pools in the week prior to the four quarterly survey periods.

Using this information it has been assumed that 4% of the population within the primary catchment area will use the facilities.

That is: 4% of 84,097 = 3,364 users

The Victorian study found that 51.4% of users will come from the primary catchment and 48.6% will come from the secondary catchment. This translates to a market potential of 6,728 regular users.

The Victorian study also identified that:

- 7.2% of participants visit every day
- 38.3% visit 3 times per week
- 34.8% visit once per week
- 19.7% visit once per fortnight

Therefore based on the Victorian Study:

7.2%	x	6,728	=	484	x	7	x	52	=	176,327
38.3%	x	6,728	=	2,577	x	3	x	52	=	401,985
34.8%	x	6,728	=	2,341	x	1	x	52	=	121,750
19.7%	x	6,728	=	1,325	x	0.5	x	52	=	34,461

This translates to a **potential market of 734,523 users** per annum for the region.

The market potential of the Manly Facilities is in the order of 700,000. With the current attendances averaging 250,000 per annum there is considerable untapped market available.

Because of the location of the Manly facilities which is somewhat isolated geographically from the surrounding areas, the consultants have taken a conservative approach to the market potential of any new redevelopment. A dilution factor has been applied to the secondary catchment zone and predictions have been based on 500,000 user visits per annum.

Competing Facilities

An analysis of both existing and proposed facilities was completed to determine an oversupply or under supply situation for the region. Dilution of the market is an important consideration in the determination of the size of the facilities proposed and the component mix to be included.

The following inventory and map was developed in order to illustrate the range of facilities within a 5km radius of the Manly Swimming Centre. Also included is a list of pools situated in the secondary catchment zone. Both lists will help us identify those aquatic centres which are currently competing and any centre which may compete with Manly in the future.

Aquatic facilities / Swimming pools situated in the primary and secondary catchment are listed as follows.

Inside 5km radius:

1. Freshwater Swim Centre
2. Harbord Diggers
3. Manly Leagues Club

5km - 10km:

1. Castle Cove
2. Kerry Johnston Swim School - 90 Pringle Ave, Belrose
3. Killarney Heights
4. NSW Academy of sport
5. North Sydney Olympic Pool
6. Unlimited Fitness
7. Willoughby Leisure Centre
8. Warringah Aquatic Centre

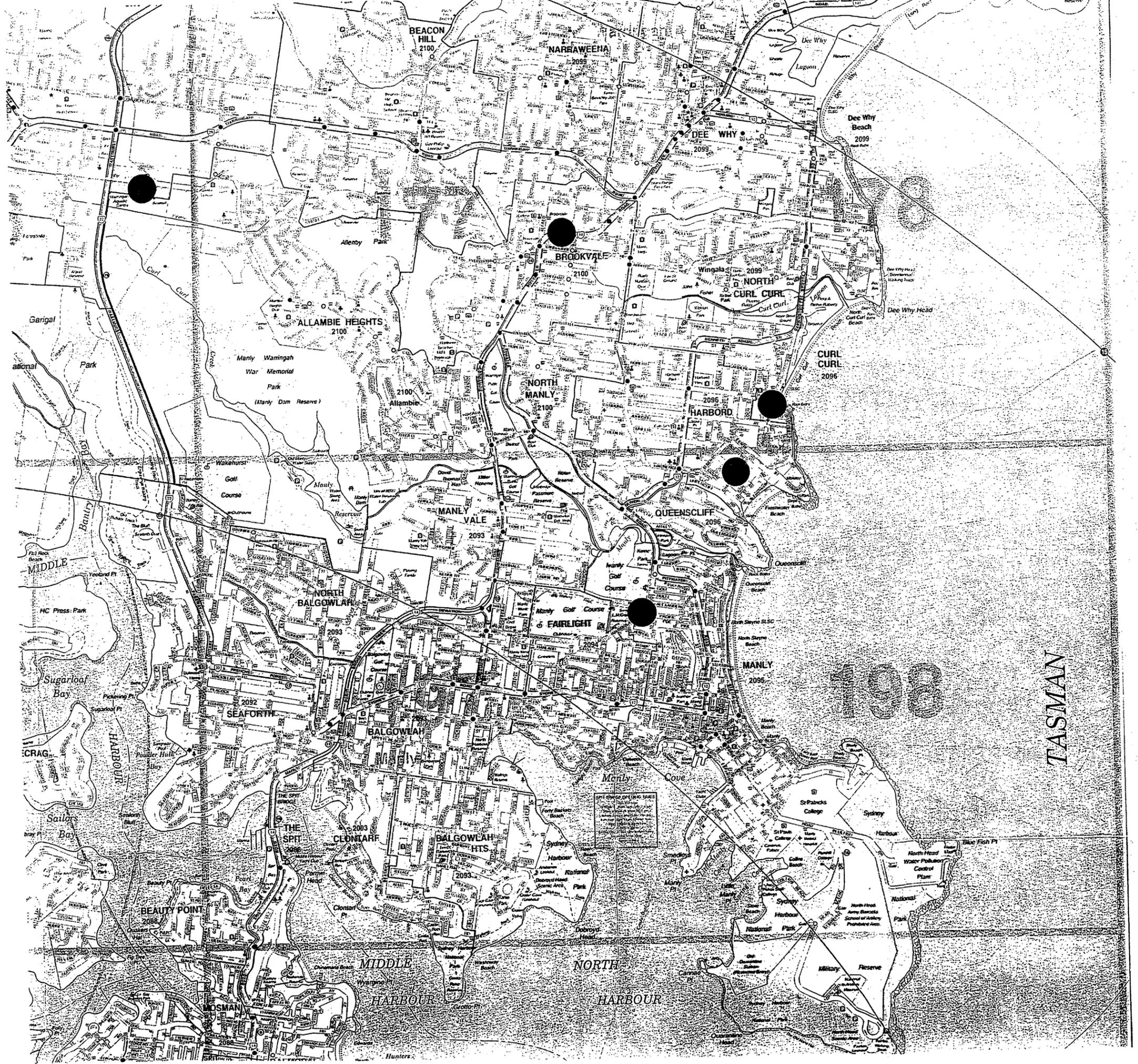
1. Freshwater Swim Centre: 12 Kolloora Ave Harbord: This centre consists of an indoor 15m - 3 lane pool and is utilised for private learn to swim only.

2. Harbord Diggers: Evans Street, Harbord: The Harbord Diggers Club offers a 25m - 6 lane indoor swimming pool and spa. Dry facilities on offer include large weights room consisting of pin loaded weights, air pressure machines, and free weights. Also located at the club are multi functional aerobics room, cardio boxing facilities, super circuit facilities and cardio equipment. The greatest advantage that the Harbord Diggers has over the Manly Swimming Centre is the dry facilities and programmes on offer. However, it does not compete in terms of water space offered and associated programmes with the Manly Swimming Centre.

3. Manly Warringah Leagues Club: 563 Pittwater Rd, Brookvale: Manly Warringah Leagues Club is similar the Harbord Diggers in terms of facilities offered. It consists of an indoor 25m - 6 lane pool, spa, circuit room, aerobics room, weights room including cardio equipment and creche. Again the fact that the Club offers dry facilities and programmes is beneficial, however the Leagues Club caters to a different market than the Manly swimming centre in terms of swimming facilities offered.

Pools located within primary catchment

	Freshwater Swim Centre	Harbord Diggers	Manly Leagues Club
Pool Type			
Indoor:			
50m			
25m		6lanes	6 lanes
<25m	15m - 3 lane		
Leisure Pool			
Toddlers Pool			
Diving Pool			
Other			
Outdoor:			
50m			
25m			
<25m			
Leisure Pool			
Toddlers Pool			
Diving			
Other			
Other			
Aerobics Circuit		✓	✓
Weights		✓	✓
Sauna			
Spa		✓	✓
Creche			✓
Kiosk		catering facilities	catering facilities
Sports Shop			
Gym		✓	✓
Aquarobics			
Hours			
All year	✓	✓	✓
Seasonal			
Market			
Fitness		✓	✓
Sport			✓
Education	✓		
Recreational			



TASMAN

100

BEACON HILL
2100

NARRAWEEENA
2099

Dee Why
Beach
2099

DEE WHY
2099

BROOKVALE
2100

Wingala
2099

NORTH
CURL CURL
2096

ALLAMBIE HEIGHTS
2100

NORTH
MANLY
2100

HARBORD
2095

CURL
CURL
2096

MANLY
VALE
2093

QUEENSCLIFF
2096

NORTH
BALGOWLAH
2093

MANLY
GOLF COURSE
& FAIRLIGHT
2094

MANLY
2095

SEAFORTH
2092

BALGOWLAH
2093

BEAUTY POINT
2088

MIDDLE
HARBOUR

NORTH
HARBOUR

MOSMAN
2084

MIDDLE
HARBOUR

NORTH
HARBOUR

Castle Cove Swim School: 26 Holly Street, Castle Cove Castle Cove Swim School is primarily a private learn to swim operation. It consists of two indoor heated swimming pools, a 18m - 4 lane pool and a 10m pool. The 10m pool is again used primarily for learn to swim classes and the occasional aqua-aerobic group.

Castle Cove swim school is open throughout the entire year with a two week break over the Christmas Holidays.

Castle Cove Swim School has extremely limited and 'awkward' parking available.

Kelly Johnston Swim School: 90 Pringle Ave, Belrose: This learn to swim operation is based in a private 12m 'backyard' outdoor pool and again poses no threat to Manly Swimming Centre.

Killamey Heights Pool: Trail Ave, Killamey Heights Killamey Heights indoor pool consists of one 25m - 6 lane pool. It is primarily used for private learn to swim classes, the education market and for aquarobics.

The swim centre is open all year round with a two week break over Christmas.

NSW Academy of Sport - Narrabeen Sport & Rec Wakehurst Parkway An 8 lane 25 metre indoor pool, utilised primarily by two swimming squads. This pool is not open for public use.

North Sydney Olympic Pool: Alfred South Street, North Sydney North Sydney Olympic Pool, now 60 years old has begun to show its age and has been experiencing a slow decline for some years now.

The pool currently operates as an outdoor pool from September to April, and is covered by an air supported dome from April through to September to allow for winter swimming. The pool is also closed for three weeks in April and two weeks in September. There are currently two pools:

50m - 8 lane pool, and
Toddlers pool.

North Sydney Olympic Pool also has a small creche which is operational Tuesday, Wednesday, and Thursday Mornings. It runs a small cafe outside which doubles as a swim/sports shop.

Other facilities include an exercise bike room with limited equipment and saunas available in change rooms.

Lap swimming, aqua-aerobics, school coaching and training make up the majority of the user groups.

In the near future major extensions and redevelopment's are planned.

Unlimited Fitness: Christie Street, St Leonards Unlimited Fitness is primarily a 'dry fitness' centre. Numerous facilities are available which include a cardio studio (bikes, steppers, treadmills & rowers), aerobics room, weights room, circuit room, and a tennis / basketball court.

The swimming pool at the centre is an indoor heated 25m - 5 lane pool and is used for squad training and lap swimming.

Other facilities include a creche (operational Mon - Fri 6am - 9pm and Sat - Sun 8am - 7pm) and a conference room.

Casual rates at this centre per visit are as follows:

swim:	\$4.00
gym:	\$10.00
aqua:	\$6.00
aerobic:	\$10.00

The centre is open all year round and provides undercover parking.

Warringah Aquatic Centre: Aquatic Drive, Frenchs Forest Warringah Aquatic Centre has combination indoor and outdoor facilities. Now in its seventeenth year of operation the centre has one indoor 50m - 8 lane pool, and a diving pool with this same water space. This pool utilises a boom to form two separate 25m water spaces.

Two pools are outdoor. These include another 50m - 4 lane pool which is half covered and a toddlers pool.

The centre also has a creche which is operational Monday through to Friday 9am - 12noon. Other facilities include a gymnasium, kiosk and sports / swim shop. The centre does not have any spas or saunas and is open all year round.

Willoughby Leisure Centre: Small Street, Willoughby Willoughby Leisure Centre was opened in July 1990 and has numerous facilities. The centre contains an indoor 25m - 8 lane pool, two leisure pools sharing the same water which are situated at different levels, a spa adjacent to the 25 m pool, a sauna and a second larger spa. The centre also boasts a fully equipped hi-tech gymnasium, a multi-purpose sports hall and a generous sized creche.

Other facilities also include a kiosk known as the "Flat rock Cafe" complemented with a spacious eating area.

Pools located within the Secondary Catchment

	Castle Cove	Kelly Johnston	Killamey Heights	Narrabeen
<u>Pool Type</u>				
Indoor:				
50m				
25m			6 lane	8 lane
<25m	x 2			
Leisure Pool				
Toddlers Pool				
Diving Pool				
Other				
<u>Outdoor:</u>				
50m				
25m				
<25m		12m		
Leisure Pool				
Toddlers Pool				
Diving				
Other				
<u>Other</u>				
Aerobics Circuit				
Weights				
Sauna				
Spa				
Creche				
Kiosk				
Sports Shop				
Gym				
Aquarobics	✓		✓	
<u>Hours</u>				
All year	✓	✓	✓	✓
Seasonal				
<u>Market</u>				
Fitness			✓	
Sport				✓
Education	✓	✓	✓	
Recreational				

	North Sydney	Unlimited Fitness	Warringah	Willoughby
Pool Type				
Indoor:				
50m			8 lane	
25m		5 lane		8 lane
<25m				
Leisure Pool				x 2
Toddlers Pool				
Diving Pool			✓	
Other				
Outdoor:				
50m	8 lane		4 lane	
25m				
<25m				
Leisure Pool				
Toddlers Pool	✓		✓	
Diving				
Other				
Other				
Aerobics Circuit		✓		✓
Weights		✓		✓
Sauna				✓
Spa				x 2
Creche	✓	✓	✓	✓
Kiosk	✓		✓	✓
Sports Shop	✓		✓	
Gym	limited	✓	✓	✓
Aquarobics	✓			✓
Other				multi - purpose hall
Hours				
All year		✓	✓	
Seasonal				
Market				
Fitness	✓	✓	✓	
Sport			✓	
Education	✓		✓	
Recreational			✓	

Future Proposals / Developments

Information was also sought from neighbouring councils and other organisations to identify any future proposals which may impact on the Manly Swimming Centre and any plans it may have for the future.

The following is a summary of this investigation:

Lane Cove Olympic Pool: (approx. 11km away) Lane Cove Council are close to final negotiations regarding the redevelopment of the current Olympic Pool. The plans include a centre which will provide an indoor 25m pool and leisure pool, which will complement their already existing 50m outdoor pool.

North Sydney: (approx. 9km away) The North Sydney Olympic Pool has been earmarked for development for several years. Exact details are unknown but plans are likely to be initiated prior to the year 2000.

Chatswood: (approx. 8km away) Willoughby City Council have initiated studies for the development of an indoor fitness centre in the Chatswood CBD which includes an indoor 25m pool plus additional dry facilities.

Summary

It can be seen from the inventory of pools completed for both the primary and secondary catchments that the Manly Swimming Centre is only 1 of 3 facilities that offer a 50m Olympic Pool.

Apart from the North Sydney Olympic Pool located on the fringe of the Secondary Catchment, Manly Swimming Centre is the only outdoor 50m facility available to North Shore Residents. It finds itself to be a popular target for not only residents located in both catchments but for residents further afield.

Pools that currently pose the greatest threat to the Manly Swimming Centre include the Warringah Aquatic Centre and the North Sydney Olympic Pool, purely because of their proximity to the Manly Swimming Centre and the fact that they are both operational all year round.

Warringah Aquatic Centre (approximately 6 kilometres away) is at times seen as a reluctant alternative for users of the Manly Swimming Centre when water space for competing users is limited. The all year operational status of the Warringah Aquatic Centre is its greatest asset.

North Sydney Olympic Pool, with its ability to operate an outdoor facility throughout Summer and cover the pool during Winter is also considered a competitor of the Manly Swimming Centre. Although located just within the secondary catchment, its 50m pool component and its all year operational status is its greatest strength.

7. Community Consultation

Community Consultation was scheduled over three nights (15th, 16th, 17th April 1997) with five separate community groups identified as being vital to the preliminary consultation process. These groups included:

- Swimming / Sports Clubs
- Swimming Coach + Selected Squad Representatives
- Schools;
- General Community Groups; and
- Season Pass Holders

The response to the community consultation meetings with the swimming / sports clubs, swimming coach and season pass holders was extremely positive. However, only one school was represented (with J.A Nicholas & Associates receiving two written submissions), and no one attending the set meeting for general community groups.

The Process Members of the identified groups were invited to discuss several aspects of the Manly Swimming Centre and input was considered essential in determining relevant local needs and establishing functional requirements. The process used was designed to gather as much information in a short period of time and then consolidate this information into key issues or findings.

Summary The community consultation process was intended to be a 'preliminary' one. It was extremely effective in satisfying our objectives to gather as much information, quickly and effectively.

As a result relevant local needs and establishing functional requirements were reached with major trends emerging. Very strong views were expressed from the select members of the community often with a common ground established. Details of the community consultation process is contained in Appendix 1.

The following summarises the major points gained as a result of community consultation.

Negatives

Seasonal Operation
Limited Water Space
Car Parking
Lack of cover and shade facilities

Preferred Development Options

Increased water space - additional 50m
Indoor facilities
All year operation

The above preferred development options are a result of consulting with the major user groups. Short term and long term strategic plans have been developed as a result of these meetings and can be found in section 10 of this report.

8. Market Positioning

Marketing

There are four core market segments using aquatic centres:

- Recreation
- Fitness
- Education
- Sport

While it is not possible to meet the needs of the whole market segment all of the time there needs to be an understanding of the opportunities available that best suit the facilities. This is called "Market Positioning". The current market position was identified earlier in this report.

Although some centres place a different emphasis on their market direction the most significant demand appears to be the fitness and recreation markets. The sports and education markets, although smaller are capable of high "repeat visit" patterns and should not be underestimated in contributing to income. Evidence shows that the greatest single contributor to income is generated from the fitness market segment.

The market positioning of any new facilities should be as a multipurpose sports, fitness and teaching centre where opportunities for competitive aquatic sports will assume some significance, but will not be allowed to dominate use of the facilities.

Principle usage themes should be:

- Learn to swim and water confidence;
- Fitness and health;
- Organised aquatic sporting activities; and
- to a lesser extent, recreation activities.

The design of the facilities proposed in the concept designs while not able to provide the same level of opportunities as a major state facility, it will provide a regional focus for a broad range of activities.

9. Facility Design

The efficiency of a centre will largely be determined by the size and component mix of the facility to meet market demand comfortably. If a centre greatly exceeds market requirements, operating efficiency is reduced. The larger the facility, the higher the operating costs and if market is unable to fully utilise the range and extent of provision the likelihood of operating deficits increases.

If a facility is undersized there is a danger of placing the facilities under excessive load demands which has a tendency of frustrating users and will impact on usage patterns of the facility.

The objective in facility design is to provide an appropriate size and mix of facility that can accommodate a broad range of market segments in the most efficient and effective way.

There is a direct relationship between the size of facility (expressed as square metres of water space), and capacity in terms of annual user visits. Obviously the larger the facility the greater the capacity while smaller facilities have limitations to programme a wide range of activities.

As a guideline, a factor of 0.003 square metres per visit is used to determine both the size of facility required or the capacity of facilities.

$$\begin{aligned} \text{SIZE OF FACILITY REQUIRED} &= \text{ANNUAL USER VISITS PER ANNUM} \times 0.003 \\ \text{CAPACITY OF FACILITY} &= \text{TOTAL WATER SPACE (sq. metres)} \div 0.003 \end{aligned}$$

This calculation is indicative only. There are many examples of facilities that exceed capacity levels and likewise there are many examples of facilities that cannot achieve anywhere near it's design capacity. It is, however, a useful gauge to determine whether a facility or proposed facility is grossly undersized or oversized for a particular community

Pool Capacities

Pool capacities have been designed as a guide to determine the appropriate population catchments to support a specific facility and the capacity of that facility in user visits per annum.

	Type/Description	Population Catchment Required		Size in Sq. metres	User Capacity in Visits Per Annum
		Primary	Secondary		
Level 1	International FINA/State	150,000	150,000	3,000 +	700,000 -1,000,000+
Level 2	Regional Sport/Leisure	100,000	100,000	1600 - 2300	530,000 -770,000
Level 3	Large Dist Metro/Country	80,000	75,000	1625 - 2100	540,000 -700,000
Level 4	Medium/Large Dist/Country	70,000	60,000	1150 - 1650	380,000 -550,000
Level 5	Medium Dist Metro/Country	65,000	50,000	750 - 1250	265,000 -400,000
Level 6	Small District/Country	45,000	20,000	775 - 1200	300,000 -400,000
Level 7	Small Country	30,000	20,000	675 - 900	225,000 -300,000
Level 8	Neighbourhood/Small Country	20,000	10,000	375 - 500	125,000 -165,000
Level 9	Small Rural	10,000-	-	500 and <	up to 125,000

Note: A standard factor of 0.003 is used to determine approximate user capacity of facilities.

With the exception of a level 1 State facility the primary catchment is defined as a five kilometre radius and the secondary catchment within a 5 - 10km radius of the centre. In country districts catchments should also consider travel time as a method of determining population densities.

Core Components

Core components are illustrations of the type and mix of facilities required to meet broad market needs.

	Lanes	Sq. mts	L1	L2	L3	L4	L5	L6	L7	L8	L9
Main 50m pool	6 - 10	750 - 1250	•	•	•	•	•				
Diving/Utility Pool	8 - 10	600 - 840	•								
Short Course Pool (25m)	6 - 10	375 - 625	•	•				•		•	
Combined Leisure/Short Course	6 - 10	400 - 600			•	•			•		
Separate Leisure	-	400 - 600	•	•				•			
Non Standard Small Pools											•

Note: It is also possible to combine other water spaces to the above core aquatic components depending on need. These could include hydrotherapy pools, small teaching pools and spa pools.

Pool Types

Pool Type	Size		Lanes	Features
Main Pool	50 x 25 metre	1250 sq. metres	10 Lane	Either constant depth, variable depth or depth controlled by movable floors.
	50 x 21 metre	1050 sq. metres	8 Lane	
	50 x 18 metre	900 sq. metres	7 Lane	
	50 x 15 metre	750 sq. metres	6 Lane	

Diving / Utility Pool	33.3 x 25 metre	840 sq. metres	10 Lane	Usually deep water pools
	33.3 x 21 metre	700 sq. metres	8 Lane	
	33.3 x 18 metre	600 sq. metres	7 Lane	

Short Course Pool	25 x 25 metre	625 sq. metres	10 Lane	Usually shallow water pools with variable depth
	25 x 21 metre	525 sq. metres	8 Lane	
	25 x 18 metres	450 sq. metres	7 Lane	
	25 x 15 metres	375 sq. metres	6 Lane	

Separate Leisure	Free formed pool, can include straight edge for teaching	400 - 600 sqm	nil	Various. Usually shallow water with beach entry
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Combined Leisure	25 metre pool plus free formed leisure in one water body	775 - 1125 sqm	6 - 8 Lanes	Multi purpose pool, mainly shallow water
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Mainly Facilities

To design an aquatic centre that will meet the demands of its customers efficiently there is a need to determine the appropriate level of facility required in terms of market potential. This decision needs also to address the financial objectives of full cost recovery in terms of operating costs. Over sizing of this facility could incur a level of operating cost beyond the ability of the market to support.

What has been proposed in the options for pool development is a strategy that is aimed ultimately at providing indoor water space which compliments the present facilities.

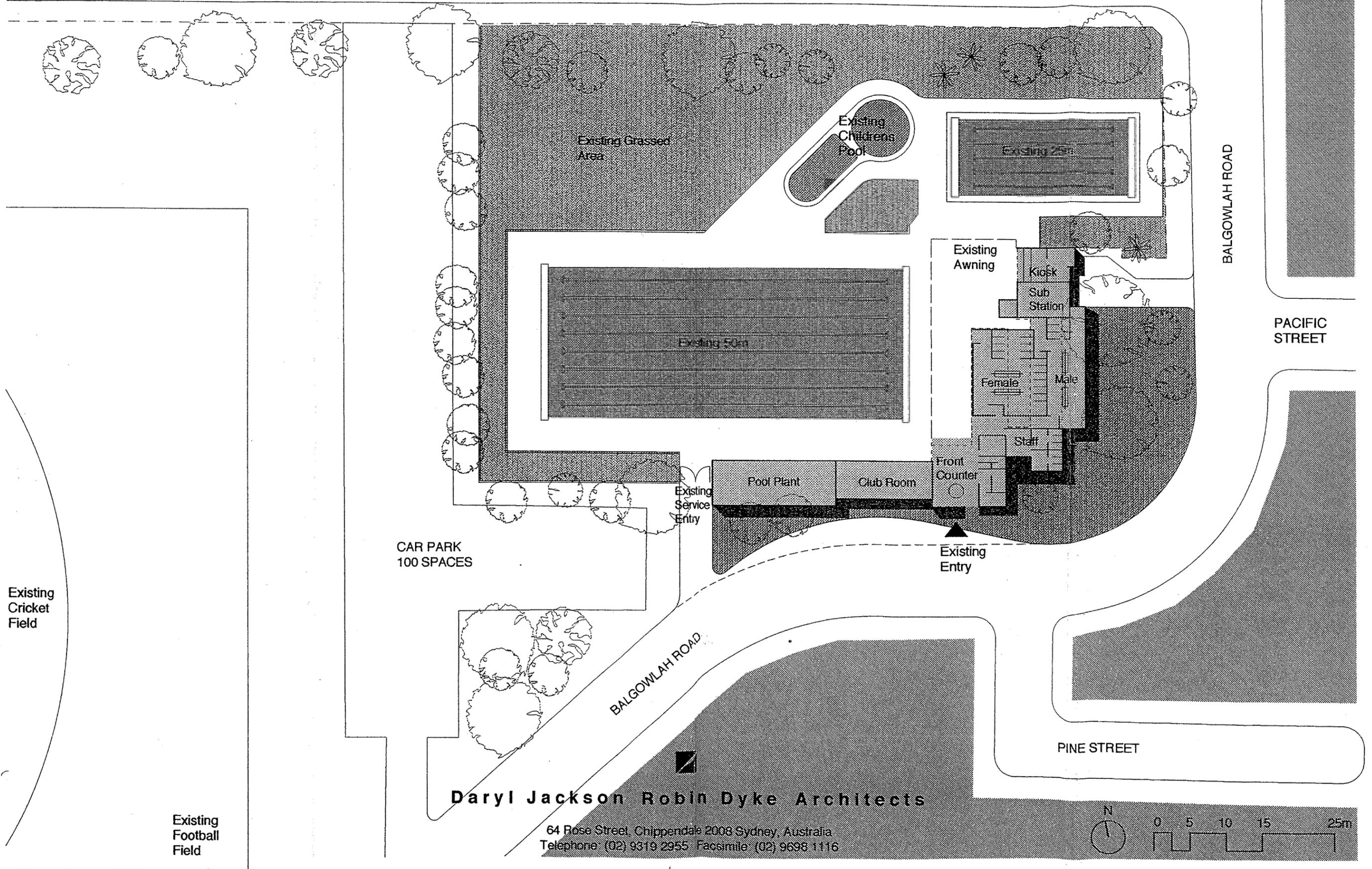
There is clearly a message from the initial community consultation that residents would prefer that the existing outdoor 50 metre pool is to be retained in its present form. This is seen by users as a major positive of the centre. There was also a similar view in retaining the landscaped area adjacent to the pools.

There are concerns about the life of the small teaching pool which may require major maintenance in years to come. The most logical proposal is to provide a completely new development linked to the sports fields adjacent to the complex as outlined in option 4. It is recognised that this is the most costly scenario and Council may prefer to consider a cheaper alternative.

MANLY SWIMMING CENTRE

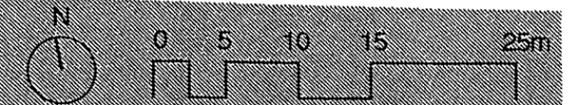
Existing Site Plan

KENNETH ROAD



Daryl Jackson Robin Dyke Architects

64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116



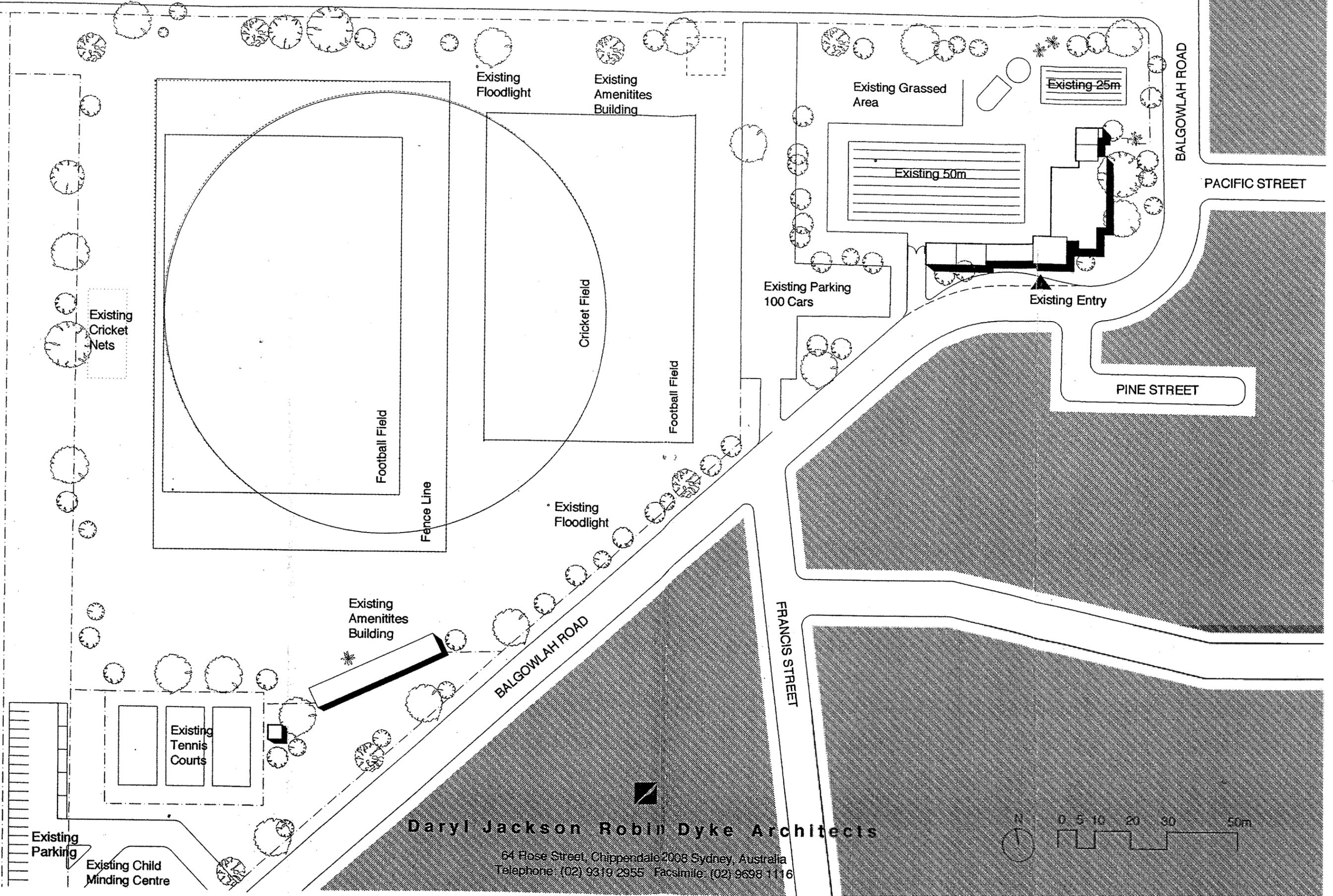
L. M. GRAHAM RESERVE

Existing Site Plan

KENNETH ROAD

Manly Golf Course

Manly Bowling Club



Daryl Jackson Robin Dyke Architects

64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116

Existing Parking

Existing Child Minding Centre

Existing Tennis Courts

Existing Amenities Building

Existing Floodlight

Football Field

Cricket Field

Football Field

Existing Parking 100 Cars

Existing Grassed Area

Existing 50m

Existing 25m

Existing Entry

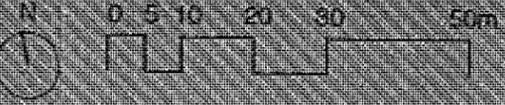
PINE STREET

PACIFIC STREET

BALGOWLAH ROAD

BALGOWLAH ROAD

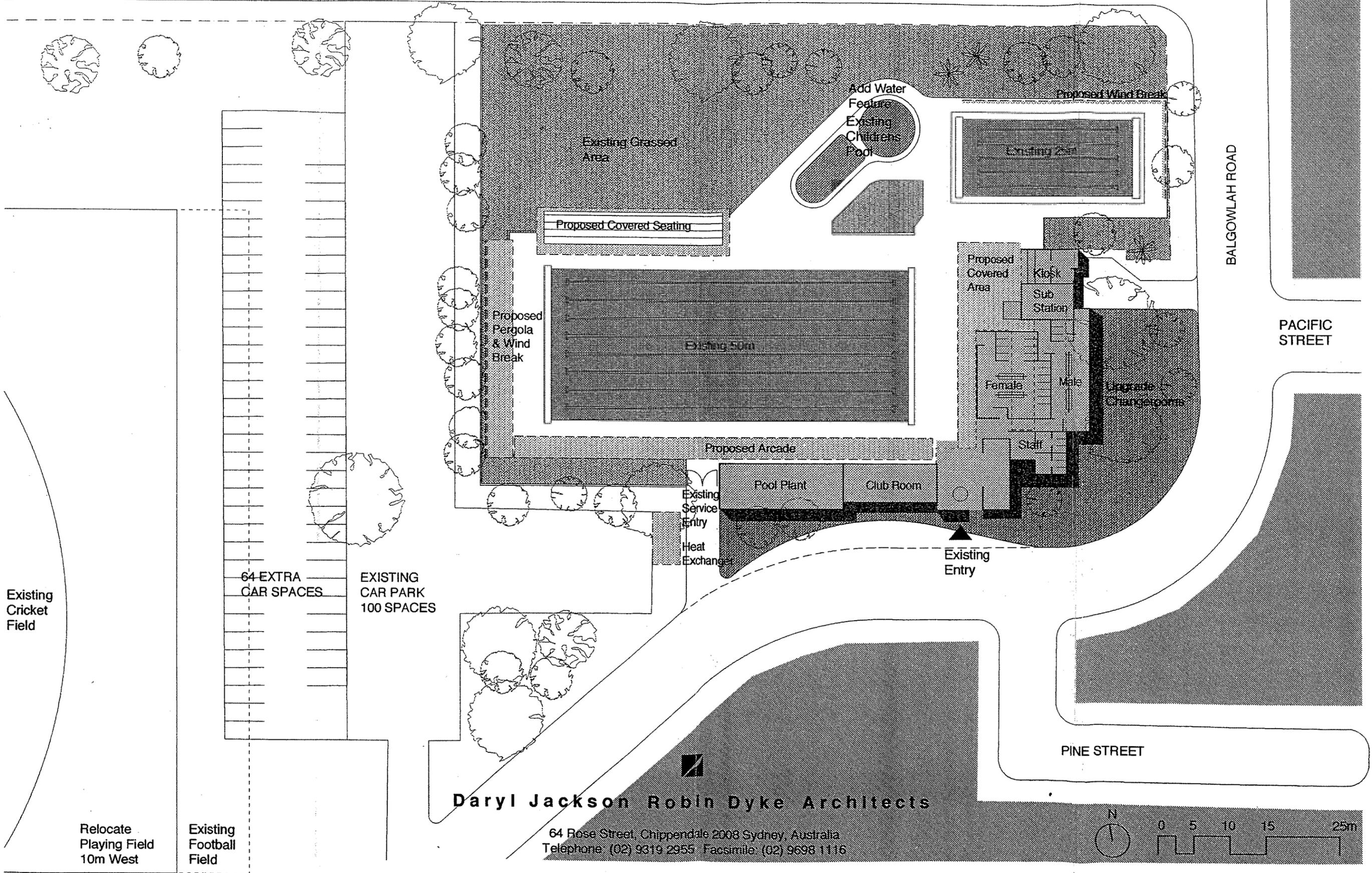
FRANCIS STREET



MANLY SWIMMING CENTRE

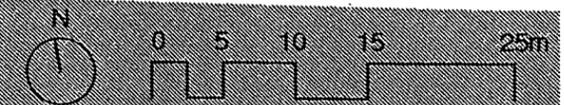
Option 1 Upgrade Existing Centre

KENNETH ROAD



Daryl Jackson Robin Dyke Architects

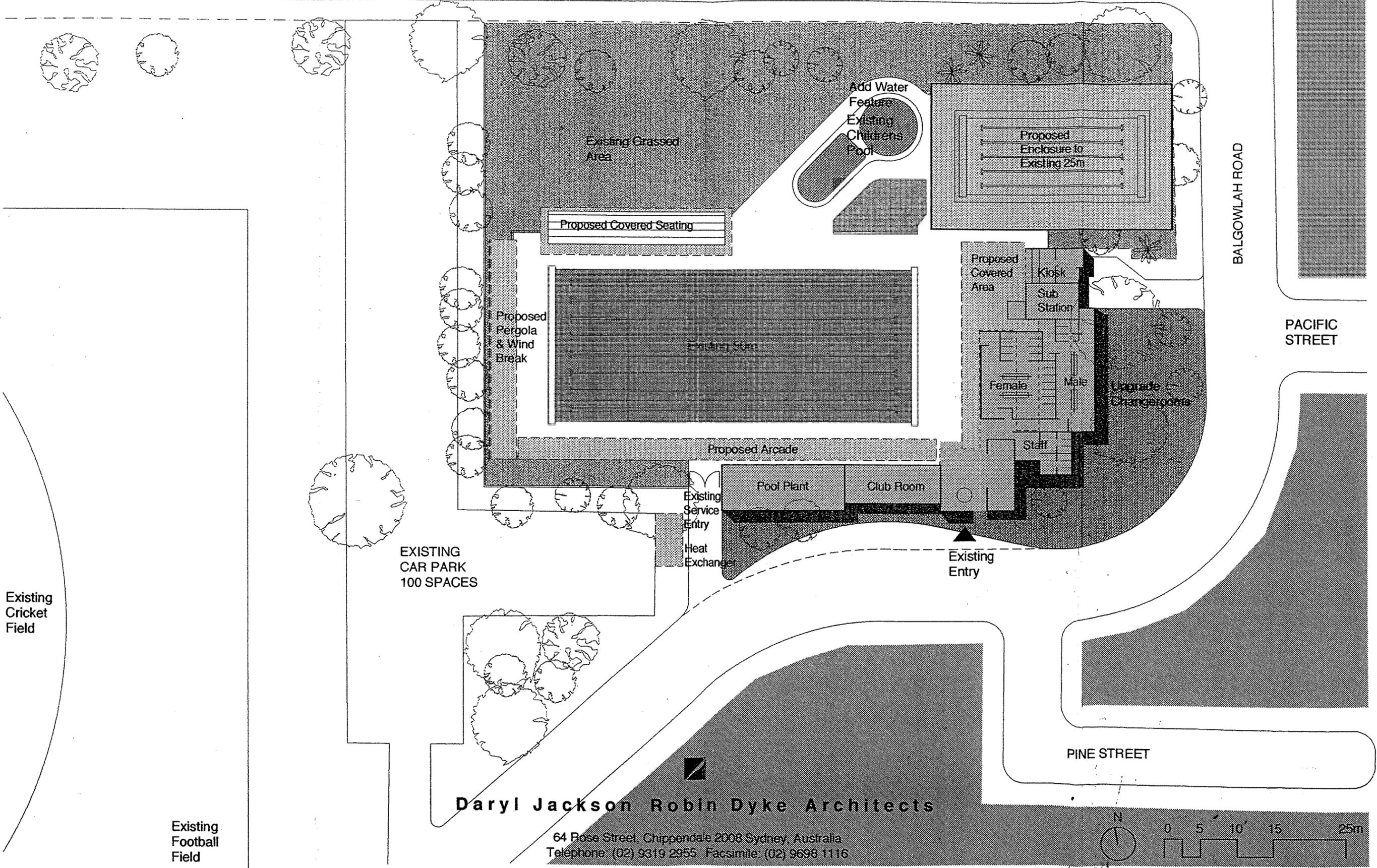
64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116



MANLY SWIMMING CENTRE

Option 2 Enclose 25 Metre Pool

KENNETH ROAD



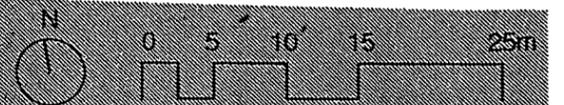
Existing Cricket Field

Existing Football Field

EXISTING CAR PARK 100 SPACES

Daryl Jackson Robin Dyke Architects

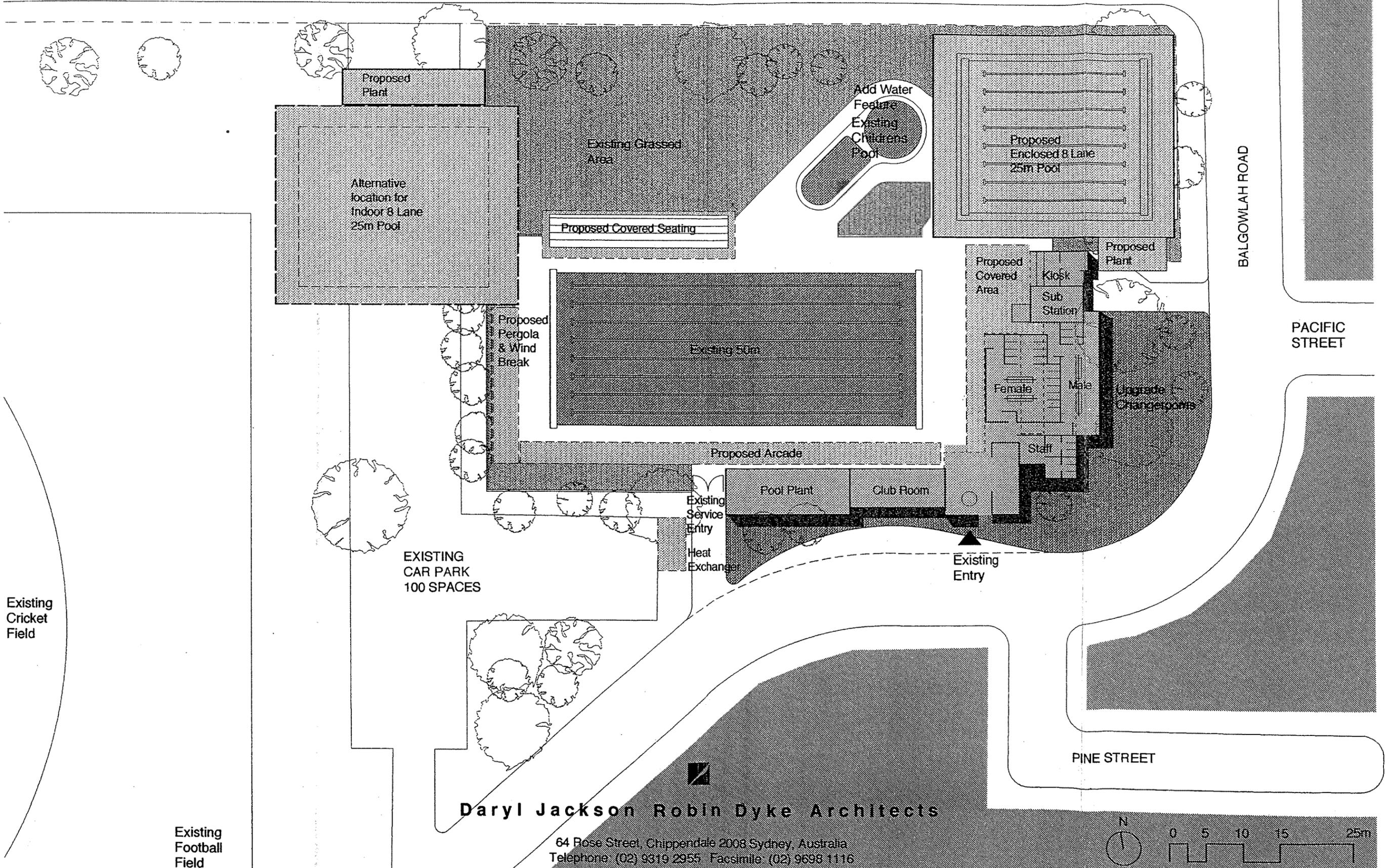
64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116



MANLY SWIMMING CENTRE

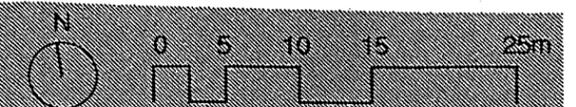
Option 3 New 25 Metre Pool

KENNETH ROAD



Daryl Jackson Robin Dyke Architects

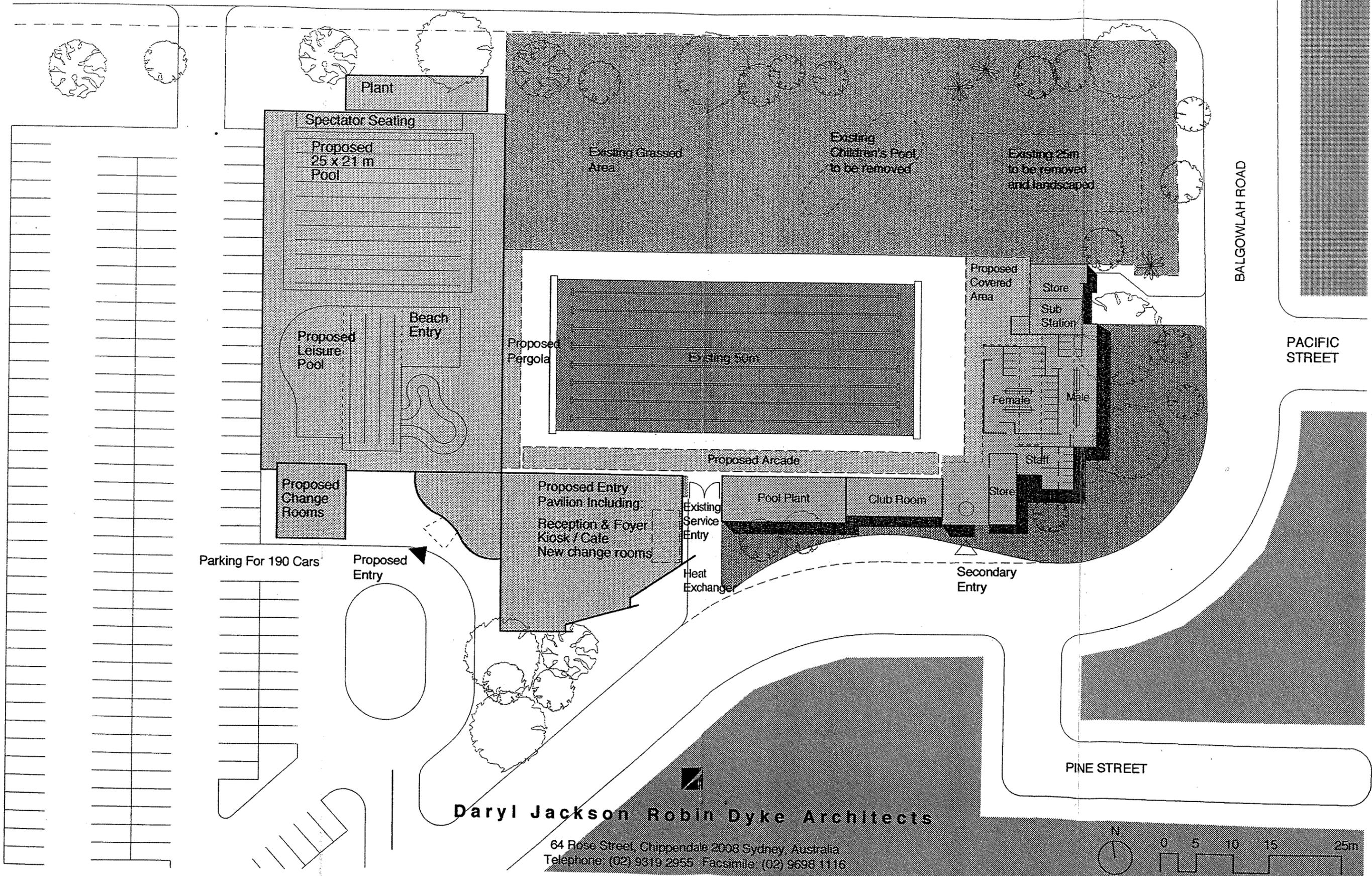
64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone (02) 9319 2955 Facsimile (02) 9698 1116



MANLY SWIMMING CENTRE

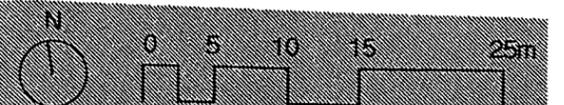
Option 4a

KENNETH ROAD



Daryl Jackson Robin Dyke Architects

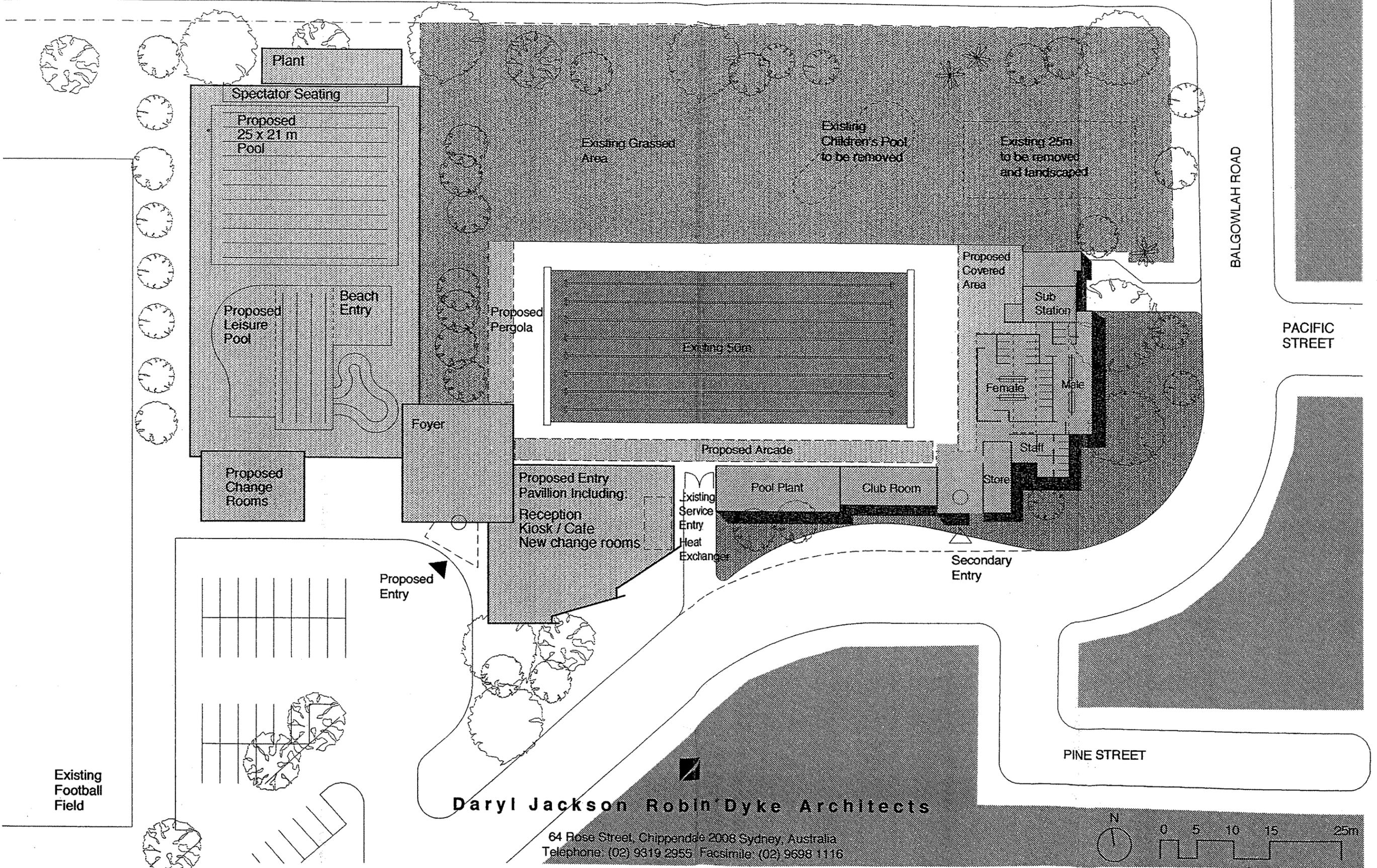
64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone (02) 9319 2955 Facsimile (02) 9698 1116



MANLY SWIMMING CENTRE

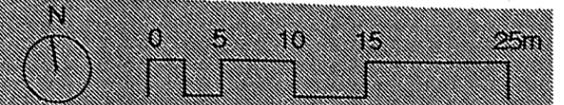
Option 4b

KENNETH ROAD



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Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116



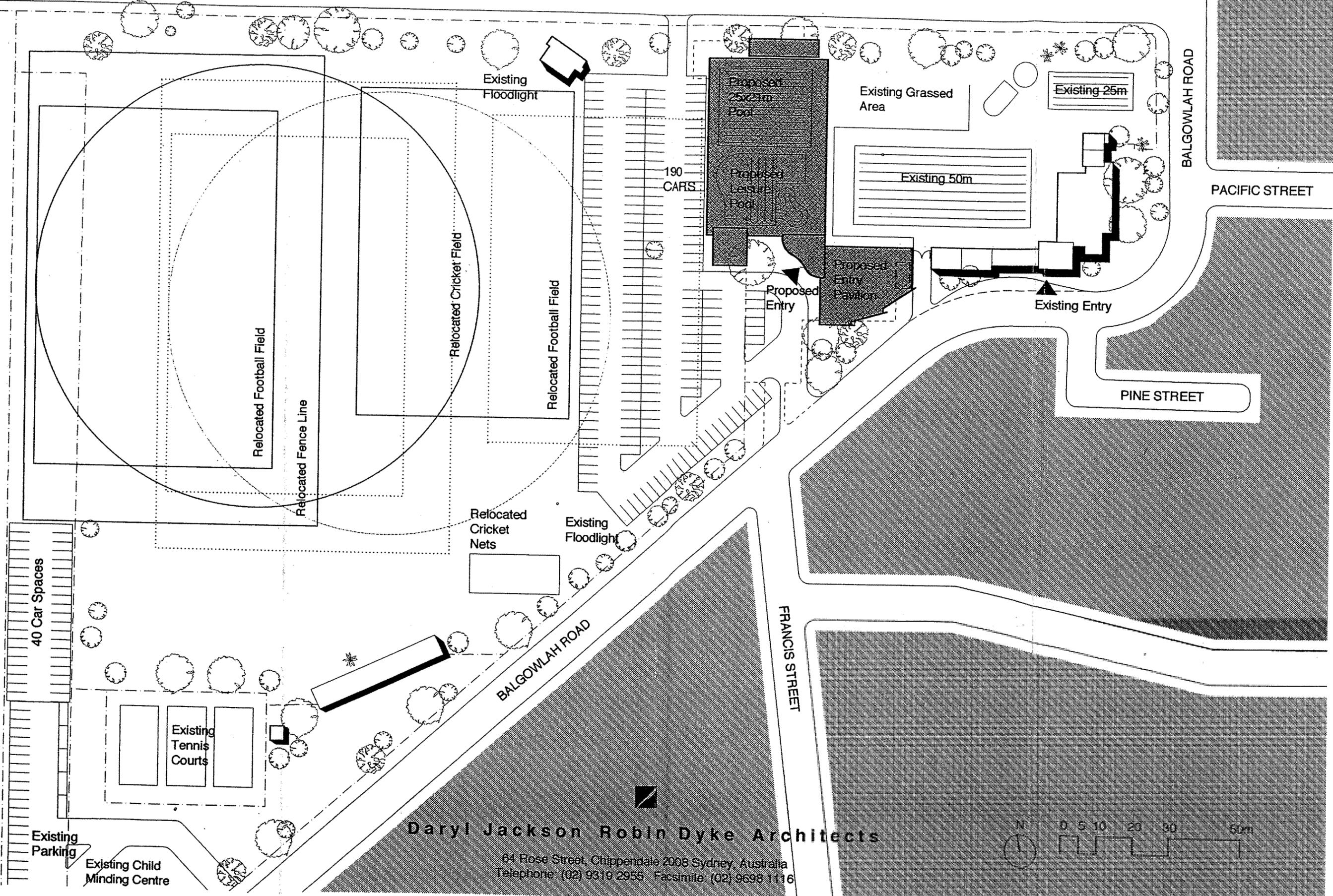
L. M. GRAHAM RESERVE

master plan : option 1

KENNETH ROAD

Manly Golf Course

Manly Bowling Club



Daryl Jackson Robin Dyke Architects

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Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116

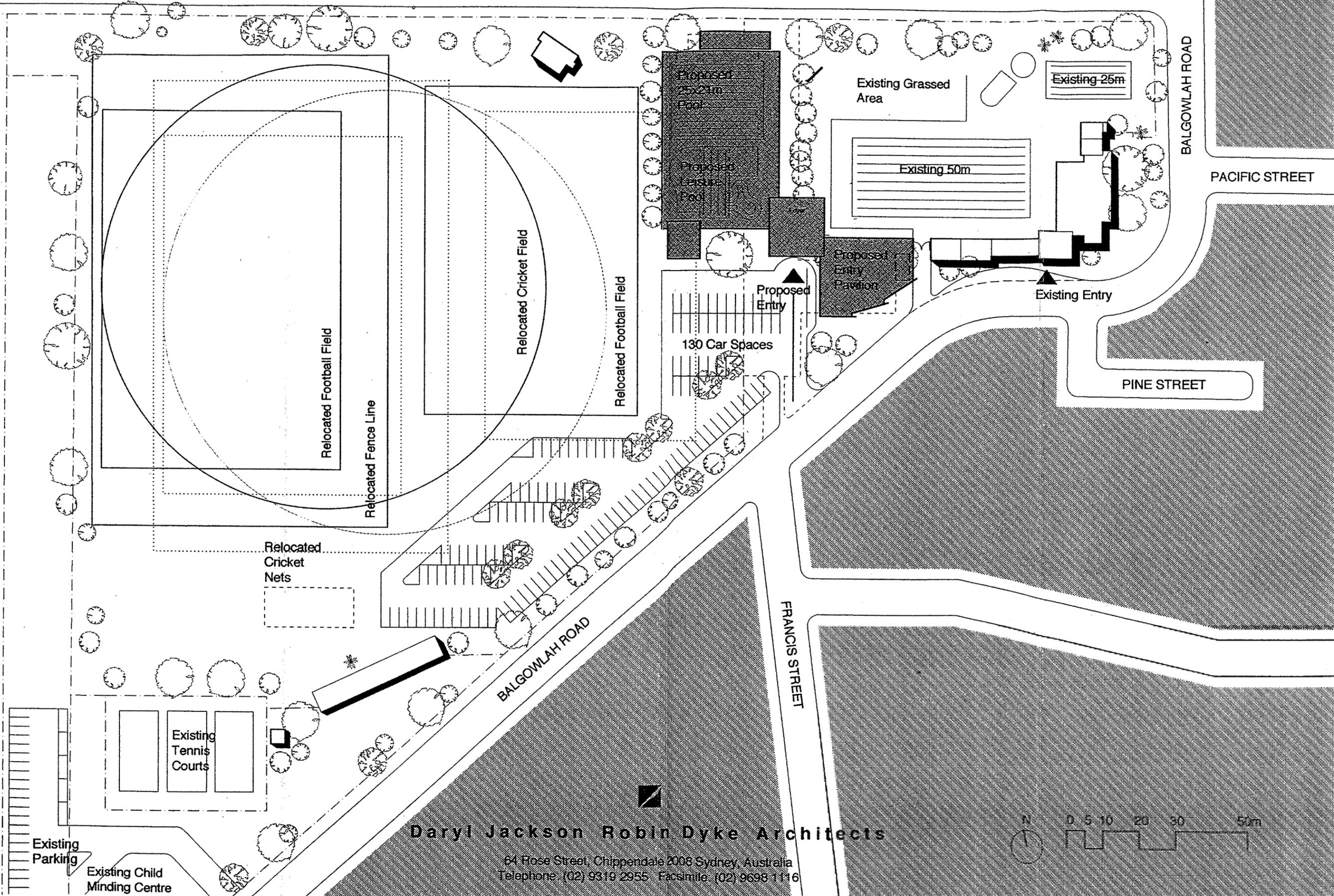
L. M. GRAHAM RESERVE

master plan: option 2

KENNETH ROAD

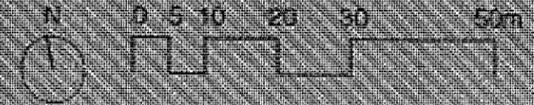
Manly Golf Course

Manly Bowling Club



Daryl Jackson Robin Dyke Architects

64 Rose Street, Chippendale 2008 Sydney, Australia
Telephone: (02) 9319 2955 Facsimile: (02) 9698 1116



10. Options for Pool Development

A range of development options have been prepared illustrating a range of opportunities for Council to consider. Most of these options are self explanatory but it is essential to note a separate issue relating to what is considered external works. These items relate to the existing water heating system which will, in the next few years will be uneconomical and result in considerably higher operating costs.

Replacement of this system is essential. In association with these works are other elements that should be done at the same time namely, improving the protection from the wind and replacing the surface of the 25 metre pool (if it is not replaced.)

This report also provides details of new designs entered in relation to pool hydraulics and water treatment of children's pool. While new centres are required to confirm with these codes, older centres are exempt. At the present stage the Manly facilities do not comply and while it is not formally required to change the present system consideration should be given to modifying the children's pool and teaching pool.

OPTION 1 UPGRADE EXISTING FACILITIES

Strategy

In this strategy, the existing outdoor pools at Manly would be upgraded in response to the communities needs. In doing so, it is accepted that there could be further development and we do not propose to upgrade facilities that might soon be replaced. The upgrading would respond to the proposed extended opening season and include measures to improve bather comfort in the cooler months such as wind breaks and improved change rooms.

Option 1A

Option A has been included in the options presented to Council as a basic no frills option. It does consist of the essential works and improving bather comfort with windbreaks and the upgrading of the change room facilities.

Option 1B

This option includes a general facelift to improve the aesthetics of the centre.

This option also provides a low cost proposal that appeals to the fitness market, elite athletes and swim clubs market, however it has the least opportunity to change the nature of the Council's pool operation from a passive service to pro-active service at a higher value to the community.

It would not generate significant extra income, as it would only be upgrading current outdoor facilities to current user expectations and not provide any new features to attract new users and income.

Existing Facilities

Building Work

- Enclose and upgrade change rooms, providing all weather heated change facilities appropriate to a modern facility. Replacement of dated fixtures and fittings.
- Provide minor upgrade to entry areas and reception to indicate an improved facility and provide a safer and more protected entry.
- Provision of shelter between change facilities and pool, the addition of a covered arcade along the northern facade of the club room / plant room would create an opportunity to upgrade and unify the appearance of the pool buildings while providing a protected space to be used by swimmers before entering and after swimming.
- Replace the inappropriate shelter outside the change room entrances and kiosk to match the other proposed structures. This would provide a pleasant space where patrons could shelter from the elements.
- Provision for 64 extra car spaces adjacent to existing car spaces.
- Provide a minor upgrade to kiosk to allow better presentation and service.
- Install windbreaks along western end of the 50m pool. This could be in the form of a pergola to match the proposed arcade. In winter this would have panels added to eliminate the strong westerly winds.
- Upgrade the terrace seating with sun / rain shelter. This again would benefit the overall image of the centre by incorporating this structure into the proposed framework of the enclosing arcade and pergola structures.
- Work to pool concourse and paths to improve disabled access.
- Install wind breaks to the North and East of the 25m pool at the edge of the pool concourse.
- Minor upgrade to external appearance, render brickwork and allow some work to roofs, addition of new signage to building.

Pool Work

- General maintenance to pools, repairs to tiling.
- Upgrade heating to pool.
- Upgrade toddlers pool with water features.

Landscape Work

- Preparation of a detailed landscape plan to consolidate the existing perimeter planting and the provision of intermediate planning to soften the extent of hard surfaces.

- Develop an overall strategy for the provision of shade structures including examining removal and or relocation of the present shade structures and picnic shelters.
- Pave the existing spectator area and provide 1m deep seating steps.
- Reorient the approach to the entry and provide a larger marshalling and congregating area away from the edge of Balgowlah Road.
- Provide safety fencing to the edge of the road to restrict access Balgowlah Road at the blind corner.
- Provision has been made for the inclusion of a children's playground to the centre.

New Work

Provide roof to change rooms	130m ²
Refurbish change rooms with new furniture and heating	
Arcade	90m ²
Pergola	180m ²
Spectator seating	150m ²
Renew roof of covered area	165m ²
Refurbish front counter	50m ²
Refurbish Kiosk	15m ²
Wind break to 25m pool	45 lm

POOL HEATING

In addition to the above we have been asked to consider further the heating to the Manly Pool. There are two ways of approaching the heating:

- a) Heat Pump solely;
- b) Heat Pump (smaller than (a) plus gas booster)

We have considered both options and the results are as follows, excluding mains upgrade.

A) Heat Pumps Only

I. Outdoor 50m 2-200kw carrier	\$155,000
II. Outdoor 25m 1-200kw carrier	\$90,000
III. Outdoor Childrens 1-50kw carrier	\$24,000
Total	\$269,000

Heating Costs Per Year

- I. \$16,000/year
- II. \$10,000/year
- III. \$2,000/year

Total running cost **\$28,000/year**

B) Heat Pumps With Gas Boost		
I. Outdoor 50m	1-250kw carrier	\$95,000
	1-972mj gas heater	<u>\$21,000</u>
		Total \$116,000
II. Outdoor 25m + childrens pool		
	1-125kw carrier	\$65,000
	1-658mj gas heater	<u>\$18,600</u>
		Total \$83,600
		Total \$199,600

Operating Costs

I. Heat pump	\$12,662
Gas	<u>\$8,520</u>
	\$21,182
II. Heat Pump	\$8,905
Gas	<u>\$4,737</u>
	\$13,642
Total Heating Cost	\$34,824

In Summary

A heat pump with gas boost system for all outdoor pools is some \$69,000 cheaper in base cost excluding electrical and gas upgrade but some \$6,000 more expensive to run on the assumed tariffs.

Thus there is an advantage in the combined system as it will take 11 ½ years of saving in pure heat pump to pay for the extra cost of them.

Location

While it is possible to strengthen the plantroom roof structure and place the heat pumps on the roof we believe this to be not a good idea due to noise and visual pollution.

We consider the best place for the 50m pool heat pumps to be either in the existing services entry or excavated into the back on the other side of the service entry.

The 25m outdoor pool heating should be adjacent to a new plantroom beside the 25m pool possibly to cut into the bank near the kiosk.

The gas heaters for all schemes would be in the plant rooms.

We do see an advantage for a heat pump gas boost system in its flexibility for cold winters where a heat pump may be incapable of providing the necessary additional heat.

OPTION 2 UPGRADE 25m TO ALLOW YEAR ROUND USE

Strategy

The strategy in this option is to upgrade the existing 25m pool as an indoor facility, and provide improved year round facilities for teaching and general fitness users. In this option, access around the pool concourse would be improved, change rooms would be upgraded as per Option 1.

The key aspect in providing year round facilities is protection from the wind. In this strategy a lightweight structure would be erected over the existing 25m pool to allow protection from the elements, particularly wind and rain in winter and sun in summer. The enclosure would be designed to allow for natural ventilation in summer and allow passive solar heat gain in winter. The restrictions of the option are the limited size of the existing pool, the remote location of the pool in relation to entry and the limited life span of the pool tank. Essentially this option would only be seen as a low cost solution.

This option would require significant investment without providing the range of facilities that would generate significant additional income and should be viewed as a short term proposition.

Facilities as for Option 1 and New Work

Provide low cost enclosure to 25m pool
Tile 25m pool

600m²

**OPTION 3A
REPLACE AND ENCLOSE THE 25 METRE POOL**

Strategy

This strategy is to replace the existing 25 metre pool with a 8 lane facility enclosed with an appropriate building. This would enable all year round access for the core swimming activities and in particular would provide significantly improved facilities for the teaching programme.

OPTION 3B

This option provides an alternative location for a new indoor 25m pool. This location is better positioned if the project becomes a staged development and option 4 is chosen with the costs associated with adding other components lower.

**OPTION 4
SIGNIFICANT DEVELOPMENT
NEW INDOOR SWIMMING FACILITY**

Strategy

The strategy that is adopted by this option is the formation of a local/regional indoor/outdoor aquatic centre at Manly, which has the following natural advantages:

- An existing 50 metre x 8 lane outdoor pool can be reused.
- An existing outdoor toddlers pool can be reused.
- There is adequate land for expansion to accommodate a new pool and associated fitness centre activities.
- The present site is centrally located within the Council's boundaries.
- It is located within easy reach of Condamine Street and Pittwater Road with good access from Pittwater, Warringah, Mosman and North Sydney municipalities.
- It has adequate space for parking.
- Opportunities for joint sporting activities with other sports at L.M. Graham Reserve.

Given these advantages, it is considered that these can be enhanced by an expansion of the present centre to provide year round aquatic and fitness facilities for the whole of the Manly City area for neighbouring municipalities.

To meet the needs of the Manly Community and provide a viable facility, a regional all weather centre must provide facilities for:

- Children's Learn to Swim programmes
- Department of Education Learn to Swim programmes
- Adult Learn to Swim programmes
- Squad training for one or more existing swimming clubs
- Swimming for AUSSI
- Recreational lap swimming for children and adults
- Recreation aquatic activity for families
- Therapeutic swimming for disabled children and people with disabilities such as arthritis
- Swimming training for schools
- Competition and training for Waterpolo
- Competition swimming carnivals for schools
- Aqua-fitness
- Spectator facilities
- Fitness activities, aerobics, aerobic theatre and weight machines for adults
- Child minding

With facilities serving these needs the aquatic centre would provide a combined indoor/outdoor facilities that would be available year round. It would also outshine other facilities in the region, such as North Sydney and Warringah by providing a diversity of facilities that would appeal to a wide range of the community. The centre should still be able to retain it's local character and level of service, dependent on the management structure.

The size proposed does not include a full indoor 50 metre pool, but will provide a facility that is realistic in size and capital cost, and therefore a facility that can be readily managed to make an operating surplus.

Option 4 Facilities

Further investigation and market analysis would be required to prepare a detailed brief for a development of this nature. Therefore, the areas and sizes given should only be given as a guide.

Existing Facilities

as per Option 1, but add

New Indoor Facilities

New 25m x 8 lane pool with wet deck all round 1.1 to 1.4m deep

New free form leisure pool with wet deck - 400m² of water, with 4 x 20 metre teaching lanes, beach entry, and stepped sides

Additional features such as a Water Slide, Rapid River, Spa's, Steam Rooms and other water features could also be included and would increase it's market potential

Male and female change rooms - 120m²

Family/disabled persons change rooms - 10m²

The development costs for the options can be found in the following table.

The summary of costs was compiled from estimates prepared by PAGE KIRKLAND PARTNERSHIP and GEOFF NINNES FONG PARTNERS for this report.

The costs were derived from 1:500 sketch plans for the various options and information provided by the consultancy team.

The figures represent only a broad order of costs and are subject to the development of a more detailed brief.

Furniture, fitout and equipment have been excluded for the new buildings.

Work outside the pool area (landscaping, relocation of existing services, relocation of playing fields and the carparking) have been excluded.

MANLY SWIMMING CENTRE	BASE COST		OPTION 1		OPTION 2		OPTION 3		OPTION 4	
	Essential Works	Base Costs	1A Upgrade and Repairs to existing centre Basic No Fills	1B Upgrade and repairs to existing centre and Grandstand seating	Upgrade and repairs to the 25m pool - repair lining	3A New 25m Indoor Pool 8 lane	3B New 25m Indoor Pool 8 lane Alternative Location	Upgrade and repairs to existing centre and New entry building indoor 25m pool - indoor leisure pool		
Upgrade Existing Facilities										
Upgrade external facade and signage		\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	
Upgrade existing kiosk		\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	
Upgrade existing change rooms		\$45,800	\$45,800	\$45,800	\$45,800	\$45,800	\$45,800	\$45,800	\$45,800	
Arcade		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
Pergola and Wind Break		\$17,800	\$17,800	\$17,800	\$17,800	\$17,800	\$17,800	\$17,800	\$17,800	
Renew exist., covered area		\$23,900	\$23,900	\$23,900	\$23,900	\$23,900	\$23,900	\$23,900	\$23,900	
Upgrade spectator seating		\$43,400	\$43,400	\$43,400	\$43,400	\$43,400	\$43,400	\$43,400	\$43,400	
Replace ext. furniture / structures		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
New Playground		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
Upgrade Existing Pools										
50m pool, heat pumps + gas boost	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	\$116,000	
Children's Pool, add water feature	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	
Children's Pool, Filtration & Balance Tank	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	
25m Pool filtration and balance tanks	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	
Children's Pool, Heat Pumps (see 25m heat)										
25m pool, add windbreak	\$7,100	\$7,100	\$7,100	\$7,100	\$7,100	\$7,100	\$7,100	\$7,100	\$7,100	
25m pool, resurface (refibreglass)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
New Work										
25m pool, tiled surface	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	
25m new filtration & balance tank	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	
25m pool + childrens pool, heat pumps + gas boost	\$83,600	\$83,600	\$83,600	\$83,600	\$83,600	\$83,600	\$83,600	\$83,600	\$83,600	
25m pool, enclosure	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	\$1,560,250	
Allowance for demolition & landscaping	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	
Light Weight Enclosure	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	
Entry Building	\$587,250	\$587,250	\$587,250	\$587,250	\$587,250	\$587,250	\$587,250	\$587,250	\$587,250	
Indoor 25m & leisure pool	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	\$2,740,400	
Change rooms	\$464,400	\$464,400	\$464,400	\$464,400	\$464,400	\$464,400	\$464,400	\$464,400	\$464,400	
Plant	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	\$1,160,750	
Entry canopy	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	
Sub Total			\$252,200	\$397,500	\$594,000	\$3,009,250	\$3,009,250	\$3,009,250	\$3,009,250	\$5,283,000
Contingency 5%			\$12,610	\$19,875	\$29,700	\$150,462	\$150,462	\$150,462	\$150,462	\$264,150
Total			\$264,810	\$417,375	\$623,700	\$3,159,712	\$3,159,712	\$3,159,712	\$3,159,712	\$5,547,150
Preliminaries & Margins - assume 20%			\$52,962	\$83,475	\$124,740	\$631,943	\$631,943	\$631,943	\$631,943	\$1,109,430
Total Construction Costs			\$317,772	\$500,850	\$748,440	\$3,791,655	\$3,791,655	\$3,791,655	\$3,791,655	\$6,656,580
Consultants Fees - assume 10%			\$31,772	\$50,085	\$74,844	\$379,165	\$379,165	\$379,165	\$379,165	\$665,658
TOTAL DEVELOPMENT COST			\$349,544	\$550,935	\$823,284	\$4,170,820	\$4,170,820	\$4,170,820	\$4,170,820	\$7,322,238

Note: It is assumed that any upgrade / development will implement Heat Pumps with Gas Boost. The above table reflects these costs.

RECOMMENDATIONS

From our assessment described in detail in the study report, we consider that the Option that will provide the best responses to community needs and provide Council with the most cost effective operating solution is contained in Option 4.

We therefore recommend Option 4 be adopted, though it is possible to stage the development over a number of years to enable Council to distribute the capital costs. It would also be advisable to implement the reorganisation of the L.M.Graham Reserve as soon as possible , so as not to lose the opportunity for development.

11. Financial Projections - Option 4

Financial performances will be determined by the location of the Centre, component mix of facilities, method of operation, programming policies, fees and charges, the market positioning of the Centre in terms of demand in the catchment area and how the operator interprets user trends in the industry.

For the purposes of estimating the financial projections the consultants have developed a profile of users based on industry standards and from the analysis of the existing users of the Manly centre. This process is representative only and is used to develop income estimates.

Assumptions are based on the potential demand and are detailed as follows

- Male and female will be equally represented
- Age distribution is likely to be

0-15 years	30% (inc teaching programme)
15-25 years	25%
25-40 years	35%
40 + years	10%
- The strongest demand is likely to occur between 5am - 10.30am (25%) and 4pm - 8pm (40%)
- It can be expected that more than 85% will travel to the centre by car
- The majority of users 70%+ are likely to stay at the centre between 30-90 minutes
- The strongest demand can be expected from the fitness market (50%) followed by recreation market (20%) learn to swim / education markets (15%) sports use 7% and others making up the remainder (families etc)

The annual attendance assumes patronage of 500,000 visits and takes into account the market positioning of the centre and the usage patterns described in this report. Attendances for the first year have been reduced by 20% to reflect establishment of programmes and services post construction.

The breakdown of users is in broad categories only and should not be viewed as being representative of the depth of programming proposed for the centre. It is acknowledged that there could be enormous diversity of activities related to the aquatic facilities that may eventually be provided.

Projected Annual Attendances

		Year 1	Year 2	Year 3
Adults	32%	128,000	160,000	160,000
Students	10%	40,000	50,000	50,000
Family (15,000 x 5)	15%	60,000	75,000	75,000
Adult 20 Visit (2,500 x 20)	10%	40,000	50,000	50,000
Student 20 Visit (500 x 20)	2%	8,000	10,000	10,000
Fitness Centre				
Adult	6.5%	25,600	32,000	32,000
Student	1.5%	6,400	8,000	8,000
Programmes				
Swimming Lessons	8%	32,000	40,000	40,000
School Programmes	10%	40,000	50,000	50,000
Aquarobics	2.5%	10,000	12,500	12,500
Fitness Classes	2.5%	10,000	12,500	12,500
Creche				
Total	100%	400,000	500,000	500,000

Fees and Charges

Based on current market rates a fee structure has been devised for the purpose of estimating income. The schedule covers a general range of fees and is not intended to reflect a final recommendation fee structure.

	Year 1	Year 2	Year 3
General Entry			
Adults	\$3.00	\$3.50	\$3.75
Students	\$2.00	\$2.70	\$3.00
Family	\$9.00	\$10.00	\$10.50
Adult 20 Visit	\$48.00	\$56.00	\$60.00
Student 20 Visit	\$32.00	\$43.00	\$48.00
Fitness Centre			
Adult	\$7.50	\$8.00	\$8.50
Student	\$5.50	\$6.00	\$6.50
Programmes			
Swimming Lessons	\$7.00	\$7.50	\$8.00
School Programmes	\$2.00	\$2.70	\$3.00
Aquarobics	\$6.00	\$6.50	\$7.00
Fitness Classes	\$6.00	\$6.50	\$7.00

Income Estimates

Income estimates have been calculated using the data on projected attendances and the fee structure.

	Year 1	Year 2	Year 3
General Entry			
Adults	\$384,000	\$560,000	\$600,000
Students	\$80,000	\$125,000	\$137,500
Families	\$108,000	\$150,000	\$157,500
Adult 20 Visit	\$96,000	\$140,000	\$150,000
Student 20 Visit	\$10,240	\$20,000	\$22,000
Fitness Centre			
Adult	\$192,000	\$256,000	\$272,000
Student	\$35,200	\$48,000	\$52,000
Programmes			
Swimming Lessons	\$224,000	\$300,000	\$320,000
School Programmes	\$80,000	\$125,000	\$137,500
Aquarobics	\$60,000	\$81,250	\$87,500
Fitness Classes	\$60,000	\$81,250	\$87,500
Other			
Catering Facilities	\$40,000	\$50,000	\$50,000
Sports Shop	\$10,000	\$12,000	\$12,000
Pubic Phone	\$5,000	\$7,500	\$7,500
Lockers	\$10,000	\$12,000	\$12,000
Total	\$1,394,440	\$1,908,000	\$2,105,000

Note: Income estimates for the swimming teaching programme should be reduced if Council continues to contract these services out in the future implications in year 1 are less \$160,000, year 2 less \$200,000 and year 3 less \$210,000.

The net losses after adjustments for labor costs for this programme are \$2,764 in year 1, \$32,354 Year 2, and \$37,325 in year 3.

Expenditure Estimates

	Year 1	Year 2	Year 3
Salaries and Wages	\$1,119,717	\$1,153,308	\$1,187,907
Energy Costs	\$240,000	\$260,000	\$265,000
Chemicals / Water Treatment	\$40,000	\$42,500	\$45,000
Rates and Taxes (Water)	\$3,500	\$4,000	\$4,500
Maintenance and Repairs		\$35,000	\$45,000
Grounds Maintenance	\$17,000	\$18,000	\$19,000
Telephone	\$9,000	\$9,500	\$9,500
Advertising	\$20,000	\$22,500	\$25,000
Printing and Stationary	\$25,000	\$27,000	\$28,000
Cleaning / Consumables	\$18,000	\$19,000	\$20,000
Security Services	\$3,500	\$4,000	\$4,500
Uniforms / Staff Development	\$7,500	\$10,000	\$10,500
Insurance	\$15,000	\$18,000	\$19,000
Provision for Building & Plant Refurbishment	\$30,000	\$50,000	\$50,000
Total	\$1,548,217	\$1,672,808	\$1,732,907

Notes on Expenditure

1. Operating Hours

The operating hours for the Centre have been based on the assumption that the indoor facilities would be opened from 6.00am - 9.00pm, Monday to Friday and from 6.00am - 8.00pm, Saturday and Sunday, all year round.

The outdoor pool would remain a seasonal operation opening in September of each year and closing in May. Operating hours of the outdoor pool should remain flexible and be opened or closed depending on prevailing conditions, programme bookings and bather loadings.

2. Swimming Teaching Programme

Cost of the swimming teaching programme should be reduced if these services are contracted. Cost should be adjusted down by \$162,700 in year 1, \$167,500 in year 2 and \$172,672 in year 3.

Total Staff Requirements

Full Time	\$468,066
Part Time/Casual	\$361,354
Sub Total	\$829,420
On costs 35%	\$290,297
Total	\$1,119,717

Wage costs have been increased by 3% in years 2 and 3 to reflect CPI increases.

4. Energy

Energy costs are based on the assumption that the new facilities would utilise heat pump technology for heating. The estimated annual costs less recoverables would be in the vicinity of \$180,000 maintaining main pool water temperatures at 28°C indoors and 24°C outdoors

A provisional sum of \$60,000 has been added for the heating of the outdoor pool during summer periods.

5. Chemicals/Water Treatment

Water treatment costs are based on the use of an ozone/chlorine water treatment plant for the new facilities and the maintenance of the existing chlorine system for the outdoor pool.

6. Rates and Taxes

A provisional sum has been allocated for water rates and have been based on other centres in NSW.

7. Maintenance

In the first year of operation the proposed centre would be under a defects liability period and no provision has been made for general maintenance. In years 2 and 3 a provisional sum has been allocated.

8. Telephone

A provisional sum has been allocated for telephone services and are based on other centres experiences in terms of operating costs.

9. Advertising and Marketing

A provisional sum has been allocated for advertising costs for the Centre. This does not include the costs of preparing brochures for the Centre which are included in other cost centres.

10. Printing/Stationary/Postage

A provisional sum has been allocated for these costs and are based on the experience of similar centres in NSW.

11. Cleaning Materials

Funds for these items have been based on other centres and includes all cleaning materials and stores and consumable items.

12. Insurance

The anticipated cost for public liability, professional indemnity and building insurance has been provided and is based on other facilities of this type and nature.

13. Note

The budgets illustrated do not take into account depreciation costs, interest on loans or capital repayments. As each local government authority treats these issues differently only the operating costs have been shown.

Should it be necessary to apply these costs the net figures need to be adjusted accordingly.

Summary of Income and Expenditure

It could be expected that the operating performance of a Centre as described in this report would be as follows:

	Year 1	Year 2	Year 3
Income	\$1,394,440	\$1,908,000	\$2,105,000
Expenditure	\$1,548,217	\$1,672,808	\$1,732,907
Surplus/(Deficit)	(\$153,777)	\$235,192	\$372,093

Based on a capital cost of approximately \$7.0 Million which assumes no State or Federal Government grants and the funding secured from borrowing's at 8% per annum, it can be seen that the Centre would usually achieve a commercial return.

If funds are raised from State and Federal Governments together with Council contribution from Section 94 funds and / or capital works programmes and assuming borrowing's of 50% of the project costs it can be seen from the illustration overpage that it would be many years before debt could be retired based on an operating surplus of \$300,000 per annum.

Year	Opening Balance	Interest Rate	Interest Payable	Capital Repayment	Total Payment
1.	\$3,500,000	8%	\$280,000	\$20,000	\$300,000
2.	\$3,480,000	8%	\$278,400	\$21,600	\$300,000
3.	\$3,458,400	8%	\$276,672	\$23,328	\$300,000
4.	\$3,435,072	8%	\$274,806	\$25,194	\$300,000
5.	\$3,409,878	8%	\$272,791	\$27,209	\$300,000
6.	\$3,382,669	8%	\$270,614	\$29,386	\$300,000
7.	\$3,353,283	8%	\$268,263	\$31,737	\$300,000
8.	\$3,321,546	8%	\$265,724	\$34,276	\$300,000
9.	\$3,287,270	8%	\$262,982	\$37,018	\$300,000
10.	\$3,250,252	8%	\$260,020	\$39,980	\$300,000
11.	\$3,210,272	8%	\$256,822	\$43,178	\$300,000
12.	\$3,167,094	8%	\$253,368	\$46,632	\$300,000
13.	\$3,120,462	8%	\$249,637	\$50,363	\$300,000
14.	\$3,070,099	8%	\$245,608	\$54,392	\$300,000
15.	\$3,015,707	8%	\$241,257	\$58,743	\$300,000
16.	\$2,956,964	8%	\$236,657	\$63,343	\$300,000
17.	\$2,893,621	8%	\$231,489	\$68,511	\$300,000
18.	\$2,825,110	8%	\$226,008	\$73,992	\$300,000
19.	\$2,751,118	8%	\$220,090	\$79,910	\$300,000
20.	\$2,671,208	8%	\$213,697	\$86,303	\$300,000
21.	\$2,584,905	8%	\$206,793	\$93,207	\$300,000
22.	\$2,491,698	8%	\$199,336	\$100,664	\$300,000
23.	\$2,391,034	8%	\$191,282	\$108,718	\$300,000
24.	\$2,282,316	8%	\$182,585	\$117,415	\$300,000
25.	\$2,164,901	8%	\$173,192	\$126,808	\$300,000
26.	\$2,038,093	8%	\$163,047	\$136,953	\$300,000
27.	\$1,901,140	8%	\$152,091	\$147,909	\$300,000
28.	\$1,753,231	8%	\$140,258	\$159,742	\$300,000
29.	\$1,593,489	8%	\$127,479	\$172,521	\$300,000
30.	\$1,420,968	8%	\$113,678	\$186,322	\$300,000
31.	\$1,234,646	8%	\$98,771	\$201,229	\$300,000
32.	\$1,033,417	8%	\$82,674	\$217,326	\$300,000
33.	\$816,091	8%	\$65,288	\$234,712	\$300,000
34.	\$581,379	8%	\$46,510	\$253,490	\$300,000
35.	\$327,889	8%	\$26,232	\$273,768	\$300,000
36.	\$54,121	8%	\$4,329	\$295,671	\$300,000
37.	NIL			\$241,550	

12. Key Issues

The estimates and predictions outlined in the previous sections illustrate the potential of the Manly facility post redevelopment. While it is possible to predict outcome with a reasonable level of confidence and certainty the actual performance of the centre will be dependant on the operators ability to control a range of variables which will impact on usage.

In the mid eighties there would have been only a few pools in Australia that recovered full operating costs. Five years ago there were several centres that had achieved full cost recovery. Today there are many examples of centres achieving this milestone with some achieving a commercial return.

The reasons why some centres have been able to record outstanding performance lies in the way in which core issues are managed. This section discusses a range of strategic issues that have a direct relationship to financial outcomes which need to be resolved in the early stages of project development.

Planning It has long been recognised that appropriate management planning will provide a clear and concise direction of the management of community facilities.

Usually expressed as vision, goals, aims and objectives, planning is a management tool that defines the boundaries under which the Centre can operate with an agreed common purpose and performance.

It is important that broad aims and objectives are developed for the proposed aquatic facilities at an early stage. This will enable key stakeholders, the community and the operators to fully understand the purpose and direction of the services provided.

Officers of the Council have taken the initial step in the direction by the preparation of a detailed business plan in 1996. This plan should be reviewed and include an integrated strategy or medium term facility development.

Design Design issues are intrinsically linked to the ability to programme facilities effectively. The balance between shallow and deep, informal and formal water spaces together with the provision of complementary components like gymnasium facilities, aerobics rooms, catering and sports retailing, all have a direct relationship to the ultimate performance of the centres.

Evidence shows the indoor centres have a distinct advantage in providing a greater range of services on a consistent basis which is reflected in annual attendances and usage patterns.

The design of the facilities proposed provides a wide range of programming potential and is suitable for most aquatic activities.

Marketing There are four core market segments using aquatic centres:

- Recreation
- Fitness
- Education
- Sport

While it is not possible to meet the needs of the whole market segments all of the time there needs to be an understanding of the opportunities available that best suit the facilities. The redevelopment should seek to broaden its market thrust and build on the present strong position it enjoys. Particularly in the education and sports markets which are limited at present because of facilities.

Programming Although the concept of programming has been applied to "dry" centres for many years, it is a relatively new concept for swimming facilities.

- Programming is the mechanism which enables the orderly allocation of space.
- It is a valuable management tool that is often ignored in the industry.
- It is a legitimated method of accommodating demand and helps to achieve optimum utilisation of facilities.
- Programming policies should be documented and clearly understood by user groups.

It is essential that the concepts of programming become an integral part of management if the proposed facility is to realise it's full potential. This can include a management role as both "a hirer of facilities" and as an "initiator and developer of services" where the opportunity exists.

Pricing Research conducted by CERM throughout Australia and overseas has consistently identified that customers place greater emphasis on safe and secure car parking, facility cleanliness, and quality services rather than pricing issues.

One of the factors causing high operating deficits at local government swimming pools has been the reluctance on the part of councils to regularly review and increase entry fees. In many cases fees have not been reviewed in accordance with CPI and bear little relationship to cost recovery or the value of the service provided.

It is interesting to note that the top eight performing centres in Australia identified in the CERM research have:

- substantially higher attendance rates and
- charge twice as much in entrance fees.

The introduction of new and different types of facilities will enable the pricing strategy to be more aligned to full cost recovery. It is important that the fee structure applied are set at an appropriate level if the financial objectives of the Centre are to be met.

Management In an industry which is highly market oriented there is a need for management to be flexible and responsive to user needs. Traditionally, local government has shown a reluctance to divert authority to facility managers and the marketing momentum can be lost due to the bureaucratic processes that are in place.

In this environment, decision making can be confusing and inconsistent, causing a lack of direction for management. This can result in staff adopting a "caretaker" management role instead of the dynamic and creative direction required if performance expectations are to be met. Under these conditions there becomes a pre-occupation with servicing the organisation rather than the customers.

It is important that Council recognise the importance of day to day management and provide a framework which allows a reasonable degree of freedom and autonomy.

Factors Which Attract People To Aquatic Centres

Research undertaken by CERM to determine factors which attract the user to aquatic centres identified a range of variables and are ranked in the following order:

- adequate and secure car parking;
- cleanliness of the centre;
- quality of equipment;
- availability of water space;
- friendly and competent staff;
- value for money;
- good design;
- user comforts, eg. water and air quality; and
- other amenities and variation, eg. gym, spa, sauna, etc.

It also compared the top eight performing and the eight bottom performing centres. The following points summarise how the top and bottom centres compare.

The Top Centres

- have substantially higher attendance rates;
- operated with budgets of over a million dollars per annum;
- provide a much wider range of programmes;
- are well staffed, spending over four times as much on employing qualified staff;
- charge twice as much in entrance fees;
- recoup substantially less money from the kiosk etc. (which could suggest that users of the bottom centres have more money to spend given the low entrance fees);
- spend three times as much on energy;
- spend more than twice as much on presentation, (cleaning and maintenance); and
- have equipment valued at five times the amount of poorer performing centres.

In addition to the above, in 1994 the South Australia Division of Recreation, Sport and Racing commissioned a report to examine the Provision of Public Aquatic Facilities.¹ This study reported on the hallmarks of successful centres and current best practice in the industry. These findings were summarised as follows:

- Of the successful centres interviewed all had established clear and predetermined directions with documented management policies.
- The Centres had a very good understanding of the market and were meeting the needs of their targets efficiently and effectively.
- All of the successful centres were heavily programmed offering a wide range of quality services to the public.
- All of the successful centres had realistic and affordable pricing structures which relate to full cost recovery.
- The management of these facilities had flexibility to respond to demand in the market place and were relatively free of rigid or political structures.
- All of the more successful centres had a good mix of facilities which enable a wide range of activities.

¹ The Provision of Public Aquatic Facilities, Hassell & J.A. Nicholas & Associates Pty Ltd, 1995

13. Management Models

The management of community swimming facilities in Australia has essentially taken three distinct directions and are simply described as follows:

<u>Direct Management</u> <ul style="list-style-type: none">● owner operator● contract manager	<u>Independent Management</u> <ul style="list-style-type: none">● commercial lease	<u>Indirect Management</u> <ul style="list-style-type: none">● committee of management● community recreation assoc.● contract services
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Direct Management

Owner Operator As inferred, this model refers to a structure where the Local Government Authority undertakes to provide and operate public facilities in it's community. This is the most common form of management of swimming facilities throughout Australia. The owner takes full responsibility for all aspects of management of the Centre and:

- Retains control over the centre;
- Maintains control over all policy issues;
- Ensures social equity objectives are met;
- Sets fees; and
- Employs and assumes responsibility for all staff.

Contract Manager This form of management has been used extensively in country centres by local government authorities for many years. Various arrangements have developed but key points include:

- The owner usually retains responsibility for all operating costs excluding labour;
- The owner determines operating policies;
- The manager is usually contracted to manage the centre for a fixed fee;
- The manager may or may not be responsible for all staffing;
- The manager may or may not be granted rights to conduct programmes or operate the kiosk;
- The owner may or may not retain all income; and
- The owner has the discretion to determine the contract responsibilities of the respective parties.

Indirect Management

Indirect management is a model that enables varying degrees of control over the policy and direction of the Centre but places the day-to-day management outside government control and interference.

Committee of Management Under the Local Government Act, the Council has the authority to establish committees with delegated powers with predetermined limits. Usually the committee is specifically formed to oversee the management of a facility and can have representatives from the community actively involved.

- Ultimately, responsibility for the actions of the committee rests with the owner of the centre.
- The owner retains some control over the operation of the centre whilst not involved in the day to day operation.
- Terms of Reference are usually drawn up which establishes the limit of their authority.
- The committee is usually required to report regularly to the owner.
- Committees of Management have to rely on the parent authority for formal resolution of issues.
- The Parent Organisation which establishes the committee usually has to underwrite in terms of operating costs.
- Staff employed in the operation are under the auspice of the owner and there is therefore a dual reporting mechanism.

Community Recreation Association A Community Recreation Association is an independent, legally incorporated body which manages a recreation centre on behalf of the owner for the community.

- The association consists of representatives or various groups.
- All decisions are delegated to the association.
- A legal agreement between the owner and the association is formulated.
- Owners have little or no control over the day to day management of the centre.
- Profits from the centre are retained within the community association.
- The owner usually underwrites the association by annual agreement.
- The individual community associations usually require some funding in the short term to enable it to function.
- Individual user groups may over time, come to exert a high degree of influence over the operation of the centre.
- Some associations employ professional contract management groups, eg. YMCA, Leisure Australia, and RLSS.

Contract Management This model is where a management body is contracted to undertake management responsibilities for the owner for a set period of time for an agreed fee. It is a management model that is mainly used where the owner recognises that it does not have the necessary recreation management skills to effectively operate the facilities.

- The owner does not have involvement in the day to day running of the centre.
- There is usually a licence agreement between the owner and the management agency.
- The management agency negotiates with the owner a budget and performance objectives.
- The owner retains control over strategic issues.

Independent Management

It is not uncommon for public authorities to provide land and buildings to serve a community purpose and to lease the management responsibility to either a community body or private operator.

For example, sporting clubs, community clubs or similar organisations are often vested with the responsibility of public owned facilities to conduct activities for the benefit of the whole community. This of course in some cases is an appropriate course of action and provides the community with the opportunity to manage their own affairs at a local level.

It is usual that a lease is in place between an incorporated community body and the Council.

Commercial Lease In some instances, public facilities are leased to the private sector to manage and operate.

The basic elements of a lease agreement is that a legally binding document is prepared between the owner of the building (the lessor) and the manager of the building (the lessee).

- A lease is between two legal entities, ie. the parties must be incorporated or individuals.
- The Lessee has rights over the facility for a specific time in return for a rent.
- The owner has no control of policy and direction and forfeits all involvement in day to day management except in breach of terms.
- The lease is usually for a long period with an option for renewal. Most commercial leases in Australia provide the lessee with right for a five year term.
- It is difficult for the Lessor to withdraw from a lease without the approval of the Lessee. Within the terms of the lease, the Lessee has the freedom to manage the centre as he sees fit.
- Once the lease has been signed, the terms cannot be changed without the consent of both parties except where expressly stated in the terms.

The success of the Independent Management Model depends on the objectives of the leasing body which more often than not are related to generating profits rather than meeting broad community needs.

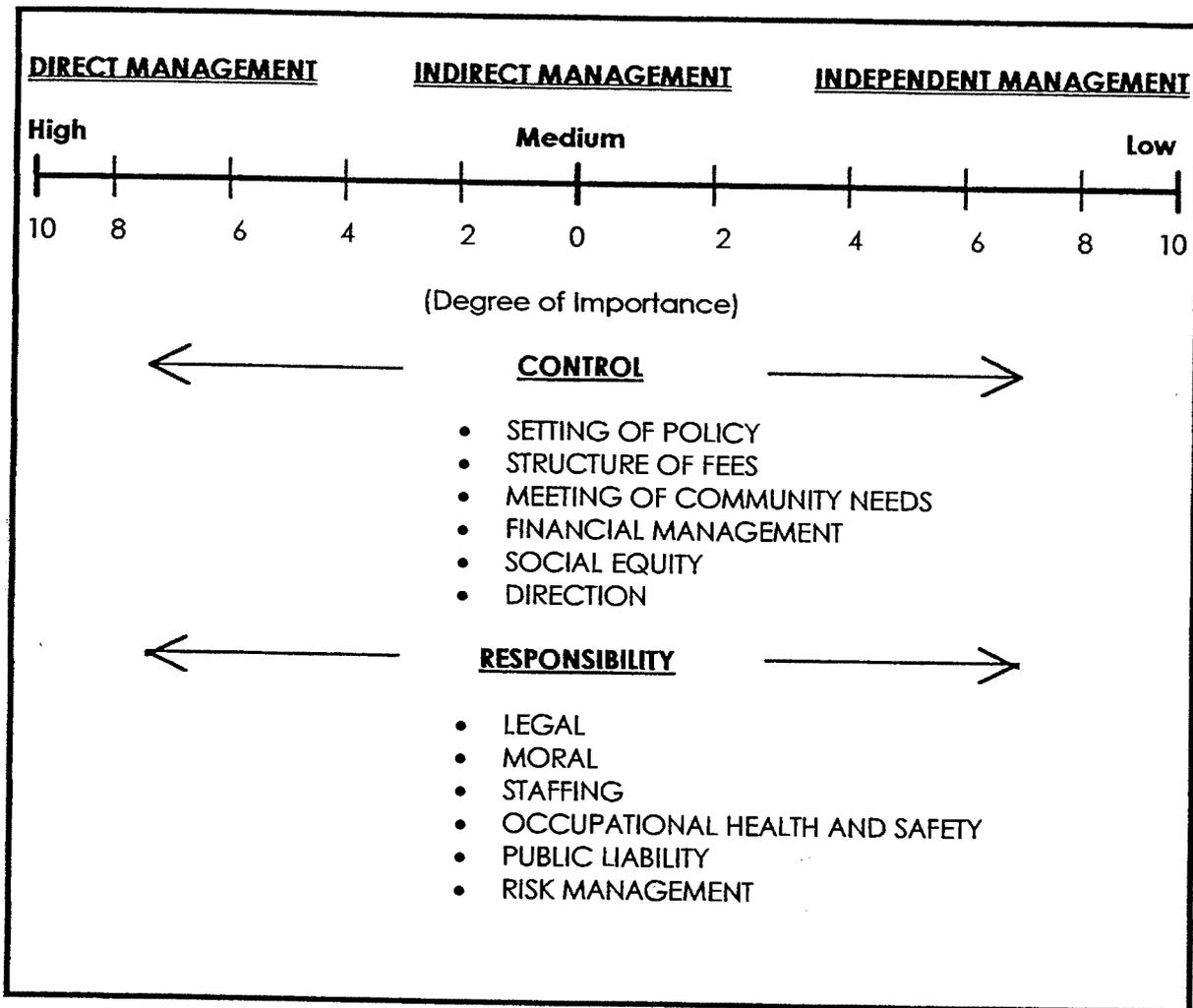
While facility management is recognised as a key issue by local authorities it is generally conceded that swimming facilities are a highly specialised component of the leisure industry and lacks widespread experienced and professionally trained operators to meet current demand.

This combined with other issues already discussed has resulted in increased levels of outsourcing of management and in particular the use of the indirect management model.

Selecting a Model

It is important to recognise that every local government authority has its own agenda and unique set of circumstances in selecting a model.

The figure below illustrates in diagrammatic form, a continuum on which an authority may place a different emphasis on each key issue. The weighting of these key issues will ultimately determine the most suitable management model.



To assist in this process there needs to be clarification of three fundamental questions which should then be weighted in terms of priority.

Level of Control

What level of control does the Council want in terms of

- Policy Decision Making
- Fee Structures
- Social Equity Issues and
- Accountability

Level of Responsibility

What level of responsibility does the Council want to accept in regards to

- Day to Day Management
- Employment of Staff
- Public Liability
- Occupational Health and Safety and
- Risk Management

Level of Performance

What expectations does the Council have in regard to

- Financial Performance
- Usage of Facilities
- Access of Users

Summary

- Currently the Council operates under the direct management model in terms of its swimming pool
- With the centre currently operating effectively and efficiently there are no obvious reasons for this to change in the future. It is important however that Council recognise the management elements which contribute to a successful operation and adopt appropriate policies and procedures to facilitate the management processes.
- there is no evidence in the industry that suggests that one model is more effective than another.
- While management and service delivery is an issue which will impact on the financial outcomes of the centre, the Council should select a model which best suits its needs and which maximises overall benefit to the community. •

14. Funding

Funding

In the past decade a wave of forces have swept across the Australian Public Sector that have produced changes in the role, function and operation of government.

Key among these changes is the tight budgetary position of all levels of government and a reappraisal of the public sectors responsible in the provision of funds for major sporting developments.

At a Federal Government level a range of schemes previously available for the provision of sports and recreation facilities have been dismantled. Although assistance programmes have continued for the Olympic 2000 Games effort, by and large no formal grant schemes exist for local or regional development of facilities. Some funds however are available for infrastructure development.

State Government Resources

The NSW State Government has historically played a role in the provision of funds for the development of sporting and recreation facilities. At the present time, however, there is a focus again on the Olympic facilities and the commitment to complete the various venues of the Games before the year 2000.

There are two schemes that are currently available for limited funding.

The Regional facilities programme and
The Capital Assistance Programme

Regional Facilities Programme

At the present time approximately \$2.5 Million has been allocated for the development of major facilities throughout NSW. There are 73 pending applications for facility development which includes a backlog of projects for the past 2 ½ years. In addition a further \$4.0 Million has been allocated for the 1997 / 98 financial year. The maximum grant is \$300,000 and has to be matched on a dollar for dollar basis. Recent approvals of funding tends to favour country and regional facilities rather than metropolitan areas.

Capital Assistance Fund

The capital assistance fund receives an annual allocation specifically aimed at upgrading or improving facilities. Approximately \$4.0 Million has been allocated for the 1997 / 98 financial year which is to be spread equally across the 100 or so state electorates. On this basis the maximum grant available is \$40,000 depending on the number of applications received per electorate and the nature and type of requests made.

The state position of funding is expected to continue in to the foreseeable future due to two main factors:

continuing budgetary constraints

the continuing demand for funds for facilities associated with the Olympic 2000 Games.

In the Years beyond the Games there could be some easing of the present situation and further funds could be available.

Local Government Sources

Local Government has traditionally funded the provision of community projects from three main sources; general rates received, loan borrowing and non rate revenue. Pressures on these sources is increasing making it more difficult for local government. The following profiles the older and newer methods of securing funding for development.

Rate Revenue

Under the local government structure reform process, the general rate base of a local authority is restricted in real terms. Local government in NSW now have to apply to increase rates beyond annually assessed reviews by the State Government.

In this environment competition for general rate revenue will intensify. Local authorities will increasingly prioritise projects and recurrent spending needs. Projects seeking capital funding will need to demonstrate a business and political case that indicates a high or quick payback and / or evidence of strong community support.

Many projects will ultimately be decided on the revenue base of the Council and the capacity for discretionary spending.

Loan Borrowing

Loan Borrowing is an accepted method for local government to secure funding for projects.

The historical approach to borrowing involved accessing funds from a local government financing authority where interest rates were well below those of the commercial market. This position has changed in recent years with commercial lenders seeking local government business and Council's responding with a reappraisal of these new funding sources. The ability of a Council to raise loans for project development is limited by its current level of debt (which is controlled by law) and the fiscal policies that have been self imposed by each local government authority.

Asset Sales

The use of revenue generated by asset sales (land and buildings) is a method that a number of local authorities use in funding capital works initiatives.

In these circumstances funds gained from asset sales are set aside in a capital fund for discretionary use. Whether this fund is used in part for broader recreations plan is subject of consideration by the council and community.

Section 94 Funds

Monies raised as a result of section 94 levies can and have been used in the past for recreation capital development. It is now a requirement to develop section 94 plans for the expenditure of these monies which includes the upgrading and / or provision of new recreation facilities.

The extent of funding available is usually dependent on the particular local authority where new and developing regions clearly have an advantage over the older established metropolitan areas.

Non Government Sources

The private sector has historically played a limited role in the provision of community facilities in Australia. Although Leagues Clubs, the RSL and other similar community organisations have made a substantial contribution towards facility development these have been somewhat narrow in their community focus.

The attitude generally adopted by the private sector has been that the role of local government is:

to provide what are generally perceived to be community services and facilities;

the provision of facilities for non economic reasons such as access to services, economic development, social and community development;

the private sector view is that sports facilities, aquatic facilities and the like are on the whole uneconomic ventures.

This scenario has the potential to change significantly in the coming years due to policy changes that are encouraging the role of the private sector in the funding and delivery of community goods and services.

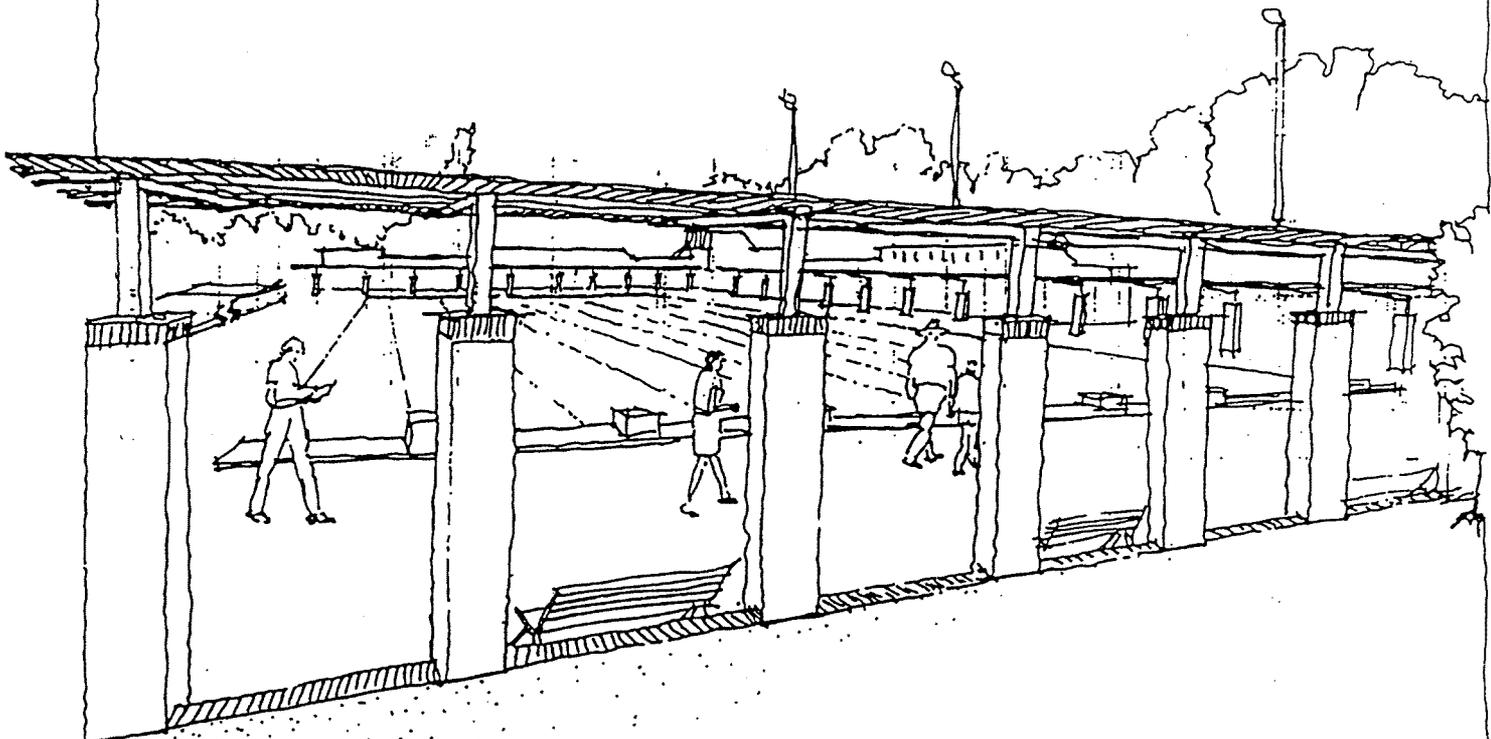
Summary

The present outlook for development funding of improved or new additional facilities for the Manty Swimming Centre currently looks bleak. With only limited council resources there is unlikely to be major funding available for several years. The traditional sources of grants through Federal and State governments are currently limited and is likely to remain so until after the Olympic Games in 2000. The period post the Olympic Games is not clear but there is every possibility that increased level of funding will be available for significant sport and recreation development.

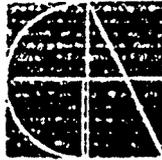
The best scenario at this point is to flag the major components of the project on the council's capital development programme and prepare submissions to both the Federal and State Governments should funding opportunities become available.

Appendix 1

- Geoff Ninnes Fong & Partners - Engineering Report on the existing Manly Outdoor Aquatic Complex.



MANLY SWIMMING CENTRE
View of Proposed Arcade / Pergola



G E O F F
N I N N E S
F O N G
P A R T N E R S
P T Y L T D
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**ENGINEERING REPORT ON THE EXISTING
MANLY OUTDOOR AQUATIC COMPLEX WITH
CONSIDERATIONS FOR PROPOSED UPGRADE OPTIONS**

IMPORTANT NOTE: COPYRIGHT & CONFIDENTIALITY

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REF NO.4877
26 June 1997

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• M A L A Y S I A
• G. J. NINNES B.E. (Civil) N.Z., M.Eng.Sc., Dip.Admin., Dip.Env.Stud., M.I.E.Aust. R.P.E.O. • R. FONG B.E. M.I.E.Aust.

OVERVIEW .

The existing complex comprises the following:

8 lane, 50m x 21m 1m - 1.8m deep	Volume 1500m ³ , T/O = 6 hours, built 1976
5 lane, 25m x 10.5m 1m deep	Volume 300m ³ , T/O = 3 hours, Built 1978
7.5m x 5m children's Pool & 7.1m diameter toddler's	Volume 8m ³ , T/O = 1.5 hours, Built 1978

All pools are hydraulically interconnected with electric immersion type heating of the pool to 24°C in winter. The heating at times struggles to maintain temperature.

The pools are built of reinforced concrete with the 50m and 25m being deck level and the children's pool being with multiple deck level drainers. The 25m is of sprayed concrete.

The site was originally a swamp that was filled with crushed rock.

The 25m pool and children's pool soiled water discharges into the 50m balance tank.

Filtration is by gravity sand filters and the 15HP pump generally moves between 270m³ and 340m³/hr.

Filter area is 30.5m² giving a filter flow of about 10m³/m²/hr which is satisfactory.

The general treatment of the water comprises:

- passing the soiled water through a hair and lint strainer
- addition of alum (aluminium sulphate) to remove fats/oils and occasionally colour
- filtration slow rate through deep bed sand filters by gravity
- addition of chlorine (sodium hypochlorite) and CO₂ (weak acid) to achieve break point chlorination at the start of each days swimming and a pH of around 7.6.
Free available chlorine 2ppm.
- calcium hardness 150
total alkalinity 100
- chemical control - chemical by Prominent
- CO₂ by Strantrol System 4

GENERAL HYDRAULIC SYSTEM

The water after passing through the filters runs separately to the 50m pool and the 25m pool. The 50m filtered water enters the central return line in the pool floor near the centre of the pool and flows to each end. Water then flows across to longitudinal gutters running along each side of the 50m pool and then runs to a balance tank at the deep end of the pool. Water runs by gravity from the balance tank to the suction sump in the plant room.

The water flowing to the 25m pool is valved near the 25m pool to run to the children's pool and toddler's pool as well. Water enters all pools through nozzles in the floor.

With the children's pools water flows across to many surface mounted collection pipes where it drops through and into a ring pipe and thence to a pit. It returns to the 50m pool balance tank by gravity.

The 25m pool has water passing through a central return line (150 diameter) into the pool floor flowing across to the gutters thence into pits at each end of the pool and then by gravity feed also to the 50m balance tank.

We understand that despite long pipe runs to and from the pools that there is no water loss evident from the pools.

Generally the pools are emptied every 2 years. The T.D.S. of all pools is satisfactory. Filters are backwashed every week and the filter sand was replaced 5 years ago. The backwash holding tank is cleaned of sludge each year.

We also understand that the cast iron pipes have been checked and the cement lining found to be satisfactory. The suction sump has been checked and is satisfactory. There is no noticeable sand passing back to the pool and the filters are both air scoured and back washed.

The switchboard in the plant room while working well requires major upgrade to AS3000.

The pool joints in the 50m pool have been sealed with Radjoint (neoprene) last year and are good. The 25m pool joints have failed and require redoing.

GENERAL COMMENTS

We consider that the general maintenance done each year by the pool superintendent keeps the twenty year old system working well. General life expectancy of a gravity sand system is 30 years.

Currently pool temperatures are kept below 24°C and we believe this is allowing the sand filters to recover from the dirt load imposed by pool heating.

We consider it important that the 50m pool stay at this temperature to avoid major filtration problems.

The NSW Health Department recommends the following turnovers for new pools. while it is not mandatory to make old centres comply it is a guide to current trends.

50m - 1/1.8m	NSW 2 hour	Current 6 hour
25m - 1m	NSW 1 hour	Current 3 hours
Children's	NSW 0.5 hours	Current 1.5 hours

The NSW Health Department Standards do not differentiate between pool loadings and indoor/outdoor use or whether the pool is heated nor are the Standards mandatory but the Health Act states it is a defence against prosecution if there is compliance with the Standards. To this end swimming centres should tend towards the Standard especially if heated, heavily loaded and indoor.

The 50m pool is able to handle heating due to low loadings, low filter rates and excellent chemical control by the pool operators. Any increase in loading should see an increase in turnover from 6 hours to 3 to 4 hours and this would require a new filtration system at cost about \$180,000.

NSW standards also recommend that children's pools be put onto separate systems to avoid contamination of an entire complex from cryptosporidium and other contaminants.

There is also consideration of protecting the 25m pool or enclosing it for learn to swim activities and we would expect temperatures for this of between 26°C and 30°C. As the dirt load increases very substantially at this temperature we believe that this pool should be put on a separate circuit. Even if the pool is not to be heated separately we consider that due to the anticipated load in such a shallow pool requires bringing up to NSW Health Department standards.

In summary we recommend the following:

1. Take the children's pools and 25m pool off the general circulation circuit.
2. Separately filter and heat each of these two pools systems. Each pool will require a new balance tank of approximately 15% of the pool volume.

Estimates of filtration costs are as follows:

Children's pool \$15,000 to \$20,000 (16m³/hr)

25m pool \$200,000 (300m³/hr)

Balance tank costs:

Children's pool \$7,000

25m pool \$35,000

Above costs do not include plant rooms.

POOL HEATING

We have analysed the heat loads on the various pools with the assistance of the Swimplex programme which we have found to be generally accurate and have enclosed the results.

In summary the results are as follows excluding electrical mains upgrade.

Outdoor 50m pool requires 2 - 200kw Carrier heat pumps at estimated cost \$155,000.

Outdoor 25m pool requires 1 - 200kw Carrier heat pump at estimated cost \$90,000.

Outdoor children's pool requires 1 - 50kw Carrier heat pump at estimated cost \$24,000.

All the above pools require blankets when not in use and heat pumps need to be 2m apart and 1m clear at the ends.

We have included a Carrier chart of physical sizes for the heat pumps. These would require sighting away from residential areas or have sound attenuators attached.

Operating costs would approximate the following:

Outdoor 50m pool \$16,000/annum

Outdoor 25m pool \$10,800/annum

Children's pool \$2,000/annum

PROPOSED ADDITIONS TO MANLY AQUATIC CENTRE

It is proposed that an indoor 25m x 10 lane pool and 400m² of leisure be added to the complex and we have costed the heating component for these pools as follows:

Indoor 25m pool 1- 110kw Carrier heat pump at budget \$60,000. Expected operating cost \$10,700/annum.

Indoor leisure pool 1 - 160kw Carrier heat pump at budget \$82,000. Expected operating cost \$15,100/annum.

Filtration for the indoor pools using two stage ozone-chlorine would be:

Indoor 25m pool - \$515,000 (350m³/hr)

Leisure pool - \$250,000 (180m³/hr)

GENERAL COMMENTS ON POOL STRUCTURES

The 50m pool surrounds have many structural cracks, differential movement with the gutter on one side taking more water than the other side. There is some general movement of this pool and a diagonal crack is evident at the deep end running through the end corner of the deep end and across the floor. There is some concourse cracking adjacent to light towers. Pool joints are satisfactory but tile joints show erosion and should be regouted. We would expect these repairs to be part of general maintenance.

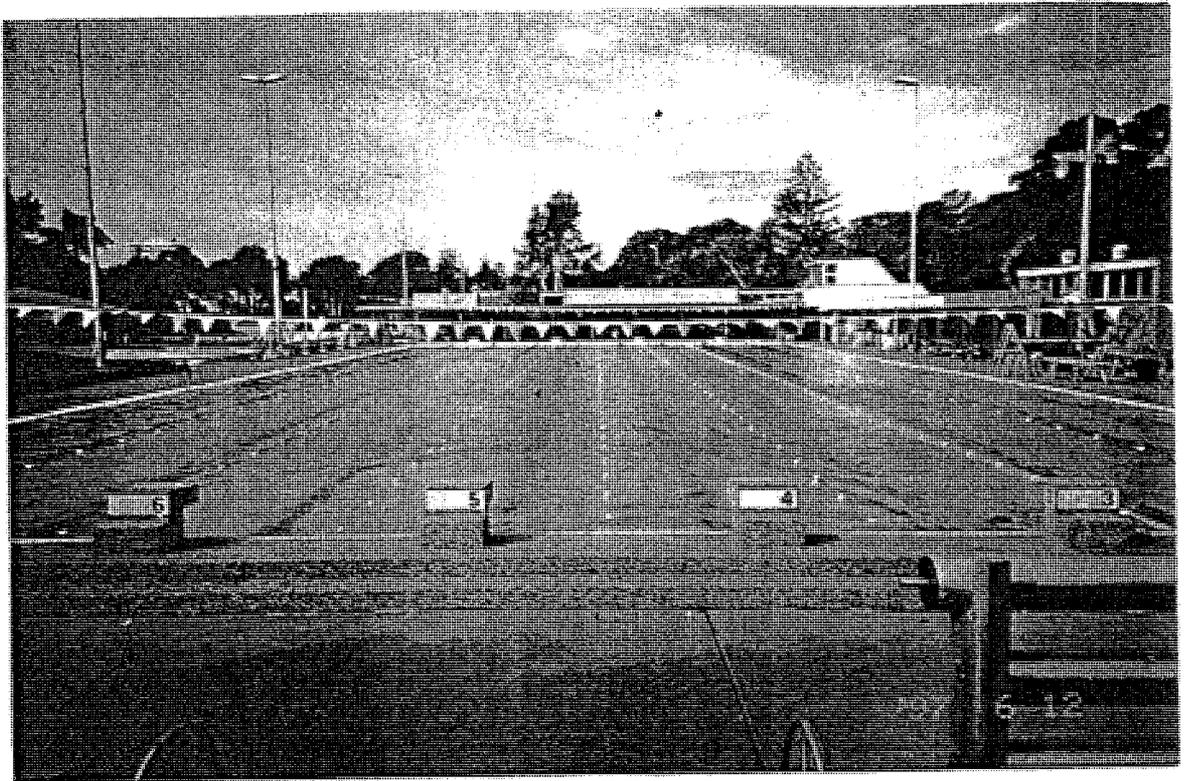
The 25m pool has some corrosion of reinforcement evident in gutter pits and at the raised ends of the pool. The pool is not dead level and thermal movement of the exposed ag gutter is evident at the ends of the pool. The internal lining of the pool (fibreglass) is in average to poor condition only. We consider that if it is anticipated to heat and extend this pools use that the exposed Ag be removed together with the internal fibreglass, all concrete derusted and rectified and the pool tiled using DIN standard tiles on Laticrete base.

Anticipated cost of tiles would be \$65,000 and rectification work \$20,000 with removal of existing finishes \$17,000.

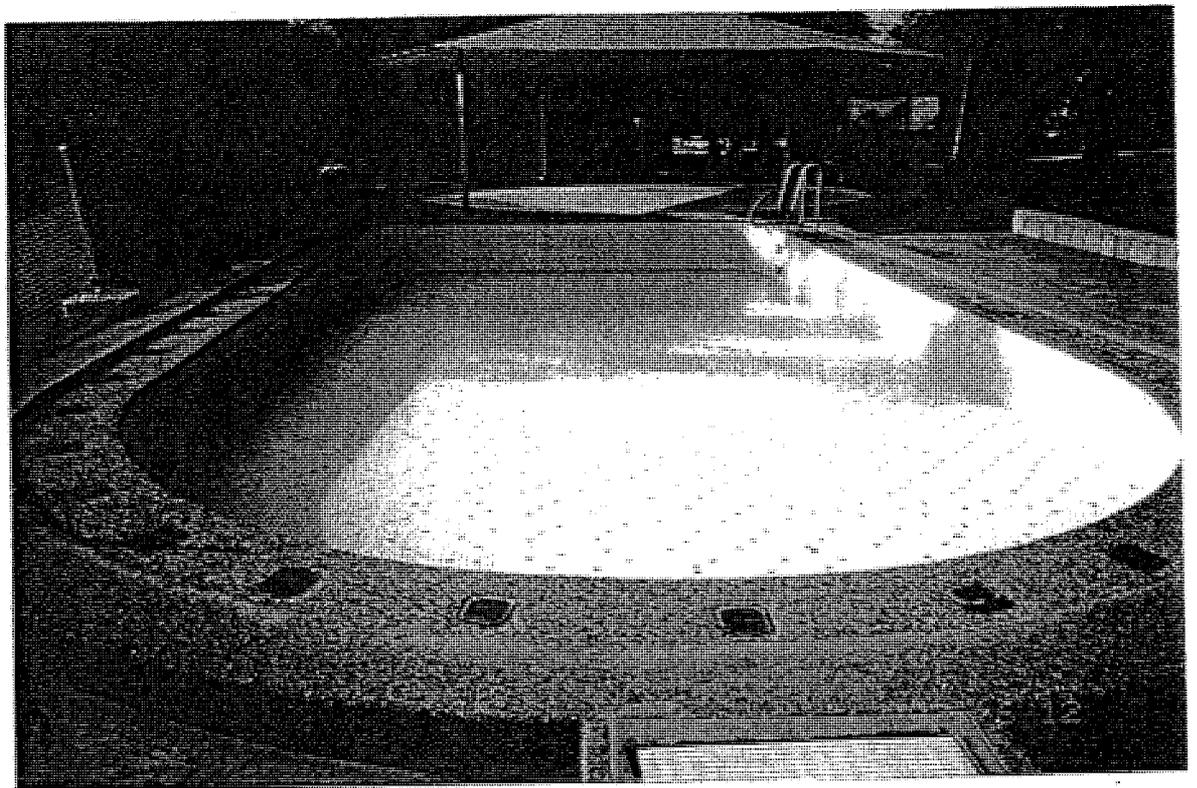
WASTE WATER TREATMENT

Currently the backwash water passes into a holding tank before passing into the sewer at 2 litres per second. This system is satisfactory however with the E.P.A. now looking at pool effluent individually there may need to be discussion with E.P.A. and Sydney Water to establish approval.

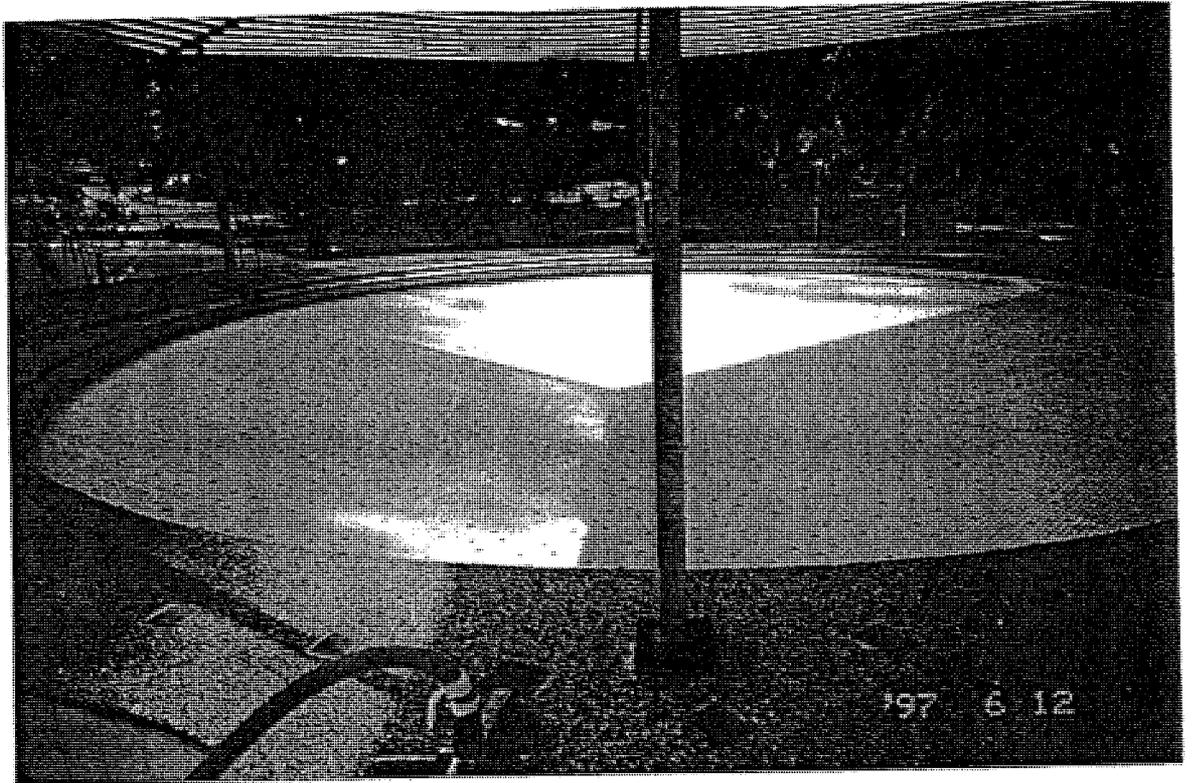
It is possible to water treat the effluent so that it may be used to irrigate parkland. This system is available in a container sized plant at a cost of approximately \$150,000.



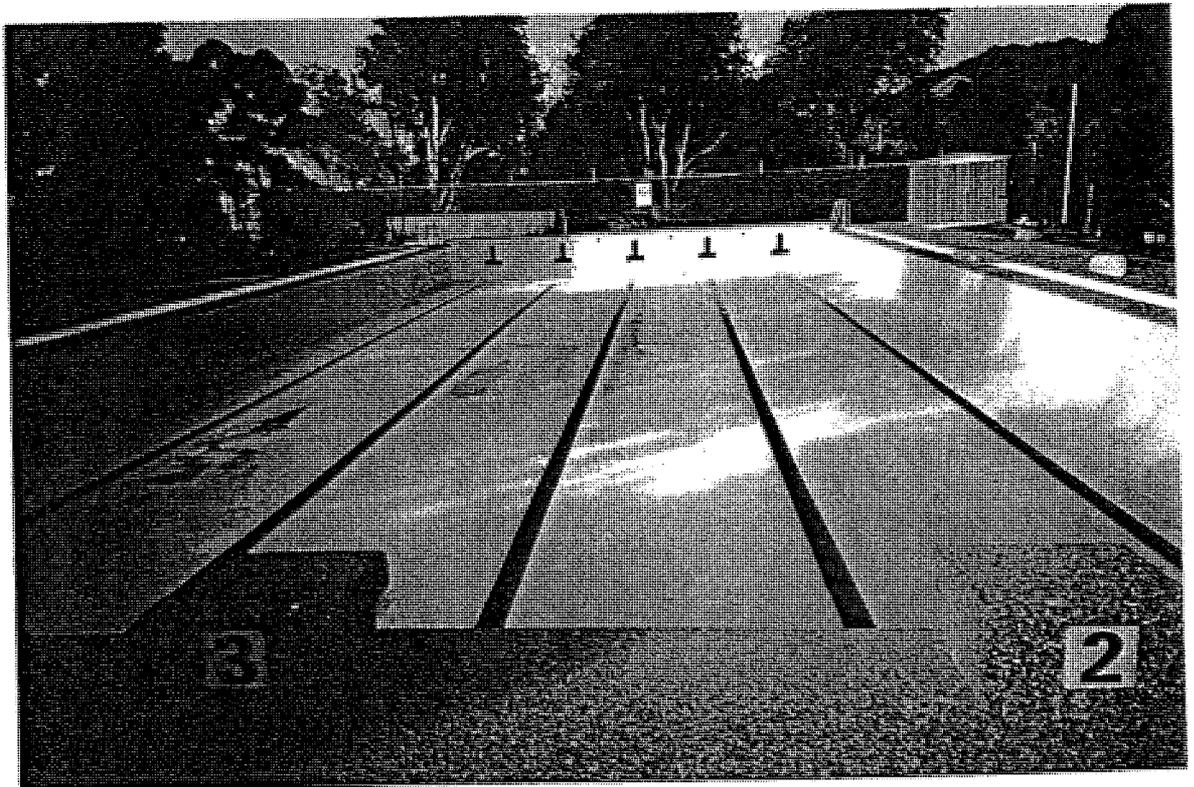
General view 50m pool



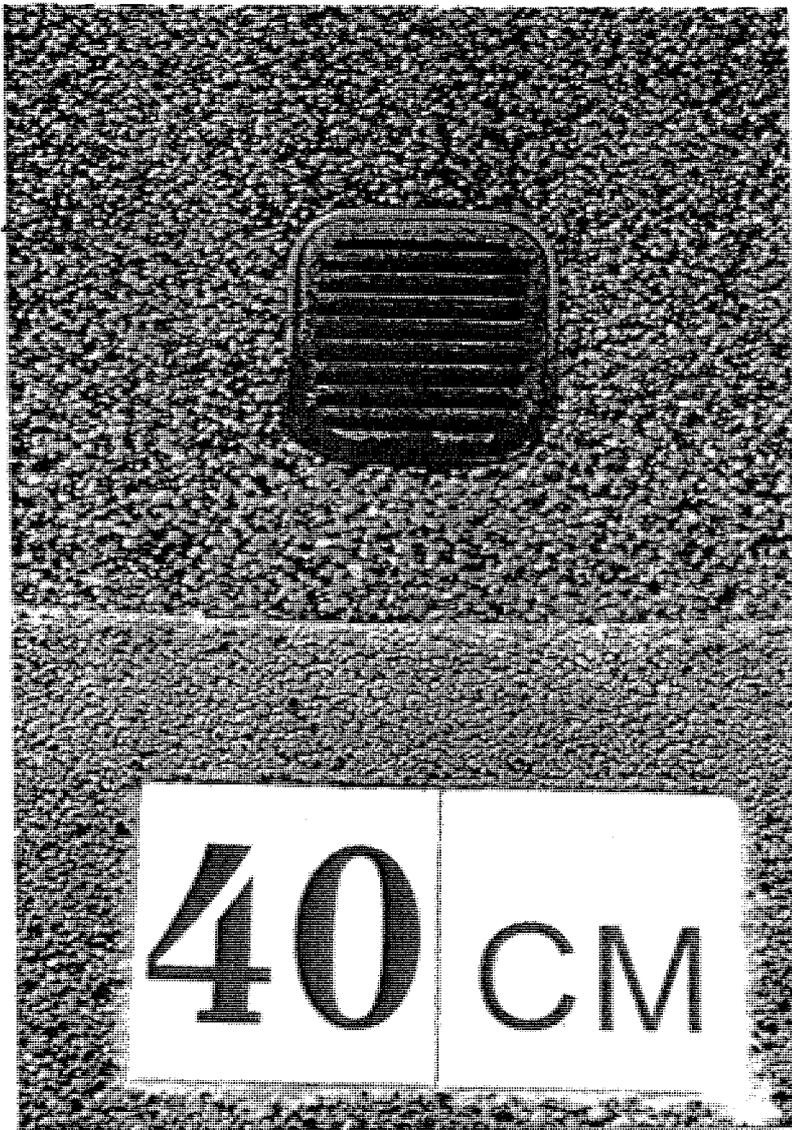
General view children's pool



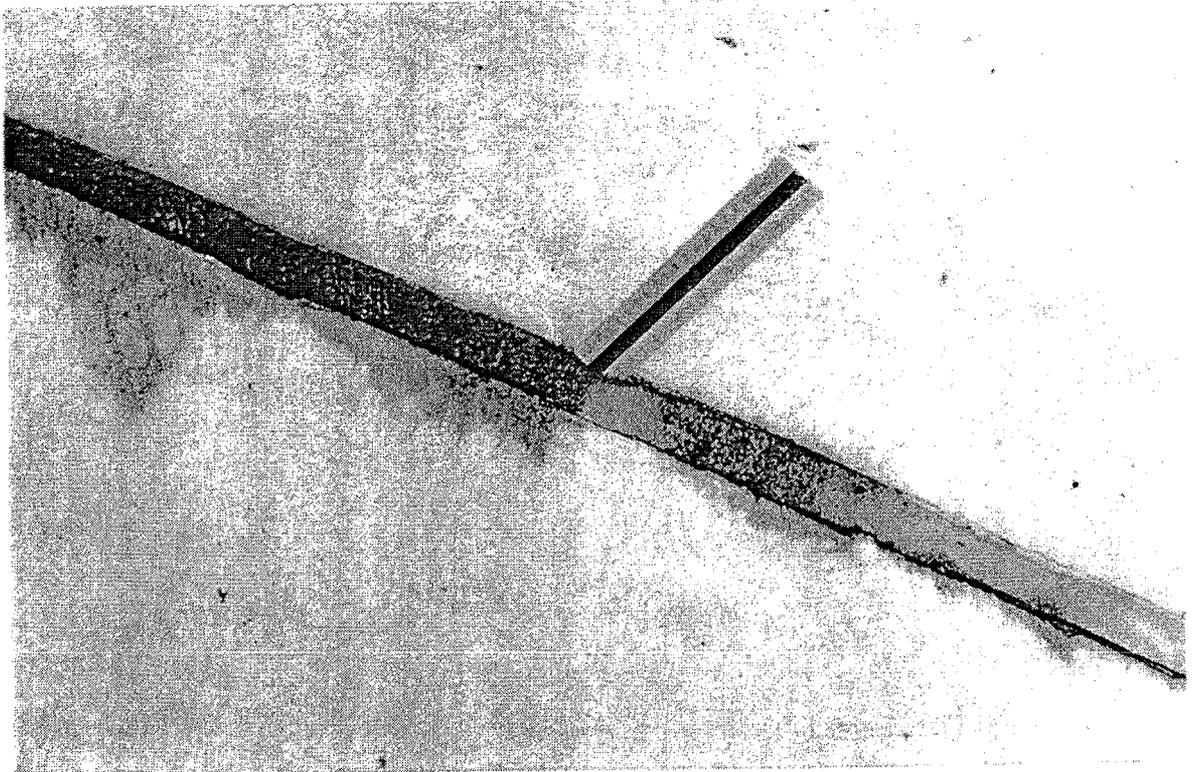
General view toddler's pool



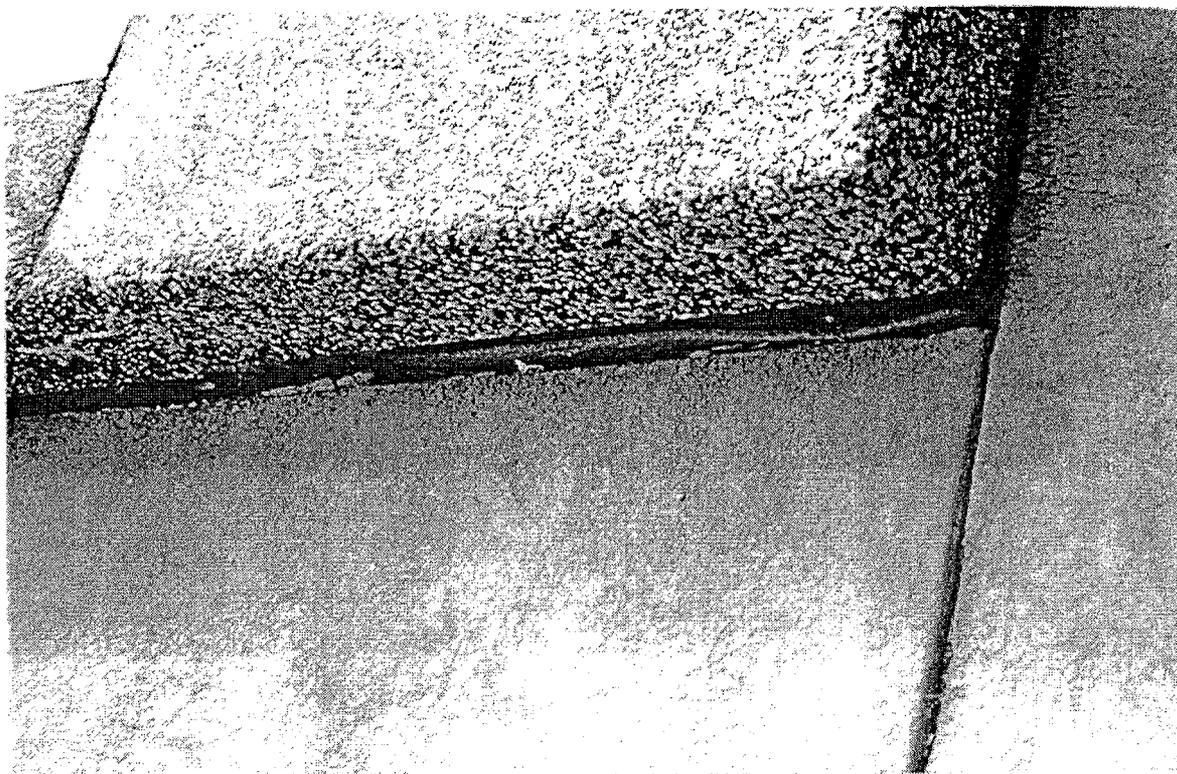
General view of fibreglassed 25m pool



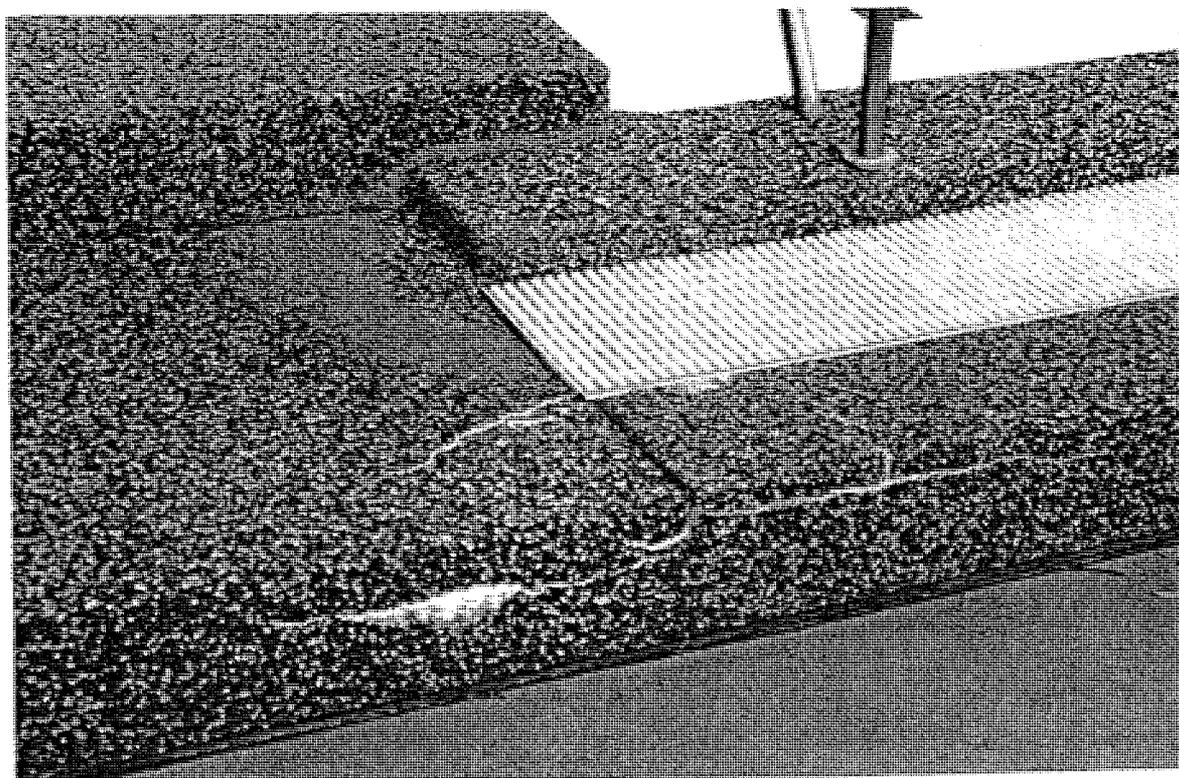
Detail of deck level
return to filters
children's & toddler's
pools



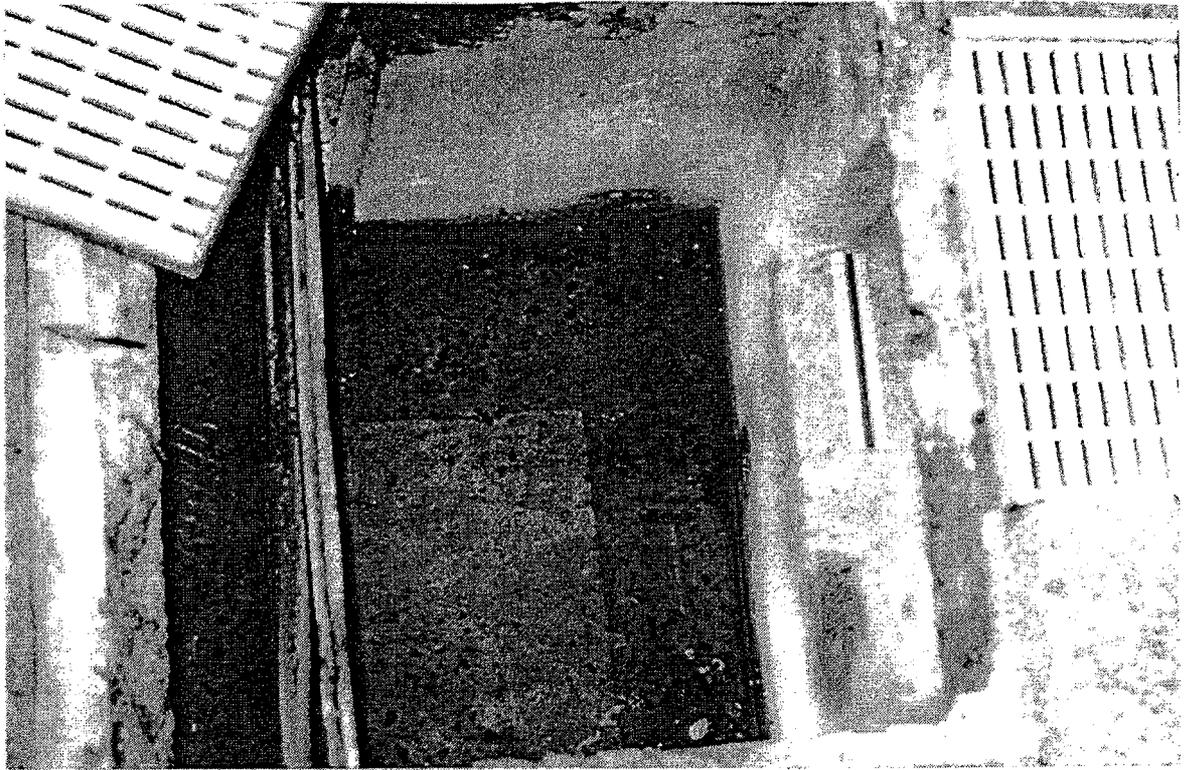
Failed joint to 25m pool



Movement of pool concourse opening up joints



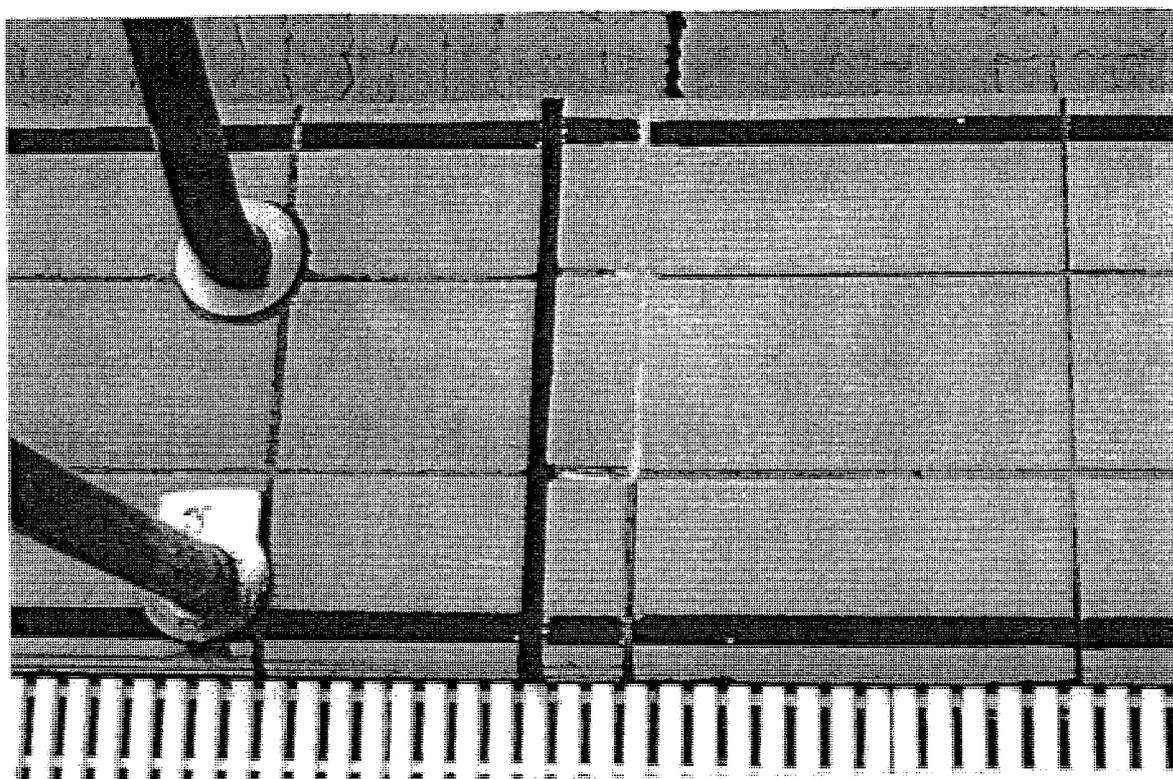
Cracking and progressive failure at end of 25m pool



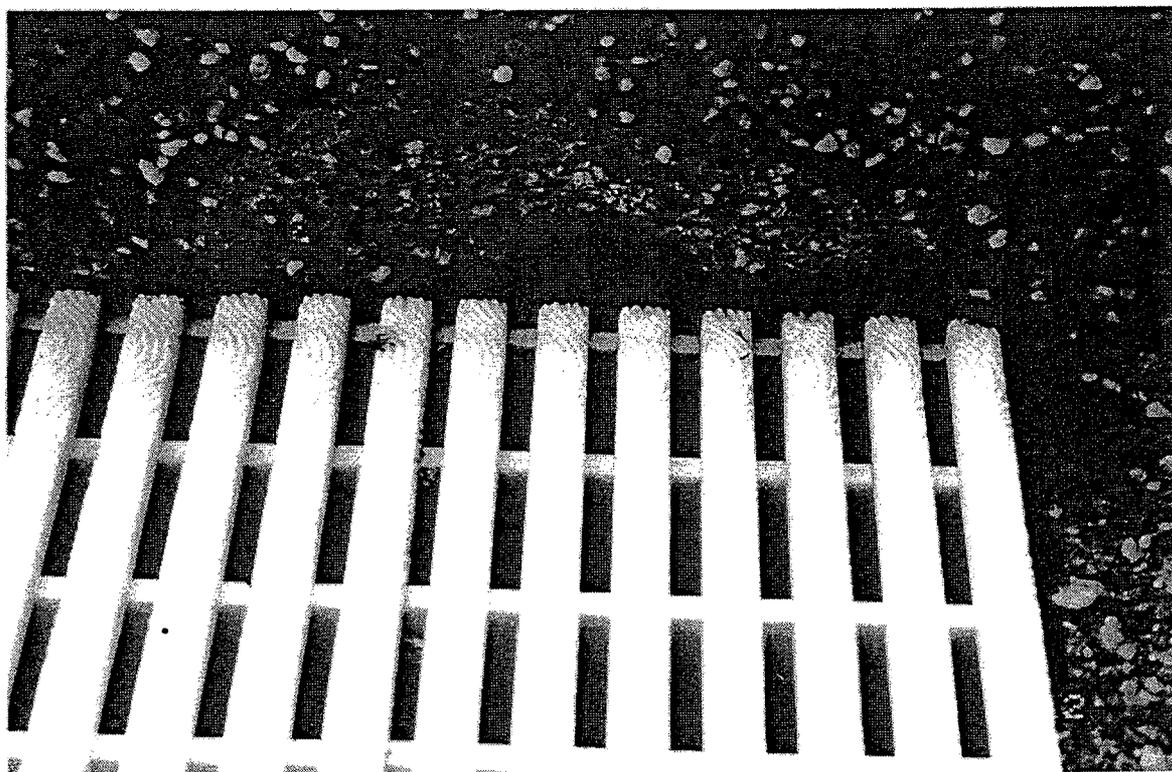
Erosion and some rust to gutter sumps 25m pool



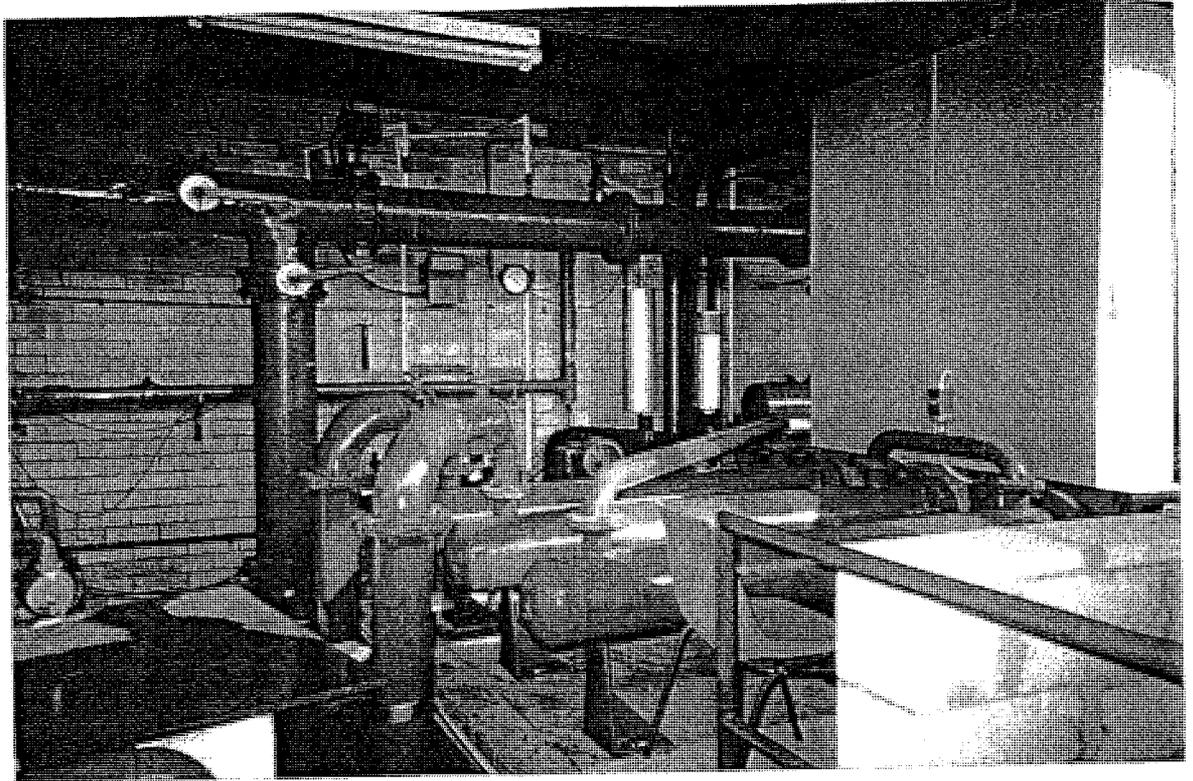
Proximity of children's and toddler's pools



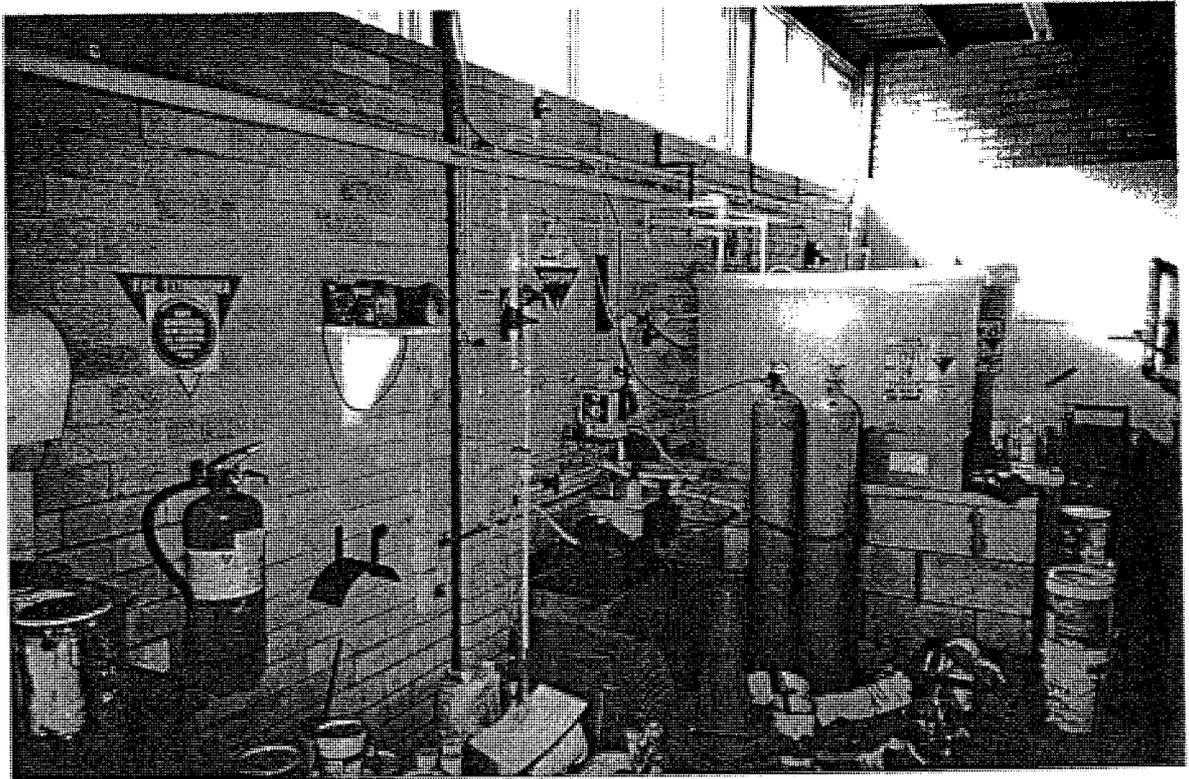
Joint erosion 50m pool



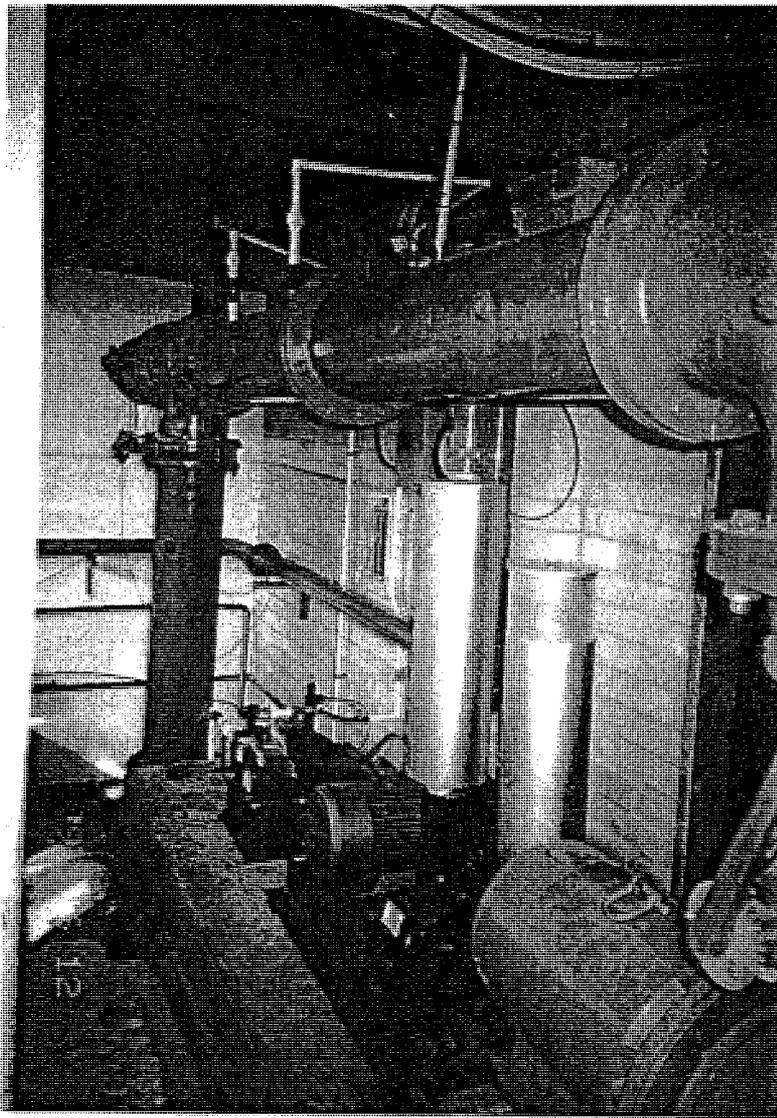
Structure rusting 25m pool



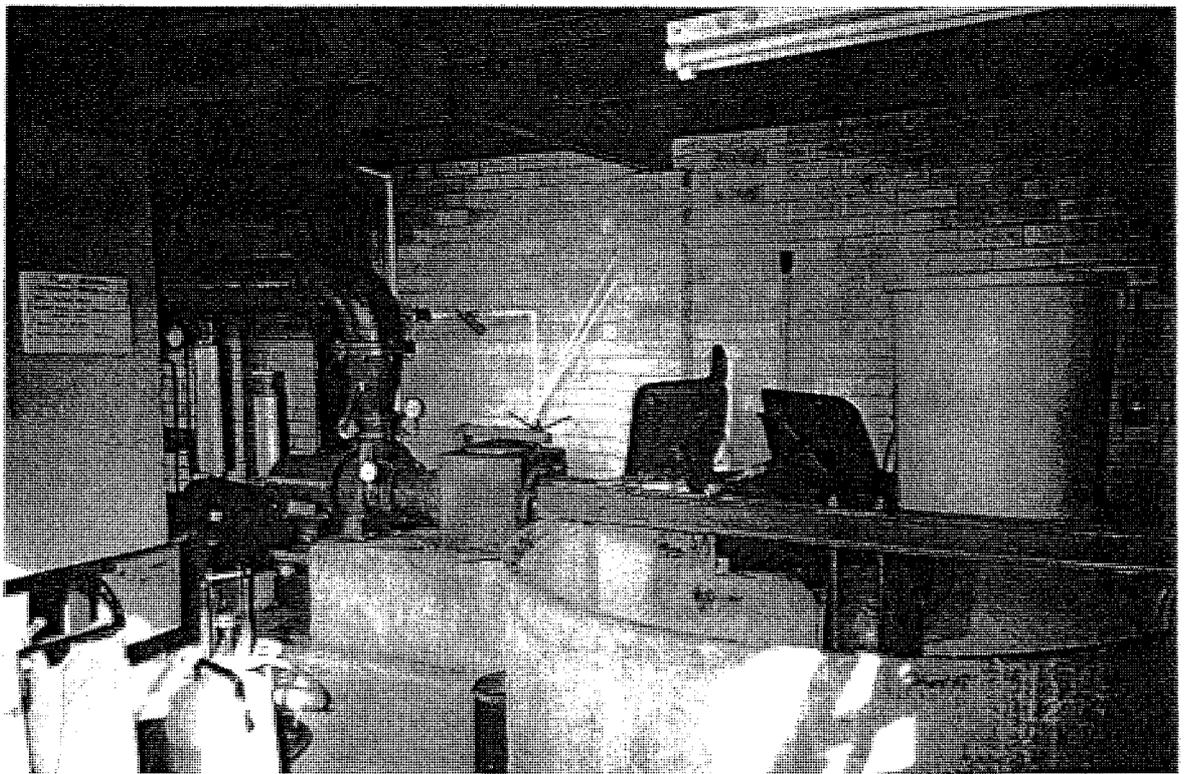
View of Grimwood heaters (180kw x 3) with general pool plumbing



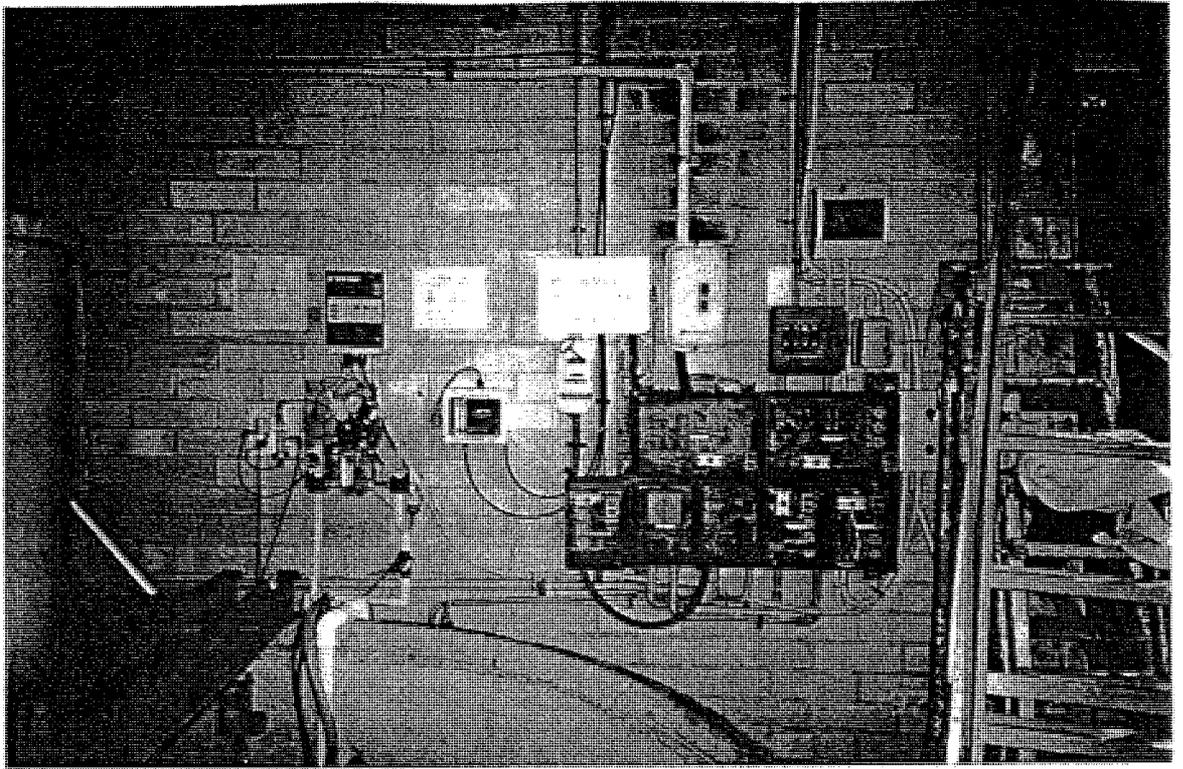
Chemical testing and dosing area with CO₂, Sodium Hypo and alum dosing. Filters are at rear, heaters out of picture.



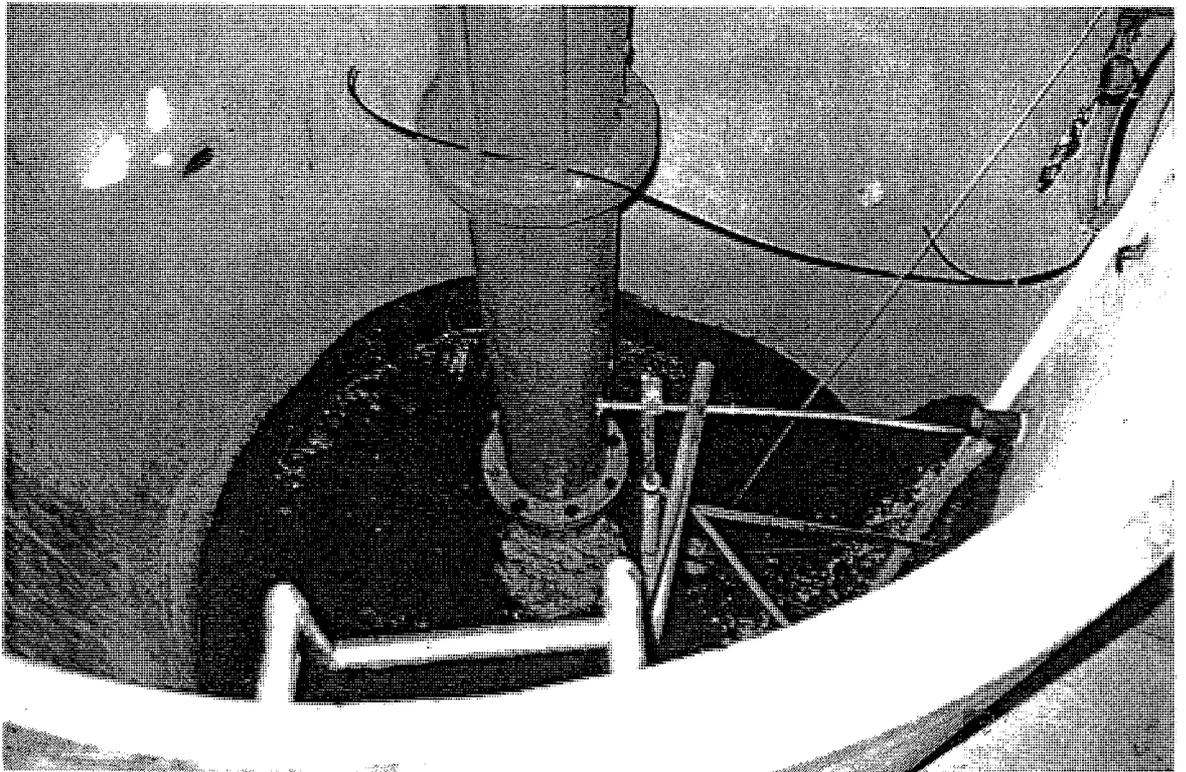
Heater to left under
switchboard with
suction sump RHS,
centre hair &
lint pot with Scruttons
Pump 270m³/hour,
15HP



Main line to filters



Electrical circuits with CO₂ control Strantrol



View down suction sump



CARRIER COMMERCIAL POOL HEATERS

MODEL	CABINET DIMENSIONS (LxWxH mm)	HEATING OUTPUT (kW)	HEATING INPUT (kW)	C.O.P.	FULL LOAD CURRENT (amps)	COMPRESSOR (No. & type)	AIR (l/s / kW)	COILS (Kw/m ²)	WEIGHT (kg)	WATER FLOW (litres/sec)	WATER PIPE SIZE (PVC)	PRESSURE DROP (kPa)
CPH-060	1700x985x1105	50	11.1	4.5	24	1xHermetic	100	16.9	350	4.0	50	53
CPH-060	1700x985x1105	60	11.8	5	28	1xSemi-Hermetic	83	20.3	400	4.2	50	58
CPH-065	1700x985x1105	65	13.3	4.8	28	2xHermetic	77	22.0	420	4.6	50	67
CPH-090	1800x2300x2350	90	18.7	4.8	41	2xHermetic	122	14.5	1200	6.3	80	58
CPH-110	1800x2300x2350	110	22.6	4.8	47	2xHermetic	100	17.7	1250	8.0	80	53
CPH-125	1800x2300x2350	125	23.9	5.2	56	2xSemi-Hermetic	88	20.2	1300	8.8	80	62
CPH-140	1800x2300x2350	140	33.1	4.2	67	4xHermetic	79	22.6	1350	10.0	80	53
CPH-160	3550x2300x2350	160	35.1	4.5	70	3xHermetic	137	17.2	1950	12.0	80	53
CPH-180	3550x2300x2350	180	36.7	4.9	84	3xSemi-Hermetic	122	19.4	2100	12.6	80	58
CPH-200	3550x2300x2350	200	41.8	4.7	85	4xHermetic	110	18.1	2100	14.0	80	53
CPH-220	3550x2300x2350	220	46.4	4.7	91	4xHermetic	100	17.7	2100	16.0	80	53
CPH-250	3550x2300x2350	250	47.8	5.2	109	4xSemi-Hermetic	88	20.2	2300	17.6	80	62

NOTES : Coefficient of Performance based on kW output over kW input @ design conditions (kW input includes the compressor and evaporator fans). Heating input and heating output are based on design conditions (refer separate model data sheet for performance at other conditions). Design conditions - 12° entering wet bulb and 27° entering pool water.

SWIMPLEX PTY. LIMITED A.C.N. 055 885 857
Serving the Commercial Pool Industry

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BRANCH OFFICE: 32 Spitts Solitary Rd. Coffs Harbour. Ph: (066) 537209 Fax: (066) 537209

August 13 1997

Geoff Ninnes Fong & Partners

By Fax

Dear Geoff,

RE: Manly Heating Budgets Heat Pumps With Gas Back Up

Following are the heat load analyses using heat pumps for the base load for seven and eight months of the year with gas back up. The base loads have been set against the nearest size of heat pump. In all cases the gas heater has been given a healthy safety factor to cater for any extremes in temperatures. A few hundred megajoules of gas heating does not increase the price of the boiler very much at all.

Outdoor 50m - 1 x 250kW Heat Pump	\$95,000
1 x 972 MJ input gas heater	\$21,000
Outdoor 25m & kids - 1 x 125kW Heat Pump	\$65,000
1 x 658 MJ input gas heater	\$18,600
Outdoor all pools 1 x 160kW & 1 x 140kW Heat Pumps	\$132,000
1 x 1492 MJ input gas heater	\$28,600

Regards


John Dangerfield

SWIMPLEX ENERGY ANALYSIS

Location : Mainly Outdoor 50m		12mths with cover		Heat Pump Base Load		
Pool Area (m ²)		1060				
Temperature Required (°C)		24				
Blanket Usage (hrs/24)		10				
Wind Factor		0.50				
Average C.O.P. of Heat Pump		4				
Water loss / makeup factor		5%				
Electricity Supply Authority		EA				
Tariff Selected		TBA				
Electricity unit cost (¢/kWh)		7				
Natural Gas cost (¢/MJ)		1				
L.P. Gas cost (¢/litre)		40				
Month	Load (MJ)	Makeup	kWh/month	Heat Pump Run Cost	Nat Gas Run Cost	LP Gas Run Cost
Jan	0	0	0	\$0	\$0	\$0
Feb	0	0	0	\$0	\$0	\$0
Mar	0	0	0	\$0	\$0	\$0
Apr	194015	203716	56588	\$990	\$2,546	\$4,026
May	430000	451500	125417	\$2,195	\$5,644	\$8,923
Jun	430000	451500	125417	\$2,195	\$5,644	\$8,923
Jul	430000	451500	125417	\$2,195	\$5,644	\$8,923
Aug	430000	451500	125417	\$2,195	\$5,644	\$8,923
Sep	381981	380080	105576	\$1,848	\$4,751	\$7,511
Oct	197295	207180	57544	\$1,007	\$2,589	\$4,094
Nov	7856	8249	2291	\$40	\$103	\$153
Dec	0	0	0	\$0	\$0	\$0
TOTAL	2,481,147	2,605,294.35	723,668	\$12,864	\$32,565	\$51,486
Heat Pump Output Required			249.70 kW	based on hrs of avail power		19
Gas Boiler Input			1150.31 MJ	based on operating hrs of		16

SWIMPLEX ENERGY ANALYSIS

Location	Manty Outdoor 50m		12mths with cover	Gas Back Up		
Pool Area (m2)			1050			
Temperature Required (°C)			24			
Blanket Usage (hrs/24)			10			
Wind Factor			0.59			
Average C.O.P. of Heat Pump			4			
Water loss / makeup factor			5%			
Electricity Supply Authority			EA			
Tariff Selected			TBA			
Electricity unit cost (¢/kWh)			7			
Natural Gas cost (¢/MJ)			1			
L.P. Gas cost (¢/litre)			40			
				Heat Pump	Nat Gas	LP Gas
Month	Load (MJ)	Makeup	kWh/month	Run Cost	Run Cost	Run Cost
Jan	0	0	0	\$0	\$0	\$0
Feb	0	0	0	\$0	\$0	\$0
Mar	0	0	0	\$0	\$0	\$0
Apr	0	0	0	\$0	\$0	\$0
May	28157	27485	7629	\$134	\$343	\$543
Jun	224478	235799	65472	\$1,148	\$2,946	\$4,858
Jul	239752	251740	69928	\$1,224	\$3,147	\$4,975
Aug	158740	188877	46299	\$810	\$2,083	\$3,294
Sep	0	0	0	\$0	\$0	\$0
Oct	0	0	0	\$0	\$0	\$0
Nov	0	0	0	\$0	\$0	\$0
Dec	0	0	0	\$0	\$0	\$0
TOTAL	649,125	681,581.25	189,328	\$3,318	\$8,520	\$13,470
Heat Pump Output Required			139.23 kW based on hrs of avail power			19
Gas Boiler Input			846.95 MJ based on operating hrs of			16

SWIMPLEX ENERGY ANALYSIS

Location	Manly Outdoor 25 & Kids		12mths with cover	Heat Pump base Load		
Pool Area (m ²)			350			
Temperature Required (°C)			28			
Blanket Usage (hrs/24)			10			
Wind Factor			0.59			
Average C.O.P. of Heat Pump			4			
Water loss / makeup factor			5%			
Electricity Supply Authority			EA			
Tariff Selected			TBA			
Electricity unit cost (c/kWh)			7			
Natural Gas cost (c/MJ)			1			
L.P. Gas cost (c/litre)			40			
				Heat Pump	Nat Gas	LP Gas
Month	Load (MJ)	Makeup	kWh/month	Run Cost	Run Cost	Run Cost
Jan	52212	54823	15229	\$266	\$685	\$1,083
Feb	54048	56750	16764	\$276	\$709	\$1,122
Mar	87183	91542	25428	\$445	\$1,144	\$1,809
Apr	159329	167295	48471	\$813	\$2,091	\$3,306
May	210000	220500	61250	\$1,072	\$2,756	\$4,358
Jun	210000	220500	61250	\$1,072	\$2,756	\$4,358
Jul	210000	220500	61250	\$1,072	\$2,756	\$4,358
Aug	210000	220500	61250	\$1,072	\$2,756	\$4,358
Sep	210000	220500	61250	\$1,072	\$2,756	\$4,358
Oct	159081	177535	49315	\$863	\$2,219	\$3,509
Nov	105946	111243	30901	\$541	\$1,391	\$2,188
Dec	65894	70239	19511	\$341	\$878	\$1,388
TOTAL	1,744,603	1,831,927.65	508,869	\$8,905	\$22,899	\$36,204
Heat Pump Output Required			121.95 kW based on hrs of avail power	10		
Gas Boiler Input			586.68 MJ based on operating hrs of	16		

SWIMPLEX ENERGY ANALYSIS

Location	Marty Outdoor 25 & Kids			12mths with cover	Gas Back Up	
Pool Area (m ²)				350		
Temperature Required (°C)				28		
Blanket Usage (hrs/24)				10		
Wind Factor				0.59		
Average C.O.P. of Heat Pump				4		
Water loss / makeup factor				5%		
Electricity Supply Authority				EA		
Tariff Selected				TBA		
Electricity unit cost (¢/kWh)				7		
Natural Gas cost (¢/MJ)				1		
L.P. Gas cost (¢/litre)				40		
Month	Load (MJ)	Makeup	kWh/month	Heat Pump Run Cost	Net Gas Run Cost	LP Gas Run Cost
Jan	0	0	0	\$0	\$0	\$0
Feb	0	0	0	\$0	\$0	\$0
Mar	0	0	0	\$0	\$0	\$0
Apr	0	0	0	\$0	\$0	\$0
May	38131	40038	11122	\$195	\$500	\$791
Jun	108550	113978	31660	\$554	\$1,425	\$2,253
Jul	113634	118316	33143	\$680	\$1,481	\$2,358
Aug	88528	94004	26112	\$457	\$1,175	\$1,858
Sep	11071	11625	3220	\$57	\$145	\$230
Oct	0	0	0	\$0	\$0	\$0
Nov	0	0	0	\$0	\$0	\$0
Dec	0	0	0	\$0	\$0	\$0
TOTAL	360,914	378,959.7	105,267	\$1,842	\$4,737	\$7,489
Heat Pump Output Required			65.99 kW based on hrs of avail power		19	
Gas Boiler Input			306.63 MJ based on operating hrs of		16	

SWIMPLEX ENERGY ANALYSIS

Location	Manly Outdoor All Pools	12mths with cover	Heat Pump base Load			
Pool Area (m2)		1400				
Temperature Required (°C)		24				
Blanket Usage (hrs/24)		10				
Wind Factor		0.59				
Average C.O.P. of Heat Pump		4				
Water loss / makeup factor		5%				
Electricity Supply Authority		EA				
Tariff Selected		TBA				
Electricity unit cost (¢/kWh)		7				
Natural Gas cost (¢/MJ)		1				
L.P. Gas cost (¢/litre)		40				
Month	Load (MJ)	Makeup	kWh/month	Heat Pump Run Cost	Net Gas Run Cost	LP Gas Run Cost
Jan	0	0	0	\$0	\$0	\$0
Feb	0	0	0	\$0	\$0	\$0
Mar	0	0	0	\$0	\$0	\$0
Apr	258687	271621	75450	\$1,320	\$3,395	\$5,368
May	517374	543243	150901	\$2,641	\$6,791	\$10,736
Jun	517374	543243	150901	\$2,641	\$6,791	\$10,736
Jul	517374	543243	150901	\$2,641	\$6,791	\$10,736
Aug	517374	543243	150901	\$2,641	\$6,791	\$10,736
Sep	482641	506773	140770	\$2,483	\$6,335	\$10,015
Oct	263060	276213	76726	\$1,343	\$3,453	\$5,459
Nov	10475	10999	3055	\$53	\$137	\$217
Dec	0	0	0	\$0	\$0	\$0
TOTAL	4,172,697	3,238,576.86	898,605	\$15,743	\$40,482	\$64,003
Heat Pump Output Required			300.44 kW based on hrs of avail power	19		
Gas Boiler Input			1396.06 MJ based on operating hrs of	16		

Appendix 2

- community consultation

Community Consultation

The format of the meetings followed a story book approach. This involved asking people to list their thoughts and responses to four very simple questions. They were:

- i) What are the positive aspects of the Manly Swimming Centre?
- ii) What are the negative aspects of the Manly Swimming Centre?
- iii) What features / components would you like to see included if the council decided to redevelop the existing centre?
- iv) If you were entering the new facility what would you see?

The purposes of this method was to gather as much information as possible in a short period of time with respondents recording their answers on four separate cards. These cards were collected and responses were displayed on boards giving the opportunity for discussions and feedback. Confirmation was sought on all points to establish a common understanding amongst consultants and group members.

This process was carried out with all four groups.

Analysis

Numerous points were raised as a result of the process undertaken. The next step was to 'code' all responses in order to reduce the large number of individual responses to a few general categories in order to identify trends. Similar responses were placed in the same general category.

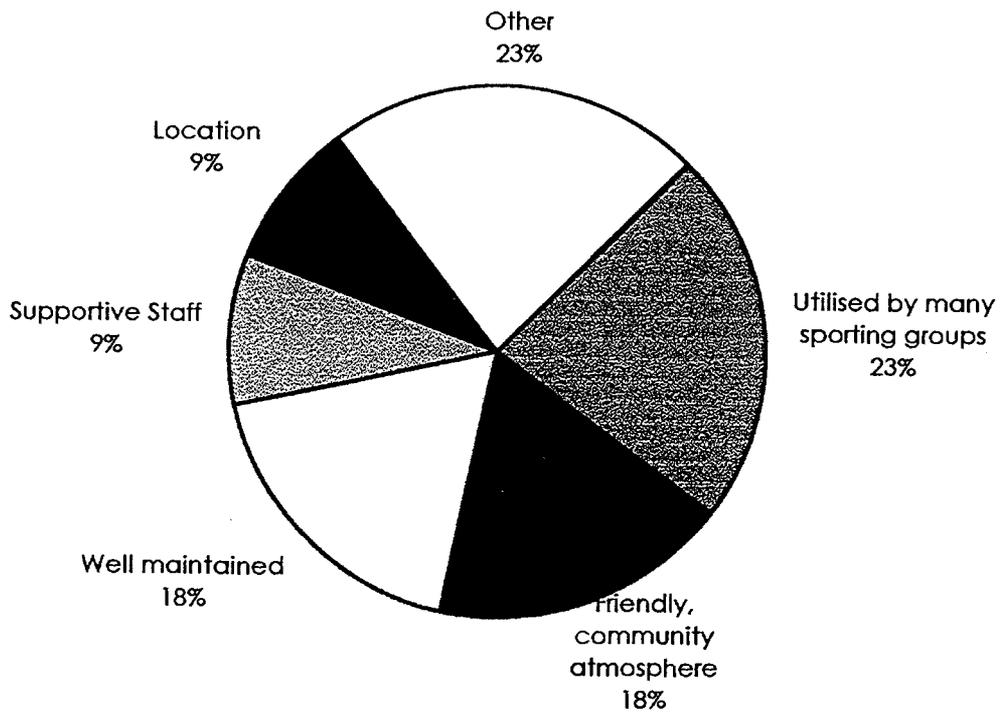
The respondents answers in the four community groups were analysed separately. Respondents answers and coding are clearly displayed on the following pages.

Swimming/ Sporting Clubs: Tuesday 15th April, 1997
5.30pm - 6.30pm

What are the positive aspects of the manly swimming centre?

1. It is well used by the local community
2. Good supportive staff -
3. Friendly atmosphere
4. Impression that it is well run
5. It is nearby - it is easy to have local schools make use of the pool
6. It has a longish season
7. It attempts to meet the local community needs
8. It is a warm pleasant, tidy swimming environment with pleasant surrounds
9. Young developing area for sports
10. Training facilities for schools
11. Open spaces
12. Opening times - early a.m. to pm - opportunity to book pool out of hours at reasonable rates
13. Heated
14. Friendly staff
15. Use by many sporting groups
16. Accessibility for Manly synchronised swimming group
17. Area of deep water
18. Large pool
19. Water quality
20. Surroundings
21. Vicinity
22. Community involvement

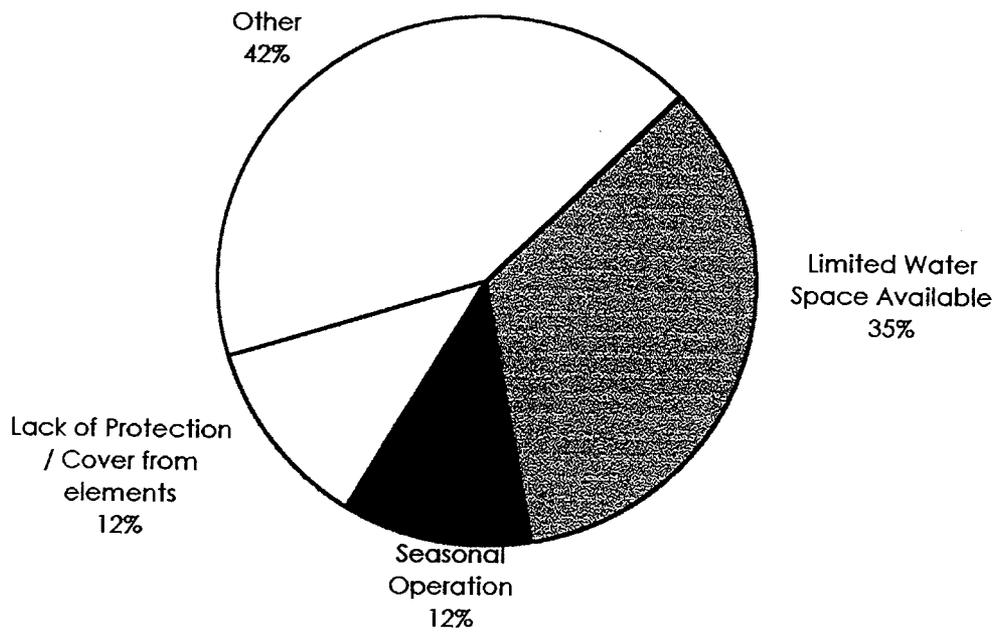
	Responses	% of responses
Utilised by many sporting groups	#9, #10, #12, #15, #16	22.7%
Friendly, community atmosphere	#1, #3, #7, #22	18.2%
Well maintained	#4, #8, #19, #20	18.2%
Supportive Staff	#2, #14	9.1%
Location	#5, #21	9.1%
Other	#6, #11, #13, #17, #18	22.7%



What are the negative aspects of the manly swimming centre?

1. Not heated all year
2. Lack of facilities eg water polo pool
3. Training hours
4. Car parking
5. Unable to access pool space at times beginners are interested in attending
6. Water temperature - needs to be 26°C
7. Winds particularly early am & evening
8. Would appreciate sharing space and costs if hiring full pool after normal hours
9. Need cover
10. Management as in co-operation - although it has improved since last year
11. Wind
12. Kiosk
13. Lack of useable facility storage space
14. No creche
15. No forward thinking
16. Lack of space ie pool water space
17. Not open all year
18. Not enough pools
19. More public facilities ie BBQ's
20. No indoor facility for colder months
21. No gym / health centre
22. It is incredibly busy during some parts of the year - swimming carnivals season
23. Different users having to compete for same pool space
24. Being squashed into two lanes 40 -70 people whilst about 15 swimmers use the laned space of 6 lanes
25. Lack of adequate space for the sport of water polo
26. The total water unavailability of the pool for water polo games

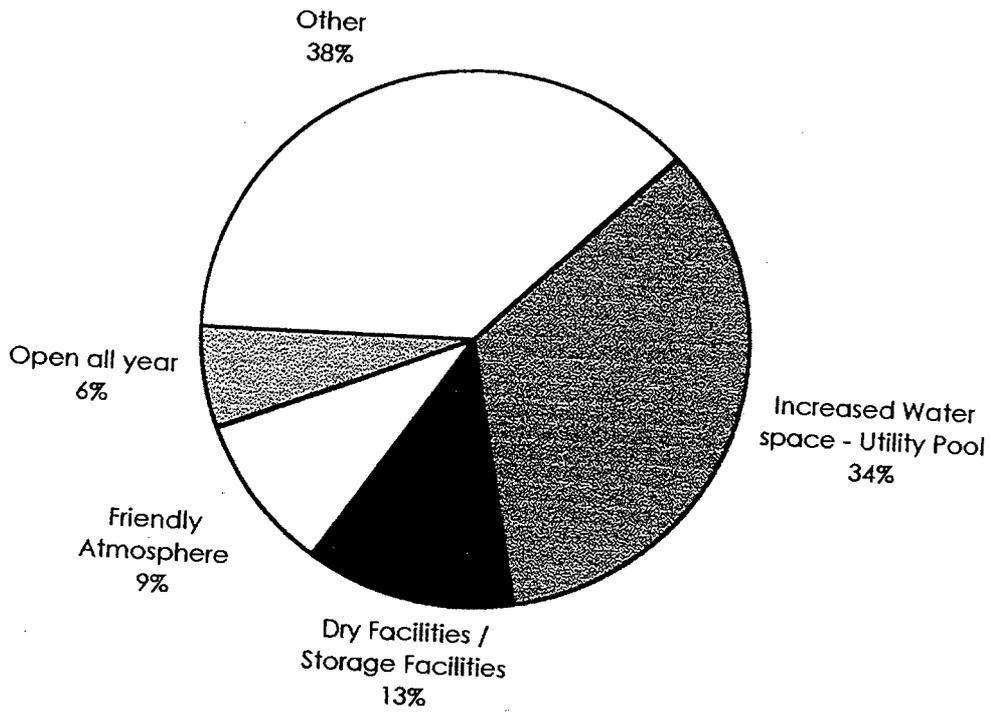
	Responses	% of Responses
Limited Water Space Available	#2, #5, #16, #18, #22, #23, #24, #25, #26	34.7%
Seasonal Operation	#1, #17, #20	11.5%
Lack of Protection / Cover from elements	#7, #9, #11	11.5%
Other	#3, #4, #6, #8, #10, #12, #13, #14, #15, #19, #21	42.3%



What features / components would you like to see included if the council decided to redevelop the existing centre?

1. I would like the same open space feel to be retained at the centre
2. I would like to see the development of another pool 25m x 25m (2m depth to cater for activities which are presently 'fringe activities')
3. A new pool with adequate depth for water polo
4. Keep the grassy nature of the place
5. Keep good staff and friendly approach
6. Spectator facilities
7. Water polo and syncro pool
8. Meeting rooms
9. Gym area
10. Wind reduction shelter for bad weather
11. Café for socialisation
12. Improved change room facilities
13. Creche
14. Deepen the 25m pool
15. Open all year
16. Bit more flexibility with pool space - ie lane share with different groups
17. Storage space
18. Offer pool programming
19. Offer vertical aquatic fitness classes - aquafitness
20. Have complete and variable pool
21. Programming made available to all aspects of the community not only the swimmers
22. Multi - use pool
23. Hydraulic floor to accommodate shallow water activities if funds available
24. Increase water polo use - growth and development of local clubs
25. Swimming squad for social fitness
26. Diving pool
27. All year pool available
28. An enclosed deep water pool - specifically for water polo
29. Heated to at least 26° all year
30. A room for stretching and flexibility exercises
31. Spectator area for displays and competitions
32. Non slip floor

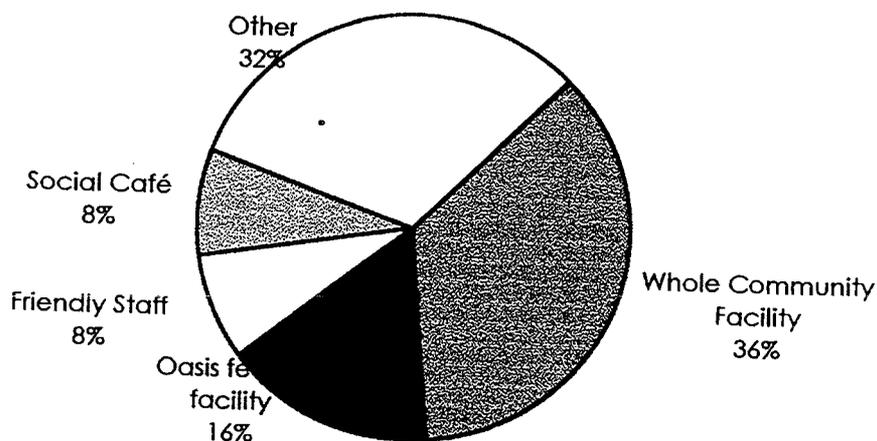
	Responses	% of Responses
Increased Water space - Utility Pool	#2, #3, #7, #14, #16, #23, #24, #28	34.4%
Dry Facilities / Storage Facilities	#8, #9, #17, #30	12.5%
Friendly Atmosphere	#1, #4, #5	9.4%
Open all year	#15, #27	6.3%
Other	#6, #10, #11, #12, #13, #18, #19, #21, #25, #29, #31, #2	37.4%



If you were entering the redeveloped centre what would you see?

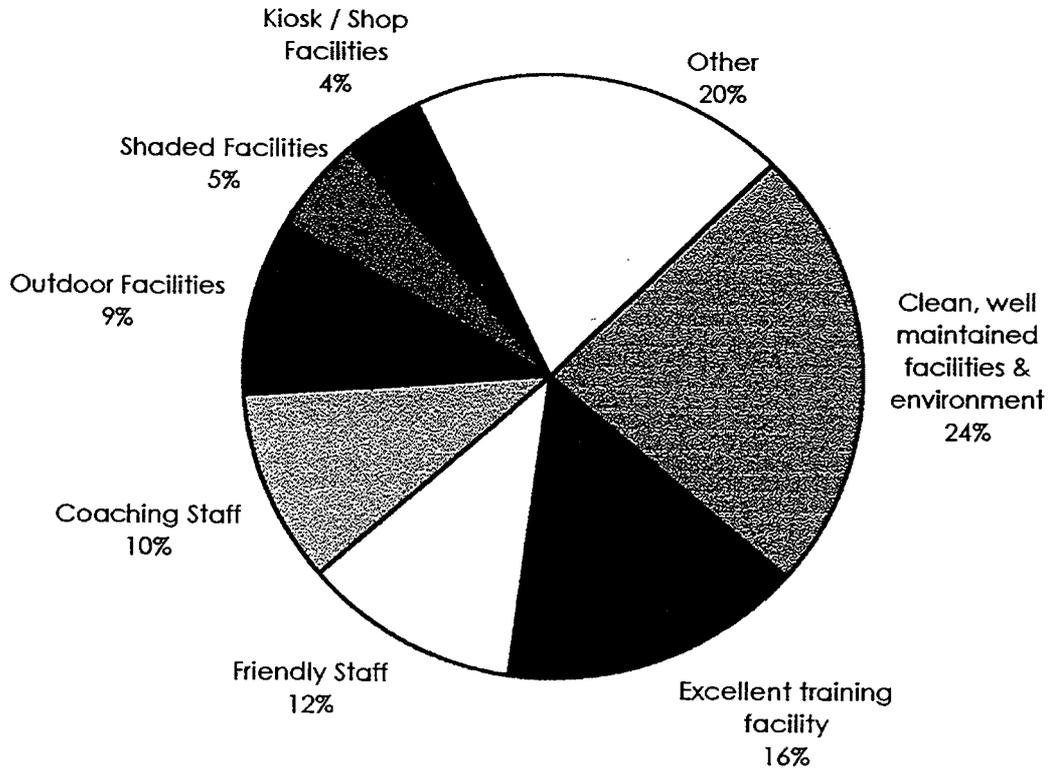
1. A total leisure centre catering to the whole community
2. Something along the lines of the Sutherland aquatic centre
3. Many people using all the varied activity areas
4. Recreational - competition - fitness
5. Many users of the new indoor pool which could be opened in the summer (warm weather) - sliding roof - side walls folding to open to green plant area
6. Warm welcoming staff
7. Social café
8. People spending time and money
9. Massage and therapeutic facilities
10. Warmer hydro-therapy pool
11. Rehab athletes and post operative working in the water
12. Strong and consistent pool programmes for everybody in the community
13. An oasis in the Warringah shire
14. Steam or sauna offered
15. Similar vision to Homebush but may not on such a large scale
16. Something that outside areas would like to attend
17. Training area for Olympics
18. Eating areas
19. Playground for children
20. User friendly for all the community
21. Same staff
22. Grassy area
23. Same location
24. Long hours and long season
25. Maybe a bubble over 50m pool in winter

	Responses	% of Responses
Whole Community Facility	#1, #3, #4, #11, #13, #4, #5, #8, #12, #16, #19, #20	36%
Oasis feel to facility	#13, #14, #22, #24	16%
Friendly Staff	#6, #21	8%
Social Café	#7, #18	8%
Other	#2, #9, #10, #11, #15, #17, #23, #25	32%



48. Caters for all age groups
49. Pleasant atmosphere
50. Excellent coaching
51. Friendly staff
52. Informative coaching staff
53. 25m and 50m pool to provide all aspects of training
54. Wading pool with shade cloth
55. Clean pools
56. Excellent width of lanes
57. Location
58. Outdoors - garden parklike surroundings
59. Quality of water
60. Variety of pools
61. Friendly staff
62. Fresh air change rooms - sunshine
63. Availability of professional coaching
64. 50m + 25m pool
65. Heated pool
66. Friendly staff
67. Sufficient coaching staff
68. Convenient kiosk
69. Toilet dressing facilities clean and sufficient
70. Pool chlorine levels always checked
71. Outdoor
72. Warm water
73. Good surroundings
74. Cleanliness
75. Two pools plus little kiddies pool
76. Good coaches
77. Friendly staff
78. Undercover areas
79. Transport is very convenient from home, school etc
80. Best coaches available in the area
81. Helpful friendly staff
82. Being open throughout the warmer months is much fresher and makes training a great deal more pleasant
83. Location at southern end of peninsula
84. Comfort for swimmers - open air during swimming season
85. Good quality water
86. Comfortable water temperature
87. Well kept surrounds and amenities
88. Number of lanes available over two pools which allows competitive swimmers to train
89. Reasonable parking area
90. Available staff
91. Reasonably acceptable opening hours
92. The 50m outside heated pool and 25m pool
93. The high degree of attention paid to the pool water and surrounds - toilets etc
94. Pool is always in excellent swimming state
95. Staff always friendly and helpful
96. Covered shade area for tiny tots

	Responses	% of Responses
Clean, well maintained facilities & environment	#1, #2, #8, #10, #13, #14, #21, #24, #30, #32, #42, #49, #55, #59, #69, #70, #73, #74, #85, #86, #87, #93, #94	24.0%
Excellent training facility	#6, #15, #22, #23, #25, #33, #40, #44, #45, #46, #53, #56, #60, #64, #88	15.6%
Friendly Staff	#4, #17, #26, #31, #51, #61, #66, #77, #81, #90, #95	11.5%
Coaching Staff	#12, #18, #27, #39, #50, #52, #63, #67, #76, #80	10.4%
Outdoor Facilities	#7, #29, #41, #58, #62, #71, #82, #84, #92	9.4%
Shaded Facilities	#16, #36, #54, #78, #98	5.2%
Kiosk / Shop Facilities	#11, #19, #35, #68	4.2%
Other	#3, #5, #9, #20, #28, #34, #37, #38, #43, #47, #48, #57, #65, #72, #75, #79, #83, #89, #91	19.7%

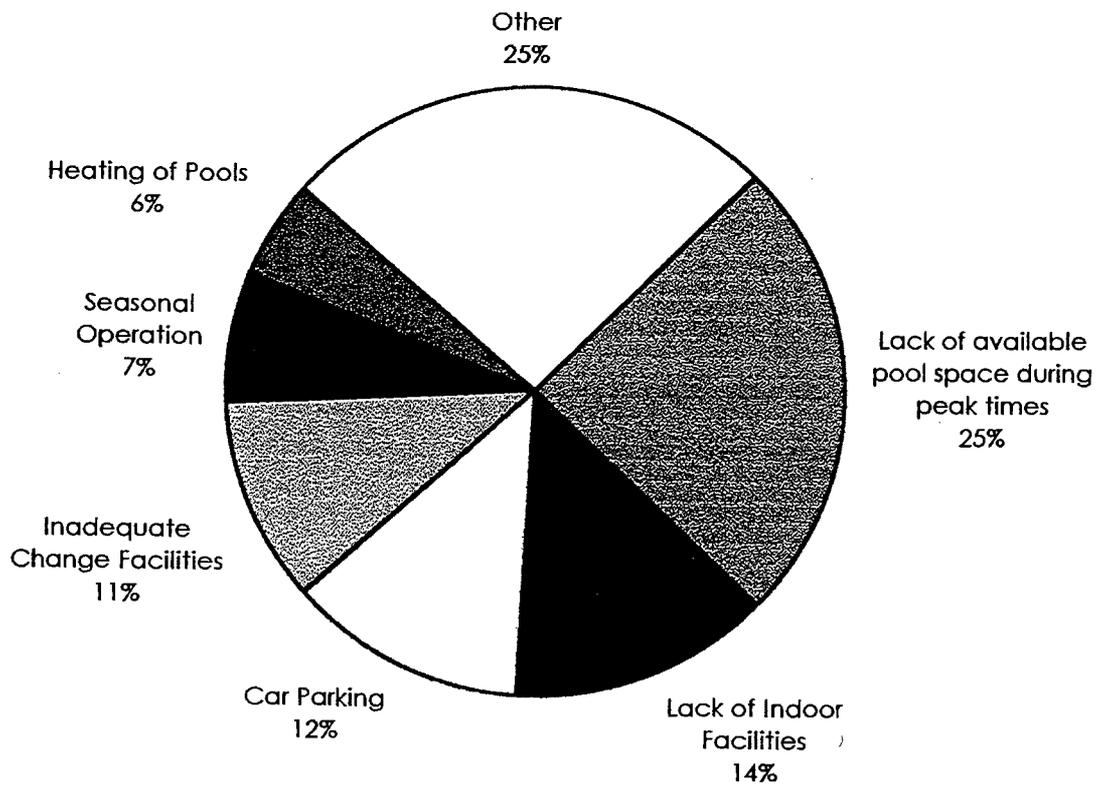


What are the negative aspects of the main swimming centre?

1. Closure during winter
2. Inadequate parking
3. Inadequate covered area
4. Lack of lanes for coaching / squad training
5. No diving pool
6. When school carnivals are on the use of the pool is severely restricted
7. Overcrowding lanes due to too many local swimmers from many different sports
8. No covered pool for year round swimming training
9. An extra training pool required to elite athletes
10. Lack of covered pool for wet weather carnivals
11. Lack of car parking - dangerous when children run across the road
12. No covering over learn to swim pool
13. No covering in change rooms
14. No gymnasium for elite athletes
15. Not enough pools to suit demands - water polo, aquarobics, water walking training etc
16. It is not a smoke free zone
17. Inadequate change room facilities especially during carnival times
18. Only one heavy thick lane divider
19. Fumes from cooking oil at kiosk
20. Lack of adequate parking spaces
21. Not enough hot showers
22. No door on change room to keep out draughts etc
23. Not enough pools
24. Could use an indoor pool too
25. Not open all year
26. No indoor heated pool
27. Losing so many of our swimmers because we do not have enough water space and no indoor facility
28. Have to pay even if not swimming - to visit / to watch
29. Concession tickets not carried over after closure
30. Chill factor - when wind blows - my competitive swimming is asthmatic, very lean and trains up to 2hrs a session, 7 times a week
31. Definitely need some weather protection
32. Carpark - needs to be one way - wider entrance - no visibility into carpark from street - a real jam
33. Smoking at centre
34. Club room is very noisy
35. Notice board - need to pay before you can in to see what is on
36. Only two hot showers in mens change room
37. Rain coming into change room
38. The closing of the pool during winter forcing elite swimmers to go else where or cut back their training
39. Cost of entry
40. Lack of policing realistic lanes regrading standard of swimmers in 50m pool
41. Winter is very cold for the swimmers
42. Very crowded at peak times
43. Change rooms - definitely need revamping
44. The car park is totally inadequate - dangerous
45. Heaters not good enough - need to be upgraded
46. Not enough lane space for senior, national and triathletes
47. Not all year round training

48. Not covered or enclosed
49. No separate heating for pools to allow for varying temperature for learn to swim, disable and squad and mini squad swimmers
50. Pool isn't opened long enough eg closes at 7pm and 8pm
51. Not enough parking
52. Toilets are not enclosed
53. No wind breaks
54. Not enough room for learn to swim during peak periods
55. No extra space for squad and coach for extra facilities eg exercise room and video room
56. Too cold during winter
57. Overcrowding makes it hard to focus
58. Seating can be uncomfortable and a problem
59. Starting blocks and walls for back stroke starts could be a lot better
60. Water is too warm at times
61. Overcrowding
62. When they put too much chlorine in the pool
63. The carpark in the afternoon
64. When people park in the drop off lane
65. Closure during winter
66. Inadequate parking at times - competes with oval
67. Needs more coaching lanes - too crowded and needs more lane space
68. Road outside pool too dangerous for children to cross
69. No lanes during peak carnival times
70. No facilities for winter training - no covered pool
71. 25m pool needs to be warmer for learn to swim swimmers
72. The change rooms needs to be covered over to keep out the weather
73. Paying to enter when you are waiting for your children

	Responses	% of Responses
Lack of available pool space during peak times	#3, #4, #6, #7, #9, #15, #23, #24, #27, #40, #42, #46, #54, #55, #57, #61, #67, #69	24.7%
Lack of Indoor Facilities	#10, #12, #13, #26, #30, #31, #41, #48, #56, #70	13.7%
Car Parking	#2, #11, #20, #32, #44, #51, #63, #64, #66	12.3%
Inadequate Change Facilities	#17, #21, #22, #36, #37, #43, #52, #72	11.0%
Seasonal Operation	#1, #25, #38, #47, #65	6.8%
Heating of Pools	#45, #49, #60, #71,	5.5%
Other	#5, #14, #16, #18, #19, #28, #29, #33, #34, #35, #39, #45, #50, #53, #58, #59, #62, #68, #73	26.0%



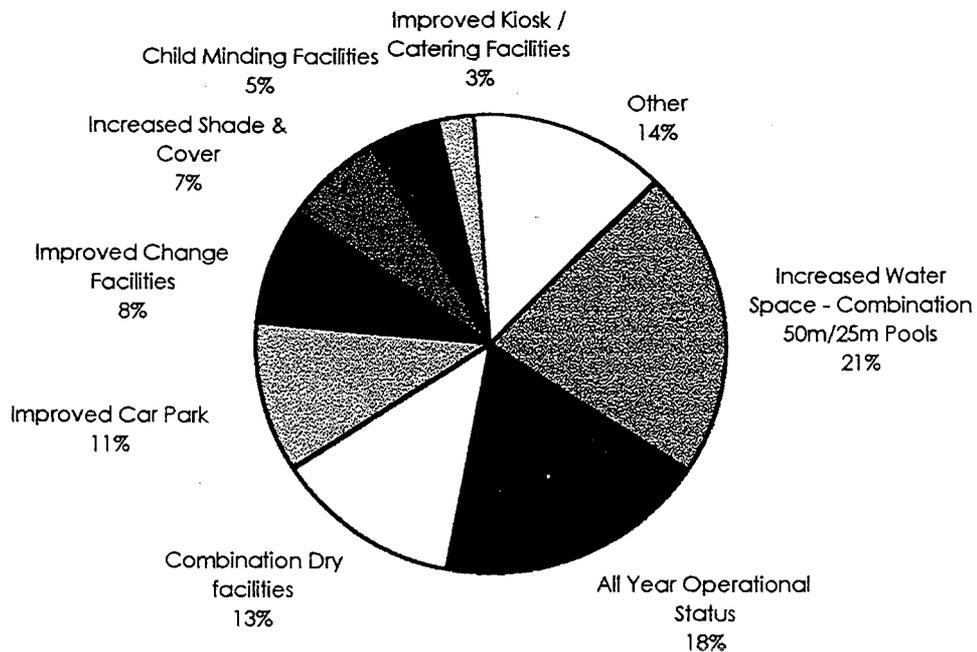
What features / components would you like to see included if the council decided to redevelop the existing centre?

1. More sun protection
2. Recreational could have more play facilities
3. Perhaps small wave pool
4. More space for learn to swim
5. Water polo times to be extended
6. Coaches lease should be a minimum of five years with an extension after that
7. Small gym area would be great
8. Child minding facilities
9. More lane space
10. Pool to be operational all year
11. Like to see the pool developed in stages
12. 25 m pool enclosed with other lanes added to side - pool to have opening sides to allow flow for summer
13. Toilets enclosed
14. Car park increased
15. Lane space increased for squad
16. Another 25m pool built for competition - water polo for example and this pool to be deeper enough all over for synchronised swimming and fitness testing
17. Coaches lease to be extended to 5 years plus option
18. Pool specialising in disabled, learn to swim and baby classes
19. Gym facilities
20. Child minding facilities
21. Separate coaching area and entrance
22. Car parking facilities for coaches and other users
23. More covered areas for wet weather
24. Indoor centre
25. Closed in change rooms - more power points needs
26. More 50 metre lane space for squad training
27. More covered in space for school carnivals
28. Learn to swim must be in a warmer pool to the rest of the centre because they freeze - they need a warm bath
29. More car parking space
30. Year round swimming facilities
31. Gym facilities for coach
32. Child minding facilities to give mum and dad a break
33. More undercover seating space for the very hot weather
34. Separate pool for water polo
35. All year round swimming facilities
36. Build new 50 m covered pool upgrade change rooms
37. Enlarge car park
38. Build gymnasium - it would be the only gym / pool complex in district and would attract new aerobics market
39. Child minding would attract more fitness gym swimmers
40. We definitely need indoor pool training facilities so that the centre can operate 12 months of the year
41. There are not enough pools in our area available for squad training and the result is overcrowding at existing pools. This becomes a lot worse in winter when manly closes down as our existing swimmers have to look elsewhere to train. So in the long term an extra pool would help

42. In the short term cover the 25m pool
43. Cover over change rooms
44. Heat 25m pool for learn to swim
45. More parking
46. An added indoor training / lap pool covered all year round
47. A cover for the 50m pool which can be kept for summer
48. An ideal addition would be to replace the existing 50m pool with a new covered one with a movable boom for short and long course
49. More equipped club house and stretch and exercise room
50. Maybe a weights room
51. Updated and larger kiosk with food swimmers can eat
52. Larger car park
53. Better change rooms
54. All year round use
55. Covered pool like at North Sydney would suffice
56. Another 50 metre pool (maybe not so wide) for use for training at lap swimming when others have carnivals etc
57. If there were 2 - 50metre pools one could have an automatic boom (like aquatic centre) which means double coaching space
58. Diving pool / double use for water polo
59. Larger children's shallow pool - gets extremely crowded on hot days and shade covered
60. Include gym facility for more attraction for fitness, like health club
61. Friday night swimming club expansion - bring greater revenue
62. Enclosed 25m pool - 8 lanes to operate all year
63. Multi covered car park
64. Gym for top level swimmers and possibly aerobics club
65. Larger club house for swimmers
66. Parking for all staff members
67. 3min showers for 20c
68. Bigger car park
69. Cover over 25m pool
70. The pools to be heated at a maximum of 23°C
71. Stretch and exercise room
72. Bigger club room
73. A 6 lane 25 metre pool
74. Bigger kiosk sitting area
75. More lane space for squads
76. Barbecue area
77. Some form of removable or opening building to allow all round use of the centre
78. A warm up / light weights are to allow athletes more of a complete training facility
79. Availability of 50 metre lanes for elite members during morning sessions - maybe training off some 25m lanes
80. Complete roof over the change room
81. Fix the covered area so it is not like a waterfall when ever it rains - a poor job done by council workers
82. More undercover seating and / or undercover areas to leave bags etc - not on the ground
83. Deepening of the 25 m pool to allow for synchronised swimming, diving, w/polo
84. More car park space to cater for carnivals and safe entry and exit to car park - turning bays
85. 25m pool needs to be covered in for winter training but a form which allows fresh air to flow through as at Blacktown City Council pool - clear glass / folding up - an immediate need
86. More covered seating

87. Shower toilet facilities / change rooms upgraded
88. Possibly another pool for recreation as the number of pools in northern areas is decreasing which makes it difficult for top performance swimmers - pool space is always short / allow more teaching programmes to be introduced
89. Not to lose what swimmers like about Manly - the openness and fresh air
90. Heated indoor pool - (with design to enable sides to be opened) available for coaches - re serious swimmers young or old - learn to swim - disabled persons
91. A gym for dry land training to go with swimming programmes and general fitness
92. I would love this pool to be 50m and open all year
93. Another 50m pool - indoor
94. Outdoor 50m open all year available for lap swimmers
95. Improved changing facilities - including more , but avoiding indoor tiled "wet" floors as per Warringah aquatic - terrible change rooms
96. Better facilities for training including more dedicated areas
97. More car parking
98. Electronic timing facilities
99. Child minding creche
100. More spectator (covered) areas
101. More lanes for competitive squads
102. Additional pool to accommodate different demands simultaneously ie water polo school carnivals, elite squads. Lap swimmers, leisure swimmers
103. Car park - needs major review - very dangerous, frustrating at peak times
104. Competitive swimming has no off season
105. Short term - protection of at least the 25m pool to allow all weather effective training
106. Facility for all year training
107. Gym facility to supplement dry land training for swim squads
108. Massage facilities etc for swimmers
109. 25m pool - roof with opening sides similar to Blacktown
110. Sheltered areas for spectators to cope with swim carnivals

	Responses	% of Responses
Increased Water Space - Combination 50m/25m Pools	#4, #9, #15, #16, #18, #26, #34, #36, #41, #46, #48, #56, #57, #58, #59, #73, #75, #79, #83, #88, #93, #101, #102	21.7%
All Year Operational Status	#10, #12, #24, #30, #35, #40, #42, #44, #47, #54, #55, #62, #69, #77, #85, #90, #92, #94, #105, #106, #109	18.9%
Combination Dry facilities	#7, #19, #31, #38, #49, #50, #60, #64, #71, #72, #78, #91, #107, #108	12.6%
Improved Car Park	#14, #22, #29, #37, #45, #52, #63, #66, #68, #84, #97, #103	10.8%
Improved Change Facilities	#13, #25, #43, #53, #80, #81, #87, #95, #111	8.1%
Increased Shade & Cover	#1, #23, #27, #33, #82, #86, #100, #110	7.2%
Child Minding Facilities	#8, #20, #32, #39, #99	4.5%
Improved Kiosk / Catering Facilities	#51, #74, #76	2.7%
Other	#2, #3, #5, #6, #11, #17, #21, #28, #61, #67, #70, #89, #96, #98, #104	13.5%

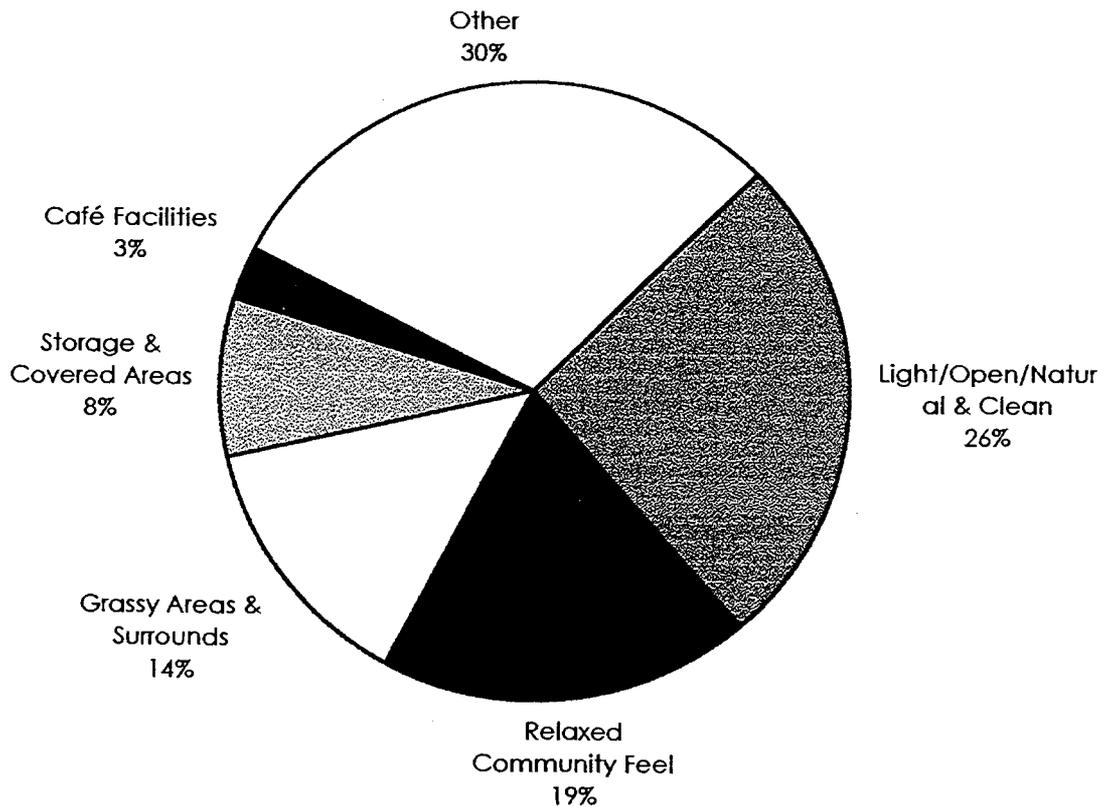


If you were entering the redeveloped centre what would you see?

1. An entrance that flows easily and does not become a bottleneck at the slightest increase in numbers and with a more reasonable disabled / stroller access
2. Sunshine, turquoise blue and light colours / grassed area
3. Parents who are watching / waiting for children seated comfortably in an area not wet and tiled and too close to pool edge like WAC but with seating on horizontal backed benches with hooks and shelf like at present
4. Curves and sailed roof with easy indoor outdoor view as well as access
5. Coming into manly pool should present itself as orderly, not chaotic always maintaining its personal and friendly atmosphere
6. Not a closed in feeling
7. Always open, light, bright but simply clean look - not cluttered
8. Natural look
9. Green space important and trees
10. Non slip surfaces, safe
11. Clean, modern rest room facilities and showers
12. Shop facilities are good but would need to be upgraded for more people
13. To be a great place - loved by all and should only expand on the basis that locals continue to enjoy it for what it looks like and offers
14. Open, spacious
15. Clearly sign posted foyer
16. Bright, attractive - view of manly swim centre as a welcome, clean exciting place to be
17. Would like to see into training pool either from foyer or perimeter
18. Swim shop set out separate to food kiosk
19. Like the freshness of open air with the option of protection from the elements
20. Covered marshalling area for competitors
21. Staff in uniform - clearly labelled on shirt
22. Clean, efficient showers and change rooms
23. Lighting at night
24. Option to accommodate spectators in wet weather
25. Dry storage of swimmers gear while training / competing
26. Shelter for officials at carnivals
27. A relaxed atmosphere
28. Open space
29. Palm trees and an umbrella style café
30. The entry could be a hall of fame for many elite athletes who uses the facilities
31. Very clam as I walk through the gate because I've had no problem parking
32. Open expanses
33. Very green
34. Lots of trees around grassed areas and covering up night fences
35. Big play ground (enclosed) with many children playing
36. Swimmers in the 50m pool
37. Many table and chairs under sheltered areas
38. A beautifully landscaped area of different pools catering for different types of swimmer with plenty of seating available for spectators
39. A relaxed tranquil setting with plenty of vegetation with palms and ferns
40. Everything looking clean and fresh and inviting
41. A place you know you want to return to
42. A vision of 2 open water pools with inviting sun shades over the toddler pools
43. Grass areas between these pools and then the indoor heated pool that can have all sides rolled away on hot days or evenings
44. My hope is to see a large squad training in 4 to 5 lanes of the 50 m pool

45. Friendly staff
46. 25m pool full with learn to swim & mini squads
47. 25 metre pool for leisure & 2 small pools for wading and fun for little ones
48. A busy and friendly atmosphere filled with people enjoying themselves and learning
49. Hopefully i wouldn't see much difference with the exception of being able to swim all year round and enjoying the centre
50. Clean crisp lines - more organised desk and organised groups of swimmers
51. Not chaotic
52. Light and airy but friendly and user friendly
53. Relaxed
54. Northern beaches atmosphere
55. I would love to walk into an indoor centre that had the feeling of being outside
56. Light streaming in
57. Trees either indoor or outdoor
58. Lovely coloured grounds - green
59. Underwater viewing
60. Soft garden furniture
61. Palm trees minus birds
62. Music for relaxation
63. Large indoor pool being used for squad training
64. Learn to swim children laughing and having fun because the pool is enjoyable to swim in
65. Feeling of warmth
66. Warm and cosy club room - with locker facilities for the squad kids
67. Gym facilities and happy children in the child minding facilities
68. Sun - light - natural
69. Outdoors aspect
70. Parklike surrounds
71. Swimming activity
72. Plenty of shade areas for spectators
73. No palm trees

	Responses	% of Responses
Light/Open/Natural & Clean	#2, #4, #6, #7, #8, #11, #14, #16, #19, #23, #28, #32, #40, #42, #52, #55, #56, #68, #69	26.1%
Relaxed Community Feel	#5, #13, #31, #27, #31, #39, #41, 348, #51, #53, #54, #62, #64, #65, #66	19.2%
Grassy Areas & Surrounds	#9, #33, #34, #38, #43, #57, #58, #60, #61, #70	13.7%
Storage & Covered Areas	#20, #24, #25, #26, #35, #37	8.2%
Café Facilities	#12, #29	2.7%
Other	#1, #3, #10, #15, #17, #18, #21, #22, #30, #36, #44, #45, #46, #47, 349, 350, #59, #63, #67, #71, #72, #73	30.1%



Schools: **Wednesday 16th April, 1997**
4.00pm - 5.00pm

What are the positive aspects of the manly swimming centre?

1. Very helpful staff - will try to fit you into their programme
2. Good rates of hire
3. Outdoor atmosphere is healthy and uplifting
4. Good variety of pools to cater for different groups
5. Always clean and very well maintained
6. Good storage of equipment for lessons - eg. Water polo goals and kickboards
7. Excellent lifeguard attention
8. Good opening hours
9. Cheap entry
10. Excellent standard of maintenance
11. Provide all necessary equipment and help for school swimming carnivals
12. Heated pools in winter is great
13. Good water quality
14. Plenty of space in cooler months for school & recreational swimming
15. Good rules and regulations enforced by lifeguards prevent injuries and problems with public
16. Caters for variety of interest group ie. Squad training, schools, water polo, lifesaving
17. Provides for hair drying in women's change room
18. Good club room
19. Nice green environment
20. Well organised lanes for public, squads etc
21. Natural environment provides for clean air
22. No strong chlorine smell

What are the negative aspects of the manly swimming centre?

1. Toilets aren't always perfect but they are fairly clean
2. Need more shade areas / protection cover for extreme conditions
3. Closes in the middle of the year which isn't always necessary with the heated pool
4. Shame it must shut down during storms due to lack of protection from lightning
5. Sometimes too crowded because of its popularity - caters for so many interest groups that you must plan around, which is not always convenient
6. Not many lockers for storage
7. Bigger / more pools for small children need in summer due to congestion during holiday learn to swim programme
8. Parking is very tricky in summer - can be dangerous with lots of small children running through the car park

What features / components would you like to see included if the council decided to redevelop the existing centre?

1. All year round swimming
2. Cover in winter
3. Maybe enclosed pool to prevent weather restrictions - maybe enclose part of the complex
4. Small grandstand
5. Another pool - more water space - built on part of millers reserve
6. Extend car park
7. Enclose change rooms with more facilities eg. Showers
8. More pay pool areas as in Homebush
9. Diving pool
10. scoreboard and video screen

If you were entering the redeveloped centre what would you see?

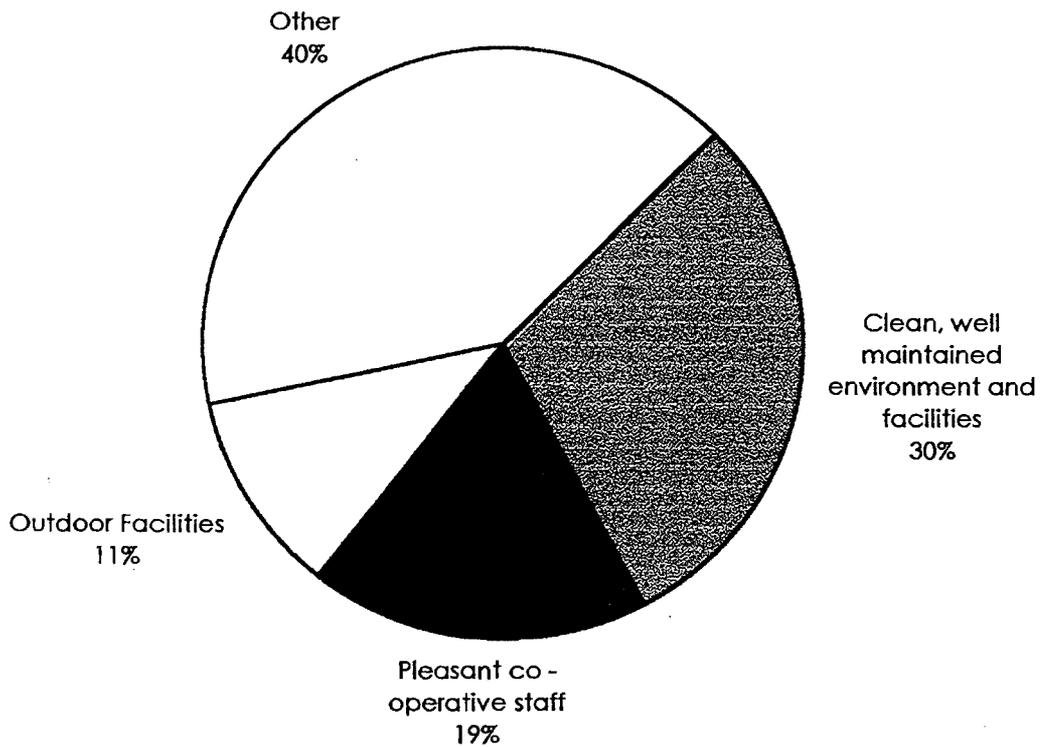
1. Larger foyer with memorabilia on show
2. Space
3. Light
4. Natural environment
5. Spectacular feel as per Homebush
6. Both strong competitive flavour and fun environment

Season Pass Holders: Thursday 17th April, 1997
6.00pm - 7.00pm

What are the positive aspects of the Manly swimming centre?

1. Outside pools
2. Clear pool and surrounds
3. Adequate staff
4. Good grass areas
5. Covered toddlers pool opening hours - early morning start probably the main reason for my patronage
6. Heating
7. Well maintained
8. Pleasant location
9. Basically friendly staff
10. Only 50 m pool available in district
11. Outdoor pools are great
12. Versatility with 50 m pool , 25m pool, kids pool and wading pool
13. Grassed areas
14. Convenient parking
15. Clean water
16. Clean surrounds - good management
17. No hooliganism
18. Pleasant staff
19. Ampler opening hours
20. Very co-operate staff
21. Swimming club relationships
22. Open air
23. Clean water
24. Clean surrounds
25. Very good staff
26. Clean amenities
27. Available to swimming club on Saturday mornings

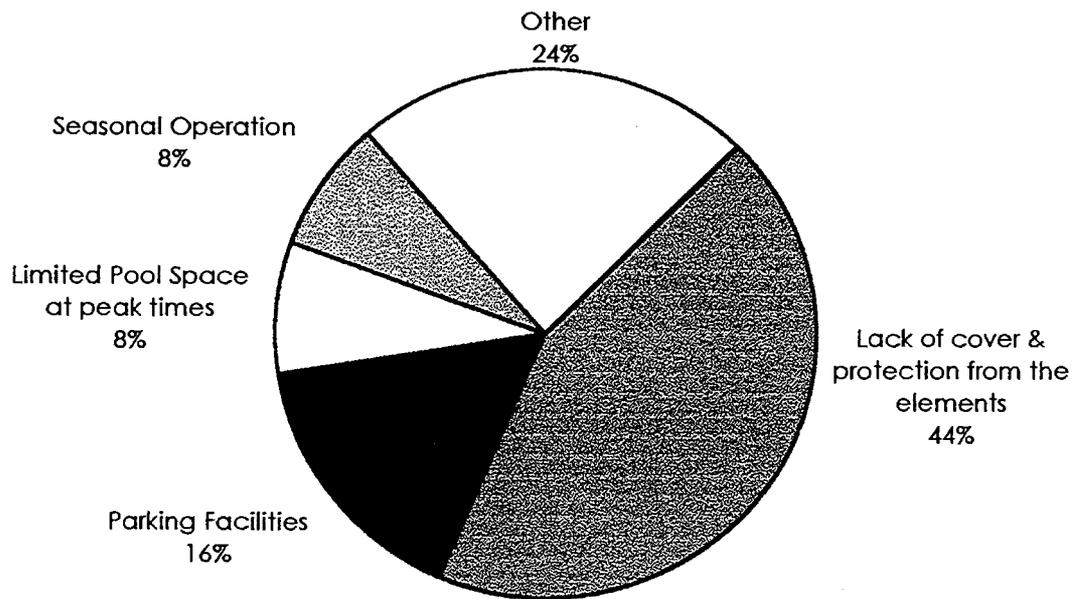
	Responses	% of Responses
Clean, well maintained environment and facilities	#2, #7, #13, #15, #16, #23, #24, #26	29.6%
Pleasant co - operative staff	#3, #9, #18, #20, #25	18.5%
Outdoor Facilities	#1, #11, #22	11.1%
Other	#4, #5, #6, #8, #10, #12, #14, #17, #19, #21, 27	40.7%



What are the negative aspects of the Manly swimming centre?

1. Difficulty in running carnivals during inclement weather
2. Minimum shelter
3. Dressing sheds are drafty
4. Too cold for competitions at night
5. No cover for officials during wet weather
6. Difficulty in getting to car park when it is raining
7. Not open all year
8. Lack of cover on rainy days
9. Lack of parking on busy days
10. Inadequate club room
11. Openness to the winds particularly early in season
12. At peak times lack of pool space for all groups wanting to train or swim
13. Change rooms while clean are open to weather - rain makes it very difficult to keep clothes dry etc. - and to stay warm particularly early and late in the season
14. Pool not available 12 months of the year
15. Lack of shelter when it rains
16. Not enough hot showers particularly at peak training times in early mornings
17. Inadequate parking during height of school swimming season
18. More covered required during hottest swimming months
19. Difficulty in getting in and out of pool if you have a bad back injury or problem
20. Pools are very crowded during summer - over holiday and school swimming season
21. Slow pool - shallow end should be deeper
22. Exposure to westerlies and north easters
23. Club room basic
24. Hot showers not always reliable
25. Parking can be unsatisfactory

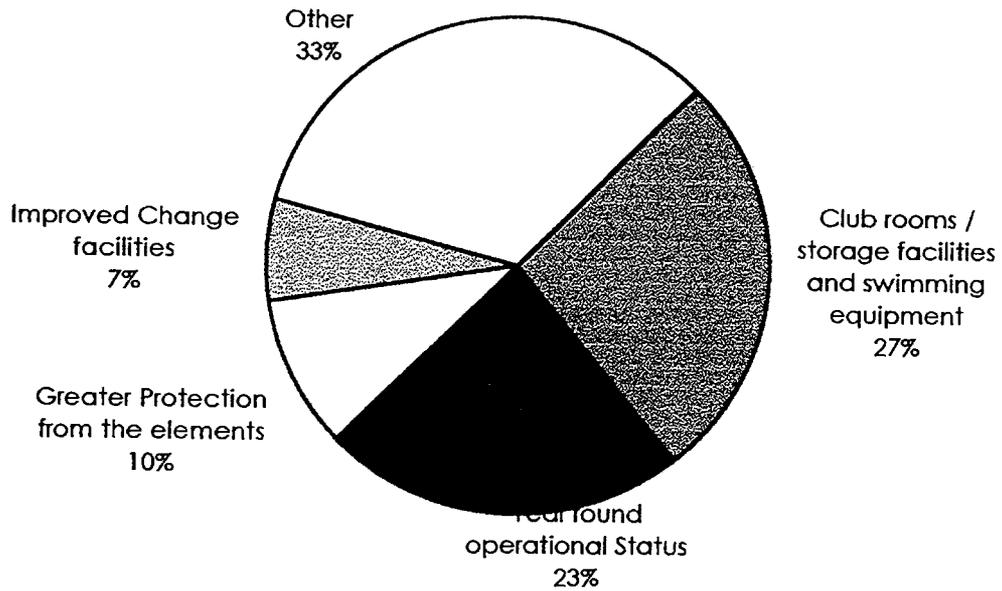
	Responses	% of Responses
Lack of cover & protection from the elements	#1, #2, #3, #4, #5, #8, #11, #13, #15, #18, #22	44%
Parking Facilities	#6, #9, #17, #25	16%
Limited Pool Space at peak times	#12, #20	8%
Seasonal Operation	#7, #14	8%
Other	#10, #16, #19, #21, #23, #24	24%



What features / components would you like to see included if the council decided to redevelop the existing centre?

1. New club rooms
2. Upgrade change rooms
3. Enclosed 25 metre pool in winter
4. Install wind breaks on western end
5. Electronic timing equipment
6. New lane dividers
7. New starting blocks
8. Rebuild seating on southern side
9. Bbq and similar equipment
10. Another 25 metre pool
11. Cover over pools during winter
12. More parking
13. Better heating so you could swim most months of the year
14. Better club house for swimming clubs
15. Provide swimming all year round with perhaps 2-3 weeks close down for essential maintenance
16. Improve change rooms
17. Have efficient water heating system to maintain pool temperature at 22°C through winter months in 50m pool
18. Electronic timing equipment to be available for carnivals
19. Swimming club room to be larger perhaps a 2nd story above existing building
20. Provide wind breaks (similar to what is available in WAC) around pool
21. Do not in any redevelopment turn pool into leisure centre with gym's, sauna's, spa's etc
- it should be maintained as a "swim" centre
22. Greater wind protection at western end and also side of 25m pool
23. Deeper at shallow end
24. If not indoor - a cover which could be used on a temporary basis allowing meets / carnivals to be held
25. Efficient heating system
26. Upgrade club rooms, perhaps include a creche
27. Better notice board / advertise for clubs
28. 8 or 10 lane indoor heated pool - with a small pool for teaching swimming
29. Make the existing 50m pool an indoor pool (see Blacktown)
30. Walls to be open up in good weather and closed down in bad weather

	Responses	% of Responses
Club rooms / storage facilities and swimming equipment	#1, #5, #6, #7, #14, #18, #19, #26	26.7%
Year round operational Status	#3, #11, #13, #15, #17, #24, #29	23.3%
Greater Protection from the elements	#4, #20, #22	10%
Improved Change facilities	#2, #16	6.7%
Other	#8, #9, #10, #12, #21, #23, #25, #27, #28, #30	33.3%



If you were entering the redeveloped centre what would you see?

1. No comment really - I am perfectly happy with the entrance and the impression I get now
2. Vision - state of the art Olympic pool with anti wave ropes accommodating swimmers of all abilities
3. A facility that is well run , clean and almost in all weathers, inviting
4. Relaxed atmosphere
5. Pleasant staff
6. The feel of a community pool where people of all ages and abilities use the pool for fitness and health in conjunction with the various swimming clubs, training and squads and water polo teams
7. Bit more pool space
8. An open 50m pool available 12 months a year
9. Consumer friendly
10. Areas for family to have fun
11. Areas for serious swimmers
12. BBQ facilities
13. Improved landscaping
14. Better play area for children maybe incorporated with a pool

Appendix 3

- NSW Department of Sport and Recreation
Regional Sports Facility Programme

NSW Department of Sport and Recreation

Regional Sports Facility Program

Interim
Information Pack

INTERIM GUIDELINES

General Information

Purpose of the Program

The Regional Sports Facility Program is a Grant Program aimed at enhancing the range, availability and quality of major sport and recreation facilities throughout NSW. The objective of the Program is to progressively develop and enhance a network of regional sporting facilities throughout NSW that meets the needs of both talented and elite athletes, and the community generally.

WHAT LEVEL OF ASSISTANCE IS AVAILABLE

- Normally, the maximum grant available for any project through this Program will be \$300,000, but this may be varied in particular circumstances, based on the recommendation of the Department of Sport and Recreation.
- Grants will normally be made on a \$(Dollar) for \$(Dollar) basis, but this may be varied in particular circumstances on the recommendation of the Department of Sport and Recreation.

WHAT TYPE OF PROJECTS WILL BE CONSIDERED

- Construction of new sporting and/or ancillary facilities.
- Substantial upgrading of existing sporting and/or ancillary facilities.
- Projects which can be commenced within 6 months of the grant announcement and which can be completed within 18 months. It should be noted that the availability of grants will not normally be extended beyond this time.

INTERIM GUIDELINES

WHO CAN APPLY ?

- Local Government Authorities.
- Recognised State Sporting organisations (please refer to the Department of Sport and Recreation for further details).
- Not-for-profit sporting organisations which are affiliated to the appropriate State Sporting organisation.
- Aboriginal and Torres Strait Islander Community Councils.
- Other not-for-profit organisations which are able to demonstrate that the provision or upgrading of a major sports facility would improve access for the general community to participate in sport and/or meet the needs of both talented and elite athletes.

WHAT TYPE OF PROJECTS WILL NOT BE CONSIDERED ?

- Private commercial ventures.
- Projects where the costs are associated with the maintenance or replacement of existing facilities.
- Operating costs associated with an existing facility, including salaries.
- Those projects that have already started or have been completed will not be considered.

CLOSING DATE

- *Date to be confirmed.*

You need to know

Only applications meeting the above guidelines will be considered.

HOW TO APPLY

1. Carefully consider the criteria for the program and decide if you are eligible for assistance under this program. If you are unclear whether the project would meet the criteria please contact the nearest Regional Office of the Department. If you feel you are eligible and can provide the necessary information please read below.
2. Complete the application form attached which requests basic information on the proposed project.
3. Supply the necessary documentation in support of your application. (See notes below)
4. Send the completed application form and supporting documents to the appropriate Regional Office of the Department of Sport and Recreation.

WHAT ADDITIONAL INFORMATION WILL YOU NEED TO SUPPLY

- Location drawing
- Project plans
- Documentation to support cost of project
- A copy of the Organisation's Incorporation Certificate (Local Government excluded).
- Confirmation of available funds
- Copies of the organisation's lease or license (if applicable).
- A copy of the organisation's Building Application and Development Application approvals (if available).
- Any other supporting information necessary to further the organisation's application.

HOW TO GET HELP IN COMPLETING YOUR APPLICATION

Please contact the appropriate Regional Office of the Department. See contact list included in this information pack.

ASSESSMENT

HOW WILL YOUR APPLICATION BE ASSESSED

- Completed application forms, together with any necessary supporting information, must be submitted to the appropriate Department of Sport and Recreation Regional Office.
- Applications will first be assessed by officers at the Regional Office to determine if they are eligible for consideration under this program.
- Regional Directors will consult with the relevant Local Government Authorities and Regional Sporting Organisations.
- A report on this assessment, together with the applications will then be forwarded to the Department's Facility Development Unit.
- The Facility Development Unit will seek comments from the relevant State Sporting Associations.
- In the case of projects in the Sydney Metropolitan area, which are identified in the Olympic Training Facilities Schedule, comments will be sought from the Sydney Organising Committee for the Olympic Games.
- Recommendations will be prepared and submitted for consideration by the Minister for Sport and Recreation.

What Criteria Will be used to assess your Application ?

Applications will be assessed on the basis of their capacity to:

- Improve access to sport and recreation facilities by talented athletes and the general community

It is essential that applicants demonstrate:

- a capacity and commitment to a sound ongoing management structure
- that the facility will be managed in a way which ensures access to all members of the community
- support of the appropriate Local Government Authority

INTERIM GUIDELINES

- support from the relevant State Sporting Association
- That an advanced stage of planning has already been reached; that construction can commence within a period of six months, and that the project can be completed within 18 months.

What will enhance your application ?

- The identification of the facility within a regional sports facility development plan or sport and recreation needs study.
- Projects that can demonstrate the effective and coordinated use of existing public infrastructure.
- Projects which are able to demonstrate that the development will enhance opportunities to attract overseas sport and recreation groups to train and/ or compete in NSW.
- Demonstration that the project will improve opportunities for those groups in the community that traditionally experience difficulty in accessing sport and recreation facilities, including Aboriginal and Torres Strait Islanders, women, people from non English speaking backgrounds, individuals with a disability, youth at risk and people in isolated or rural communities.

Grant Processes and Conditions

How will you find out if you are successful ?

All successful and unsuccessful applicants will be notified in writing.

Grant Conditions

All successful applicants will be asked to acknowledge the support of Department of Sport and Recreation.

Organisations can make claims for payment as the work on a project proceeds. Up to 90% of the grant may be claimed in this way. The final 10% of the grant will only be payable following the Department's receipt of an audited statement of final cost and the satisfactory inspection of the project by the appropriate Regional Director. Detailed guidelines will be provided to successful applicants.

Any variation to the project detailed in the application form must be agreed to in writing by the Department of Sport and Recreation. The transfer of funds to an alternate project will not be considered.

If the cost of the completed project is less than was anticipated, the Minister for Sport and Recreation reserves the right to reduce the level of grant proportionately.

WHERE TO SEND COMPLETED APPLICATIONS OR MAKE ENQUIRIES

All applications must be submitted on the attached form to the nearest Regional Office of the Department. Applications must be received by the Regional Office by

Regional Offices of the Department of Sport and Recreation	Local Government Authority Area (Council)
<p>Central Northern Region 1 Burwood Road (P O Box 1032) BURWOOD 2134 Telephone (02) 9747 2655</p>	<p>Ashfield, Burwood, Concord, Drummoyne, Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Leichhardt, Manly, Mosman, North Sydney, Pittwater, Ryde, Strathfield, Warringah and Willoughby.</p>
<p>Metropolitan West Region Parramatta Stadium (Western Grandstand) Corner Victoria Rd and O'Connell Street (P O Box 407 Parramatta 2124) PARRAMATTA 2150 Telephone (02) 9683 3899</p>	<p>Auburn, Baulkham Hills, Blacktown, Blue Mountains, Hawkesbury, Holroyd, Parramatta and Penrith.</p>
<p>South East Metropolitan Region Unit 1, 430 Forest Road (P O Box 15) HURSTVILLE 2220 Telephone (02) 9580 9899</p>	<p>Botany, Canterbury, Hurstville, Kogarah, Marrickville, Randwick, Rockdale, South Sydney, Sutherland, Sydney, Waverley and Woollahra.</p>
<p>South West Metropolitan Region Suit 12, Library Plaza 170 George Street (P O Box 522) LIVERPOOL 2170 Telephone (02) 9600 7866</p>	<p>Bankstown, Camden, Campbelltown, Fairfield, Liverpool and Wollondilly.</p>
<p>Hunter Region NSW Government Offices 117 Bull Street (P O Box 5164) NEWCASTLE WEST 2302 Telephone (049) 261 633</p>	<p>Cessnock, Dungog, Gloucester, Gosford, Great Lakes, Lake Macquarie, Maitland, Merriwa, Murrurundi, Muswellbrook, Newcastle, Port Stephens, Scone, Singleton, Tarce and Wyong.</p>
<p>North Coast Region Level 3, Manchester Unity Building 29 Molesworth Street (P O Box 716) LISMORE 2480 Telephone (066) 221 150</p>	<p>Ballina, Bellingen, Byron, Casino, Coffs Harbour, Copmanhurst, Grafton, Hastings, Kempsey, Kyogle, Lismore, Maclean, Nambucca, Nymboida, Richmond River, Tweed and Ulmarra.</p>

<p>North West Region 155 Marius Street (P O Box 532) TAMWORTH 2340 Telephone (067) 661 200</p>	<p>Armidale, Barraba, Bingara, Brewarrina, Coolah, Coonabarabran, Coonamble, Dumaresq, Glen Innes, Gunnedah, Guyra, Inverell, Manilla, Moree Plains, Narrabri, Nundle, Parry, Quirindi, Severn, Tamworth, Tenterfield, Uralla, Walcha, Walgett and Yallaroi.</p>
<p>Riverina Region 33 Fitzmaurice Street (P O Box 699) WAGGA WAGGA 2650 Telephone (069) 219 722</p>	<p>Albury, Balranald, Berrigan, Carrathool, Conargo, Coolamon, Cootamundra, Corowa, Culcairn, Deniliquin, Griffith, Gundagai, Harden, Hay, Holbrook, Hume, Jerilderie, Junee, Leeton, Lockhart, Murray, Murrumbidgee, Narrandera, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Wakool, Wentworth and Windouran.</p>
<p>South Coast Region State Government Office Block 84 Crown Street (P O Box 307, Wollongong East 2520) WOLLONGONG 2500 Telephone (042) 268 150</p>	<p>Bega Valley, Bombala, Cooma-Monaro, Crookwell, Eurobodalla, Goulburn, Gunning, Kiama, Mulwaree, Queanbeyan, Shoalhaven, Shellharbour, Snowy River, Tallaganda, Wingecarribee, Wollongong, Yarrowlunla and Yass.</p>
<p>Western Region Corner Byng and McNamara Streets (P O Box 381) ORANGE 2800 Telephone (063) 626 623</p>	<p>Bathurst, Bland, Blayney, Bogan, Boorowa, Bourke, Broken Hill, Cabonne, Central Darling, Cobar, Cowra, Dubbo, Evans, Forbes, Gilgandra, Greater Lithgow, Lachlan, Mudgee, Narromine, Oberon, Orange, Parkes, Rylstone, Warren, Weddin, Wellington and Young.</p>

Please detach the preceding pages from the application form and retain for future reference.

**NEW SOUTH WALES DEPARTMENT OF SPORT AND RECREATION
REGIONAL SPORTS FACILITIES PROGRAM (RSFP)
APPLICATION FORM**

Applicant Details

Name of Organisation: _____

Postal Address: _____

Contact Person: _____ Position Held: _____

Phone: _____ (Business) _____ (Private)

Is your organisation Incorporated? Yes/No.

Project Details

Brief Project Description: _____

Location of proposed development: _____

Reserve or Park name: _____

Street: _____

Town/City: _____

Local Government Area (Council) in which project is located: _____

Land ownership: _____

Has a development of building application been approved? Yes/No

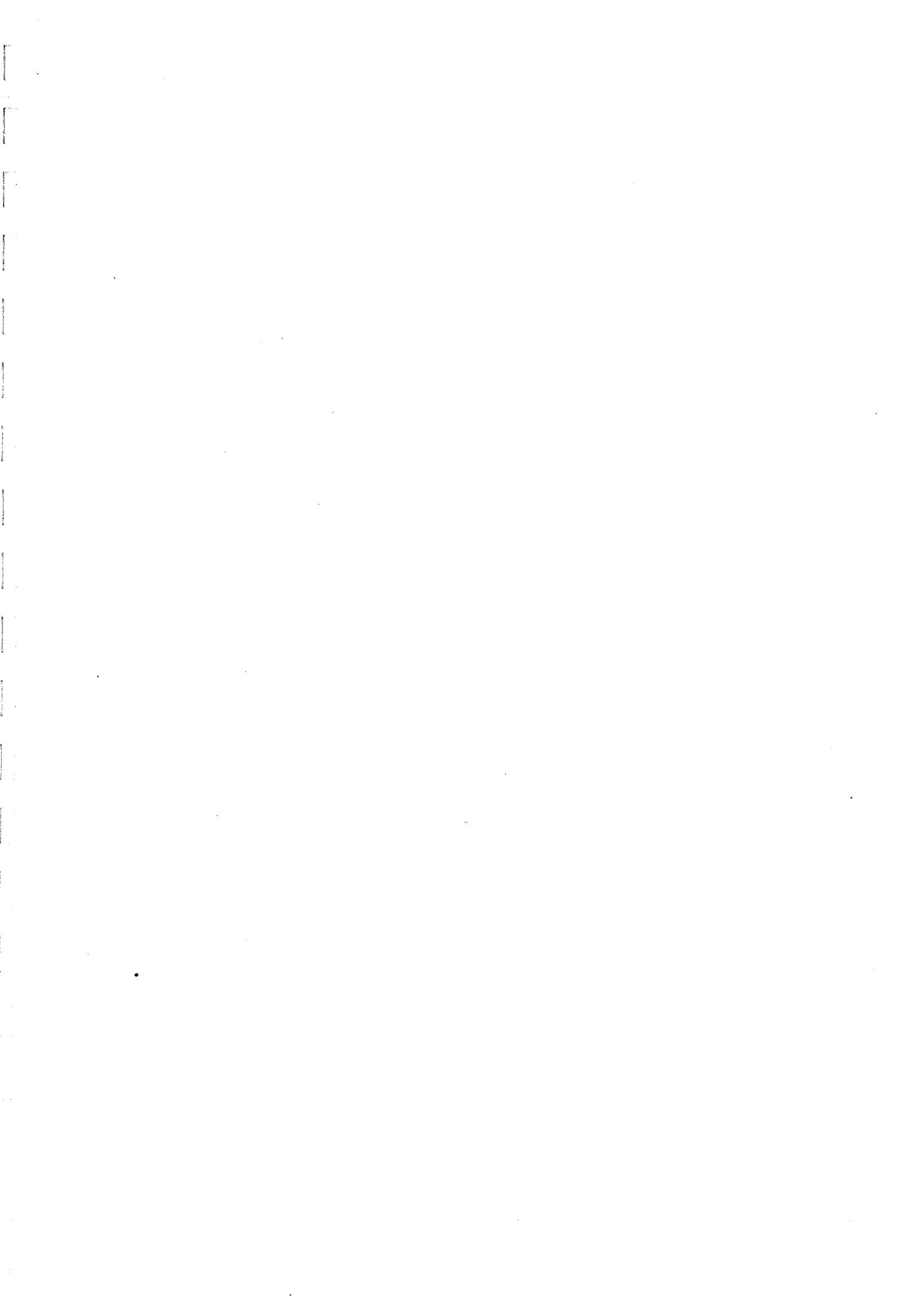
If yes, please attach a copy.

If no, what is the current status of the application?

Anticipated start date of project: _____

Anticipated completion date of project: _____

How will the proposed project enhance the opportunities for the community to participate in sport and/ or meet the needs of talented and elite athletes?



Client
Manly Council

Project
Manly Swim Centre Upgrade Engagement -
Final Report

Date
June 2013

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Date June 2013

Job number 12/3146

Document name Final Report_updated

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Appendices

Appendix A: Engagement tools

Appendix B: Detailed survey data

1 Introduction

1.1 Purpose and objectives

Manly Council has proposed an upgrade to the **Manly Andrew "Boy" Charlton (ABC) Swim Centre** in order to provide the community with improved, year round access to additional indoor swimming, leisure and recreation facilities. The upgrade to the Swim Centre **has been signalled in Council's capital works program** for over ten years. The ABC Swim Centre has received an offer of a low interest loan from the State Government with funding conditional on the upgrade works commencing by December 2013.

Currently the ABC Swim Centre is operating at capacity. The upgrade **would enable the Swim Centre's** use for new activities, accommodating a wider range of groups. Ageing facilities are leading to rising energy and maintenance costs - the current operation of the Manly ABC Swim Centre highly inefficient. Furthermore, new facilities are required for the adjoining LM Graham Reserve. Sports storage, change rooms and general purpose indoor space can be accommodated in the upgraded Swim Centre.

The redevelopment proposes transforming the Manly ABC Swim Centre into a major regional facility capable of meeting contemporary community needs and interests relating to aquatic sports and leisure activities.

The upgraded Swim Centre will retain the existing outdoor 50 metre pool and proposes to replace the outdoor 25 metre pool with new indoor swimming facilities. Additionally, the Centre will provide public toilets and change rooms that service the adjoining LM Graham Reserve.

Elton Consulting was engaged by Council to undertake consultation with the community and key stakeholders of the Manly ABC Swim Centre. Engagement outcomes will be used to inform the planning, design, and construction processes surrounding the Swim Centre upgrade.

1.2 Overview of engagement process

The engagement process involved the following activities:

- Workshop with Pool Users (held on Tuesday 23rd April 2013)
- Workshop with Clubs (held on Tuesday 23rd April 2013)
- Face-to-face intercept surveys with Pool Users (conducted on Tuesday 23rd April 2013)
- Feedback submitted via email before and after the workshops
- Phone interviews with schools (held between 6th and 17th May 2013).

1.3 Key findings

- The centre is perceived as a well-loved community asset.
- The outdoor low key community based character is what attracts existing users to the pool and there is a view that **built form shouldn't** dominate the centre.
- Improved and increased parking is viewed as the most desired outcome of any upgrade.
- While there are some voices against the indoor facility, 61% of survey respondents stated an indoor 25 metre pool should be a key feature of the upgrade. It would appear that some of the opposition may rest upon assumption that an indoor facility:

- would be unattractive, dark and lack fresh air thereby resulting in increased use of the existing 50 metre facility
- could in the long term lead to the closure of the 50 metre outdoor pool over winter.
- It was also seen as important that:
 - any indoor facility should maximise light, airiness and ventilation
 - the upgrade should maximise availability of lane space and diversity of activities
 - consideration be given to providing an indoor facility with a minimum depth of 1.8 metres to allow for water polo, scuba training etc.
 - access for disabled persons be improved
 - amenities such as toilets and changing facilities be improved including incorporation of family change facilities.
 - staging and construction be managed to minimise disruption to access and operation of the existing centre
 - a crèche and covered outdoor spaces be considered.
- The least desired features of any proposed upgrade were:
 - Multi-purpose wellness centre
 - Gym, spa and sauna.
- Schools generally viewed an upgrade as positive noting that improved access to and diversity of facilities would be of benefit. Some noted that improved facilities could lead to increased demand by schools within the area and from the wider region.
- A number of swimming groups/clubs also requested an opportunity to provide comment on emerging designs.

1.4 Reflecting on the outcomes of previous consultation

An analysis of the outcomes of the 2013 consultation and earlier consultation process suggests that overall, community values and aspirations for Manly Swim Centre remain consistent in 2013 to what they were in 1997.

The existing Manly Swim Centre continues to be highly valued within the community as an important recreational facility, a hub for community activity and a local landmark. Aspirations for the proposed redevelopment of the Centre emphasise the importance of retaining key aspects of the Centre including the 50 metre outdoor pool and local character, while improving its existing amenity. Some participants supported the idea of an indoor 25 metre pool, while others expressed a preference for retaining / upgrading the existing 25 metre outdoor pool. Some participants see the upgraded Centre as a 'spectacular' facility, while others have a preference for a more low key facility. Many believe it should be a place that is open and light, and which retains its connection to the great outdoors.

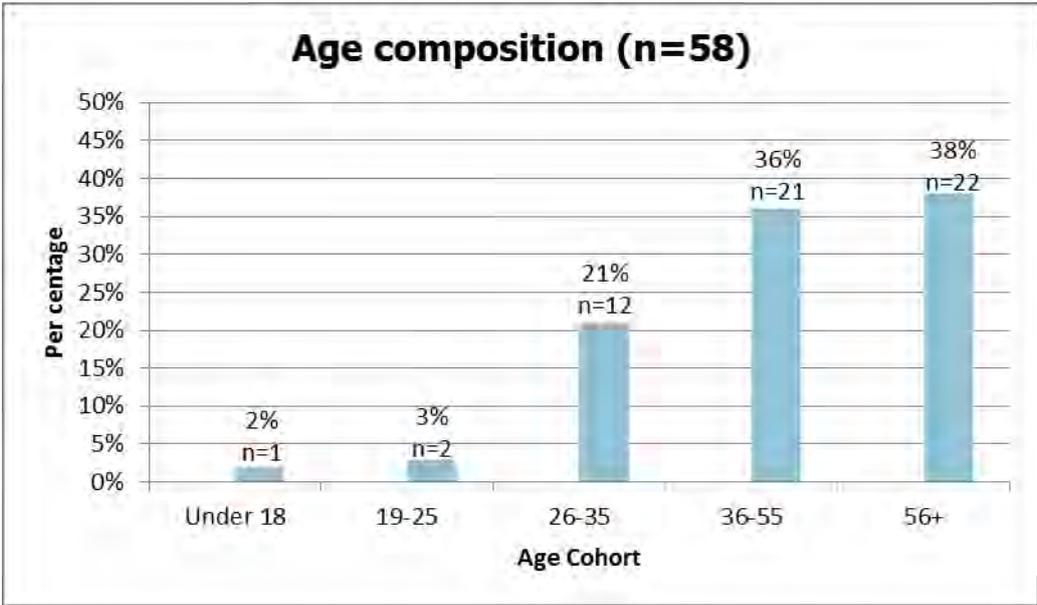
A brief comparison of findings has been provided in Section 3 of this report to contextualise and validate the outcomes of the recent consultations.

2 Engagement Outcomes

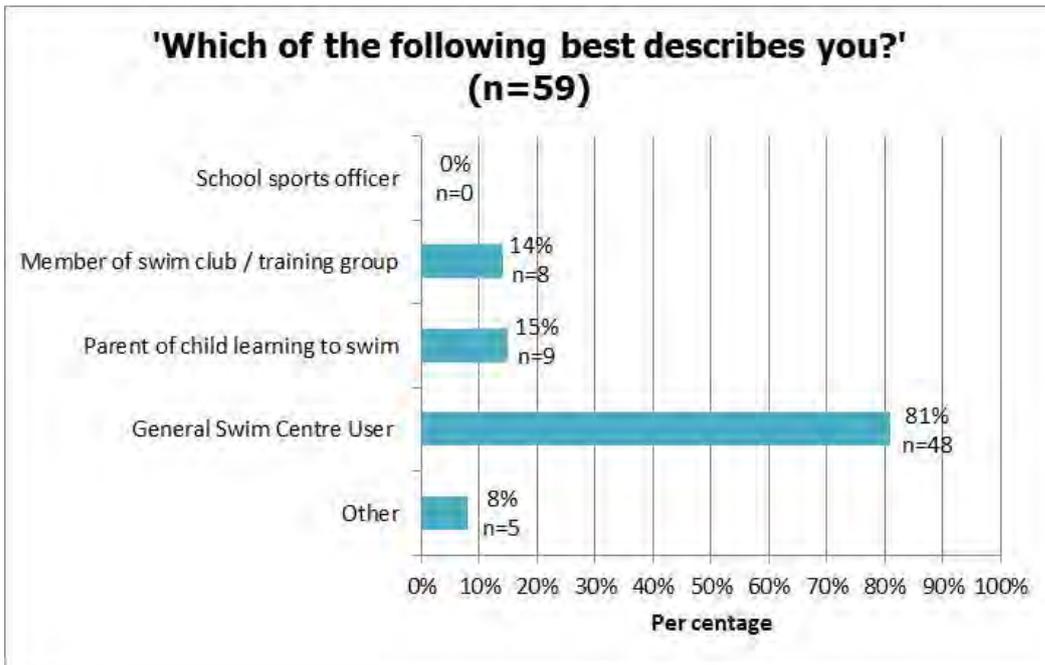
2.1 Survey

The survey was conducted face to face as an intercept survey with pool users on Tuesday 23 April 2013. It was also administered as part of the two workshops on the same day. A total of 59 respondents completed the survey.

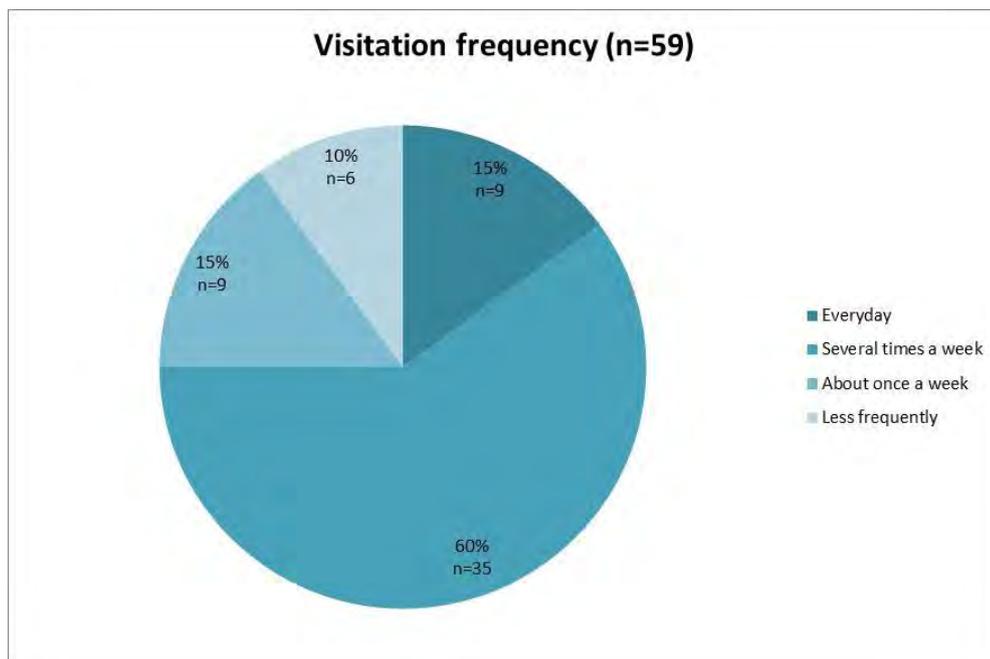
Respondent Profile



The mean age of survey respondents was between 36 and 55 years of age. Residents aged 36 and over made up just less than three quarters of the survey respondents (74%), while 26% of respondents were aged 35 or younger. One survey respondent declined to share their age.

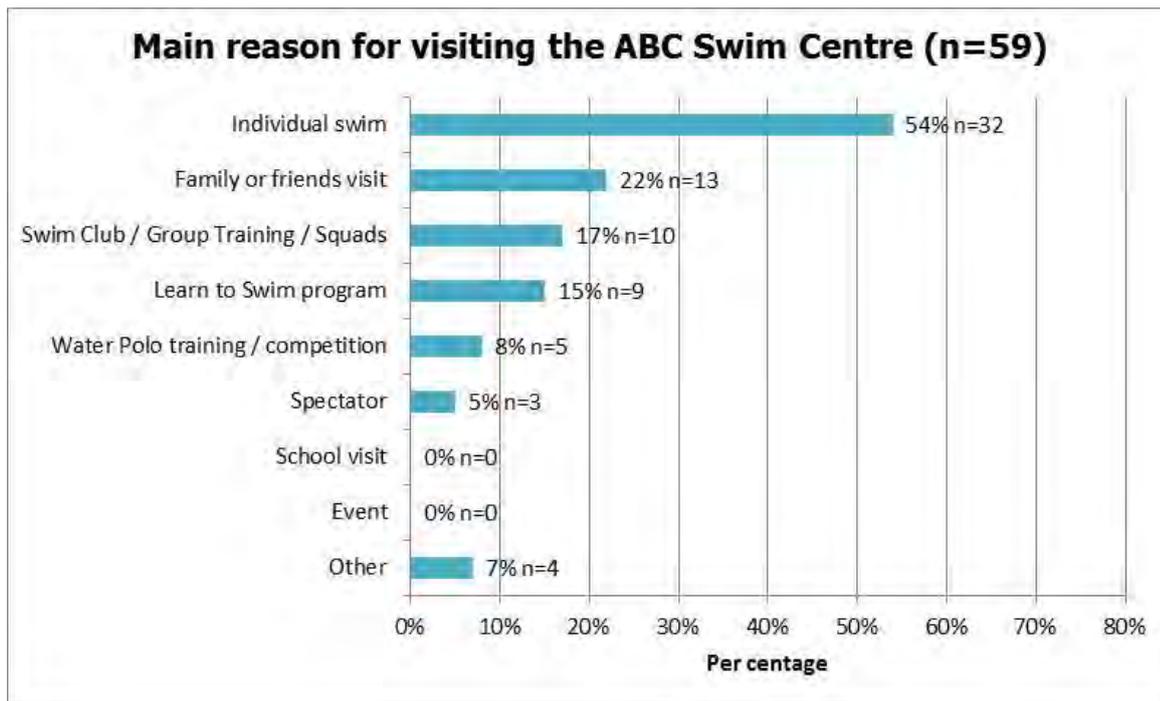


Over 80% of survey respondents identified themselves as general users of the swim centre. In almost equal proportion were members of a swim club/training group (14%) and parents of children learning how to swim (15%). No school sports officers took part in the survey. Other survey respondents identified themselves as leaseholders, swim group instructors and business operators.



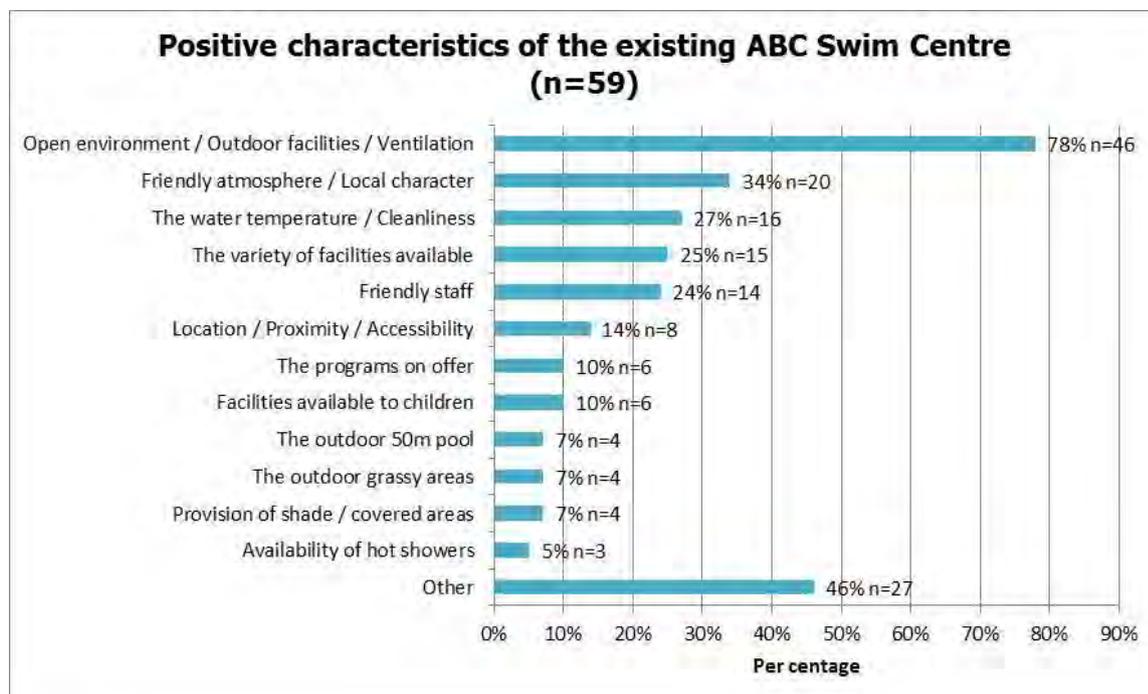
The majority of survey respondents (60%) use the pool several times a week. Together, survey respondents who use the pool every day and survey respondents who use the pool several times a week make up three quarters of all respondents. Interestingly, the number of surveyed pool users who use the pool every day (15%) was in equal proportion to those who only used the pool once a week.

Furthermore, the number of surveyed everyday pool users was greater than survey respondents who used the pool less frequently than once a week (10%). Survey data suggests that the average Andrew "Boy" Charlton Pool user has a high visitation (i.e. a regular patron) and that once off visits to the pool are relatively rare.



Over half (54%) of the survey respondents cited 'individual swim' as the main reason for visiting the Andrew "Boy" Charlton Swim Centre. A fifth (22%) of survey respondents were visiting with family or friends. Together the Learn to Swim Program and competitive swim training comprised 32% of surveyed pool users.

Feedback on the existing Manly Andrew "Boy" Charlton Swim Centre



A total of 78% of surveyed pool users and stakeholders highlighted Manly ABC Swim Centre's outdoor facilities and open air environment as a positive characteristic of the pool. It is important to recognise that the outdoor facilities and open air environment were cited more than twice as often as any other positive characteristic of the Manly ABC Swim Centre. Clearly, outdoor swimming space is a highly valued community asset.

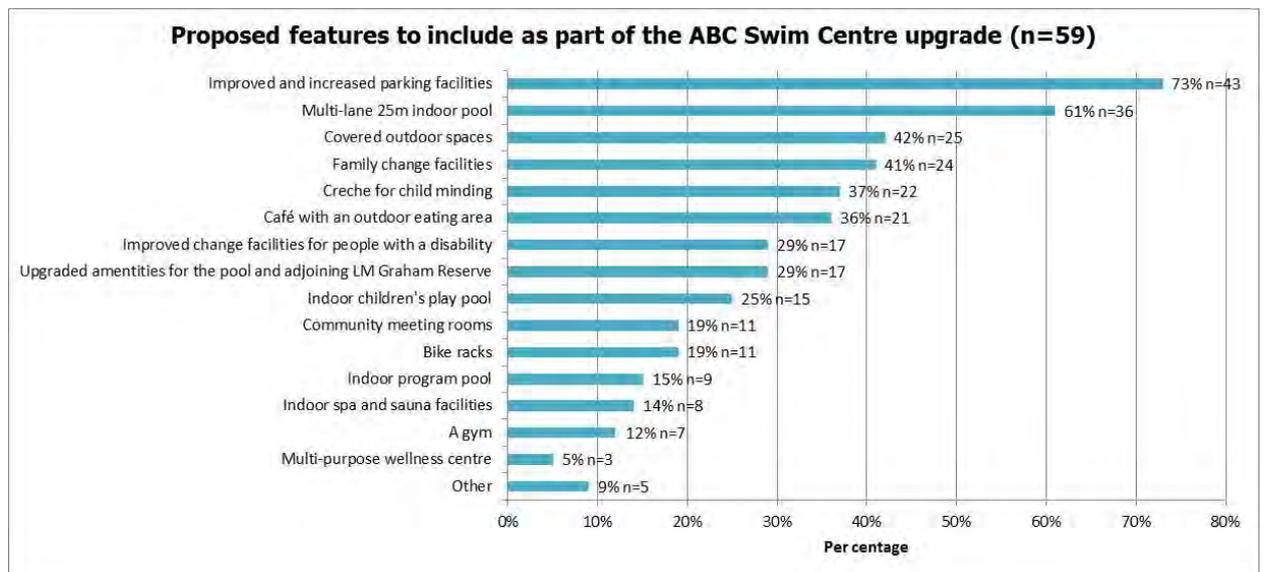
Unsurprisingly, the second and third most cited positive characteristics were environmental attributes of the Manly ABC Swim Centre. **The 'friendly atmosphere and local character' of the ABC Swim Centre was the second most cited positive characteristic of the ABC Swim Centre (34%) identifying the pool as a positive social environment and community hub.** Water temperature and cleanliness were highly valued (27%), the pool providing a high level of amenity to swimmers.

Friendly staff (24%), a variety of accessible facilities (25%), and the number of programs on offer (10%) were also acknowledged as positive features of the existing ABC Swim Centre.

46% of survey participants identified a number of other positive characteristics of the Swim Centre including, but not limited to:

- The great swim school
- The pool is quiet and not too busy
- The children's pool is safe with a high presence of life guards
- Great set up for parents who wish to have a swim while their kids learn to swim
- Outdoor seating
- Cheap entrance fee.

Views on the upgrade of the Manly Andrew "Boy" Charlton Swim Centre



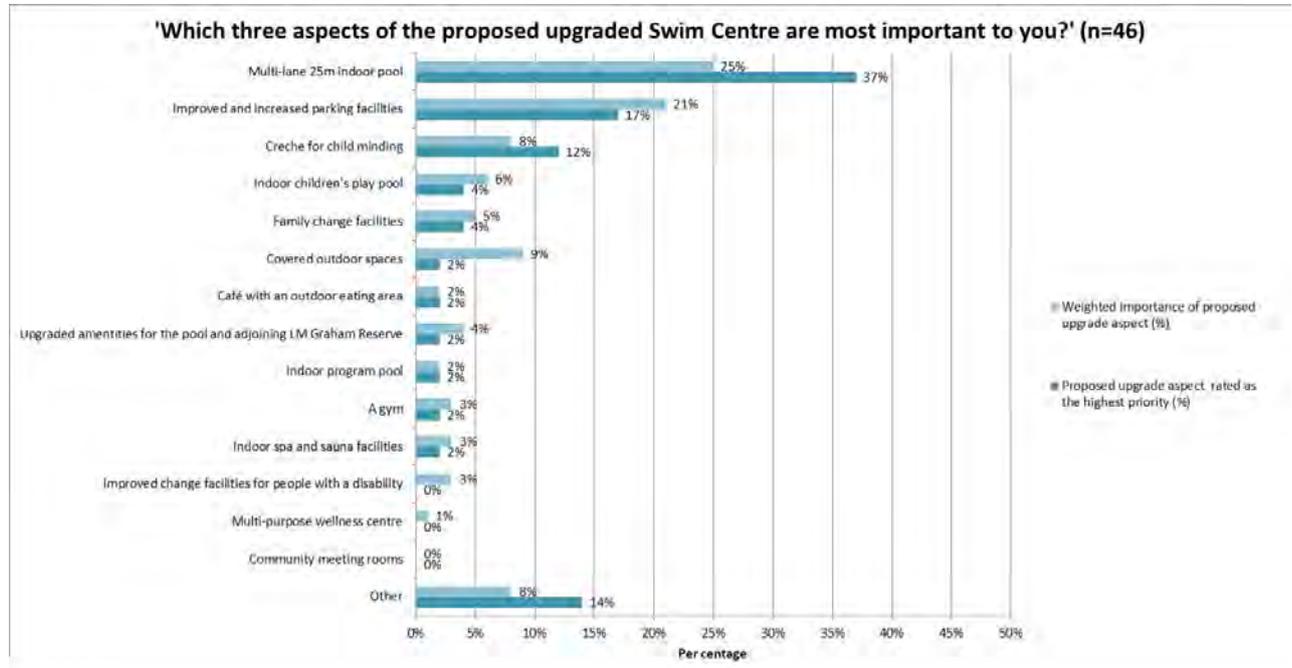
Improved parking was the identified by 73% of survey participants as the most required aspect of any proposed upgrade. This was followed closely by the incorporation of a multi-lane 25 metre indoor pool (61%)

Survey participants viewed covered outdoor spaces (42%) and improving changing facilities as quite important with 41% of pool users in favour of family change facilities and 29% of the view that changing facilities need to be improved for people with a disability.

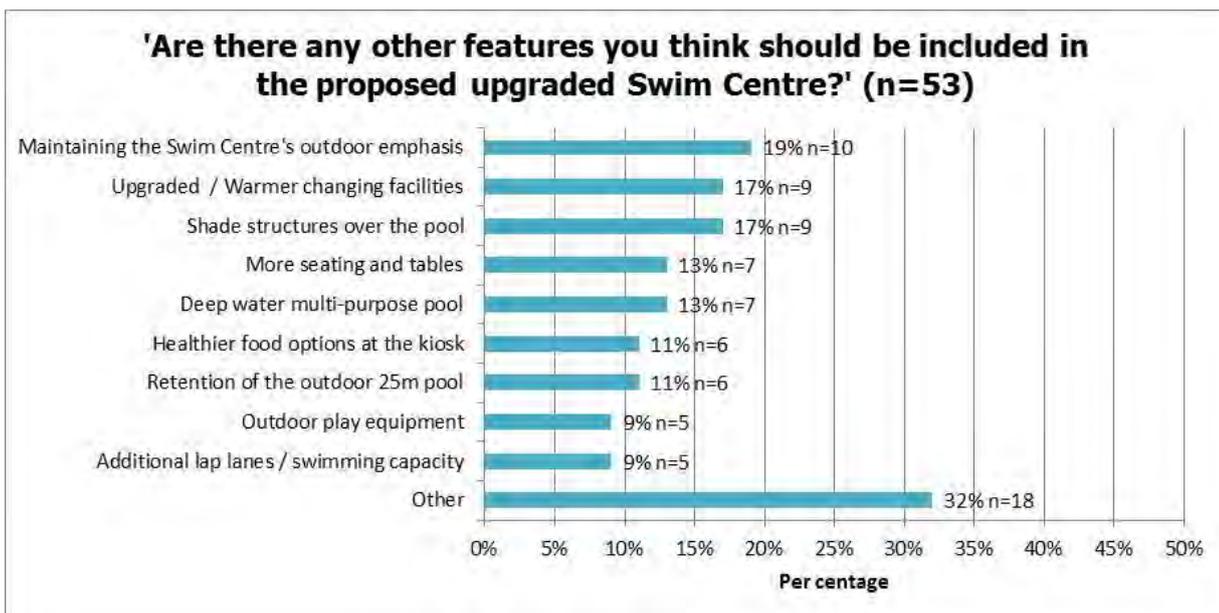
Other supporting services valued by survey participants included a crèche with child minding services (37%) and a café with an outdoor eating area (36%). Additionally, 29% of survey participants highlighted the need for a general upgrade to amenities for the pool and adjoining LM Graham reserve.

The proposed features of least importance to ABC Swim Centre pool users and stakeholders are an indoor program pool (15%), indoor spa and sauna facilities (14%), a gym (12%), and a multi-purpose wellness centre (5%).

When responses were weighted, the 25 metre indoor pool and improved and increased parking remained the most important features for inclusion in the upgrade.



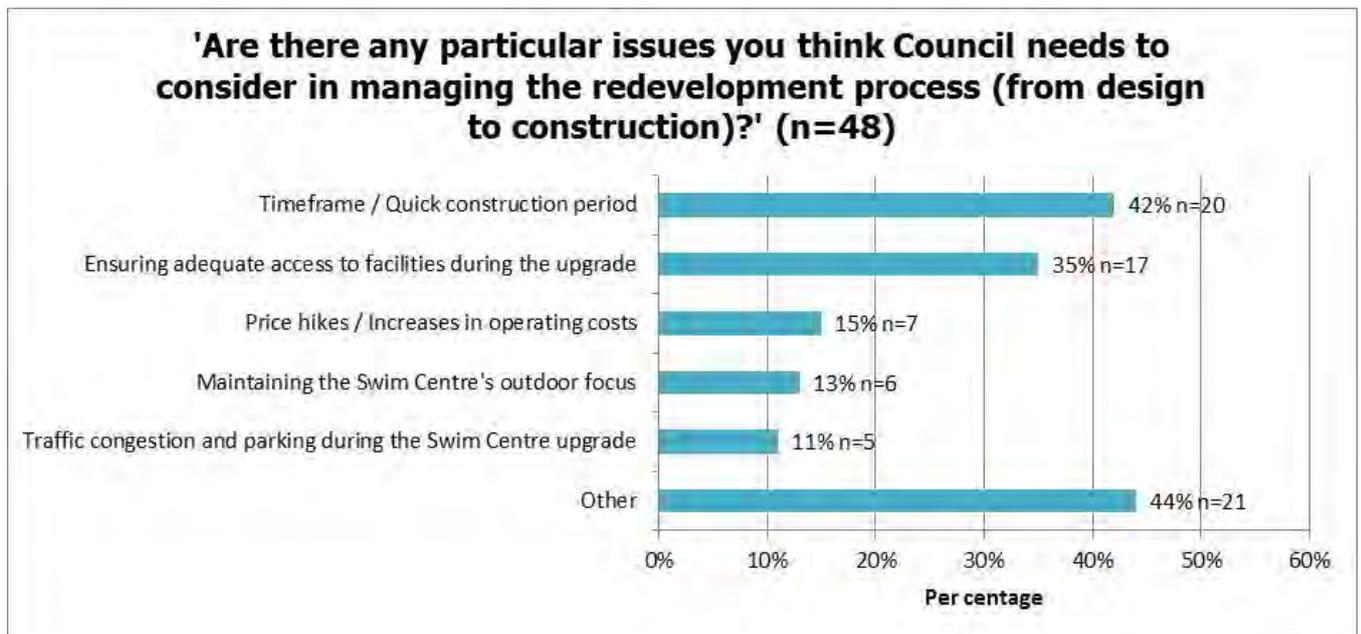
Survey respondents most frequently rated a multi-lane 25 metre indoor pool (37%), improved and increased parking facilities (17%) and a crèche for child minding (12%) as the highest priority upgrades for the ABC Swim Centre. When adjusting the feedback to consider the weighted importance of the proposed upgrade, all three of the top rated responses dropped in relative importance. Additionally, covered outdoor spaces superseded a crèche and child minding facilities as the third most important aspect of the upgrade as considered by survey respondents.



Maintaining the Swim Centre's outdoor emphasis was highlighted as the most important missing feature of the proposed Swim Centre upgrade (19%) followed closely by upgraded and warmer

changing facilities, and shade structures over the pool (17%). Additional proposed features for inclusion in the Manly ABC Swim Centre upgrade included:

- Sliding doors and a glass, louvered roof as part of the new indoor pool to allow for light and the circulation of fresh air (n=4)
- Increased accessibility to facilities for older patrons (n=3)
- Increased parking availability (n=3)
- Provision of aquatic play equipment (n=2)
- An outdoor spa (n=2)
- Maintaining a mix of open space and aquatic facilities
- Option of outdoor water aerobics
- Additional spectator stands
- Increased bus services to the ABC Swim Centre.



Minimising the timeframe of construction and potential disruption to the ABC centre was viewed by 42% of survey participants as the most important issue in managing the redevelopment process. This was closely followed with 35% of respondents stating that ongoing access should be ensured during the upgrade.

11% of survey respondents expressed concerns regarding traffic congestion and parking problems during construction. Additional issues that survey participants thought the council needs to consider in the managing of the redevelopment process included:

- Local character / scope of the project (n=3)
- Keeping the community informed / taking the opinion of the community on board (n=3)
- Consideration of the height of the new facility / ensuring outdoor facilities are not overshadowed (n=2)

- Ensuring the centre does not become too enclosed / boxy (n=2)
- Sufficient ventilation of the new indoor centre (n=2)
- Employment of ecological sensitive architecture and energy saving infrastructure (n=2)
- Undertaking the works during the cooler months so as to minimise disruption (n=2)
- Providing facilities for water polo players
- Ensuring sufficient capacity for outdoor lap swimmers
- Ensuring facilities are accessible to disabled individuals
- Concerns about flooding of the car park.

2.2 Workshops with Pool Users and Clubs

On Tuesday 23 April 2013, a group of eighteen 'pool users' and ten club representatives attended two separate workshops for consultation on the proposed upgrades to the Manly Andrew "Boy" Charlton (ABC) Swim Centre.

The Pool Users in attendance represented the core patronage of the ABC Swim Centre, all participants possessing an adult season pass, adult half-season pass or a family season pass. Workshop participants were regular swimmers who use the pool several times a week; 18% of which use the pool every day. The majority of pool users were aged 56 and above (72%) with the remaining 28% of participants aged between 36 and 55 years of age.

Participants in the clubs workshop included representatives from the Aqua Café, Narelle Simpson Swim School, Manly Amateur Swimming Club, Manly Diggers Swimming Club, Manly Life Saving Club, Manly Suburb District Water Polo Club, and Sydney Northern Beaches Water Polo Club.

All workshop participants expressed great pride in their local Swim Centre, raising a number of issues for the consideration in the design of the upgraded centre. Discussion at the two workshops with pool users and clubs centred on:

Preserving the local low key character of the Andrew "Boy" Charlton Swim Centre:

During the workshop participants noted that the local character of the ABC Swim Centre is an important part of what makes the pool a unique and highly valued facility. *Preservation of the local character of the ABC Swim Centre is essential.* Emphasis on community and a family focus were identified as the core tenets behind the pool's friendly, personable atmosphere. Workshop participants voiced their concern that an increase in the size of the Swim Centre may **transform a "small, tight-knit community hub" into a "large, faceless recreation centre"**. *The upgraded facility must consider the important role the ABC Swim Centre plays in fostering community as part of its design.*

Regular users of the Swim Centre stated that **"an outdoors, active lifestyle focused around the water" was a key aspect of life on the Northern Beaches.** Pool users were concerned that under current plans the new ABC Swim Centre would possess too much of an indoor emphasis. *Ensuring that the ABC Swim Centre retains its emphasis on the outdoors is crucial in adequately reflecting the water-sports culture of Manly LGA.*

Concerns about overcrowding and the underutilisation of the proposed indoor pool:

Workshop attendees were concerned that preliminary plans for the ABC Swim Centre could see the proposed indoor pool underutilised. In turn, the remaining outdoor facilities would operate at overcapacity. *Participants emphasised that the core patronage of the ABC Swim Centre possessed a strong preference for outdoor swimming and that an enclosed pool may not be attractive to patrons.* In the warmer months, the issue of overcrowding may be further compounded. Pool users and clubs observed that at present very few people use indoor facilities and that overcrowding of outdoor facilities is often an issue. Available water space is the ABC **Swim Centre's greatest challenge.** It was the view of some workshop participants that current plans may add little extra capacity; *"We are spending a lot of money for little gain in amenity".*

The majority of Pool Users at the workshop voiced a desire for the outdoor 25 metre swimming pool to remain – outdoor swimming space more valuable to the community than a new indoor facility. Club representatives stressed that “it doesn’t make any sense to remove the outdoor 25 metre pool only to replace it with an indoor 25 metre pool” as the extra lane space gained would be minimal. Clubs representatives were adamant that an indoor 25 metre pool would be used by only a few ‘unseasoned’ swimmers. Furthermore, clubs stated that the feedback they were receiving from parents with children enrolled in Learn to Swim classes is that they don’t want a “claustrophobic indoor pool”. The outdoor pool is popular with parents, children, clubs and pool users alike. Workshop participants reiterated the ABC Swim Centre’s outdoor focus concerned that they did not want to see a shift towards an indoor facility where the outdoor pools were not open year round.

Some attendees however noted that an indoor facility would open the centre to greater use by disabled people, older and families with young children who were less inclined to use the pool in colder months.

Meeting the evolving requirements of the Northern Beaches community:

Workshop participants agreed that the ABC Swim Centre was servicing a growing number of people living on the Northern Beaches. Clubs and pool users highlighted the need for a new facility that would meet the shifting requirements of ABC Swim Centre patrons while improving its existing services. Attendees were quick to dismiss suggestions of a spa, gym or wellness centre making the points that the Northern Beaches already had such facilities, and that “the focus of the ABC Swim Centre should remain around swimming and water sports”.

Two participants raised the issue that it was not only the needs of current pool users that should be considered but also the needs of families with young children and older people who couldn’t swim outside during the winter months.

Workshop participants envisaged an upgraded ABC Swim Centre that provided a diverse and balanced range of services and activities to swim centre patrons. Both pool users and clubs requested that consideration be given to a deep water (minimum depth of 1.8 metres) multipurpose pool. Club representatives identified a lack of deep water facilities on the Northern beaches and the potential to reinforce the ABC Swim Centre as a community sports hub. A deep water multipurpose pool would maximise available water space, increase lap lane capacity and provide flexible use for swimming, diving, water polo, scuba diving, aqua aerobics and synchronised swimming.

Minimising disruption during the construction period:

Workshop participants expressed concerns about potential losses in capacity and facility availability during the construction phase. Disruption to club activities during the proposed upgrade must be minimised. This included maintaining places for pool patrons to park.

Design considerations for the Andrew “Boy” Charlton Swim Centre Upgrade:

- Ensuring sufficient ventilation and air circulation – the smell of pool chemicals was cited as a major deterrent to indoor pool use.
- Consideration of the natural beauty of the surrounding landscape. The new indoor pool must not be removed from the surrounding environment; ABC Swim Centre patrons enjoy swimming in the open air and among the gum trees. A sense of openness is a high priority for pool users; indoor facilities must be installed with glass walls that can be retracted to open the pool up to the surrounding environment.
- The ABC Swim Centre is blessed with an attractive aspect. The new Swim Centre must capitalise on the site’s unique setting.
- Sufficient natural light is essential for all indoor spaces.
- Wide lanes (2.5 metre wide) are desired by pool users.
- The new indoor pool must be at least 1.8 metres minimum (2.0 metres in depth being desirable) to allow for scuba diving and to accommodate deep water activities.
- The orientation of the pool is a crucial design feature.

- The installation of latest water treatment to reduce the need for pool chemicals.
- The scale of the building in relation to its immediate environment must be taken into consideration. The pool site should not be dominated by buildings. Additionally, the ratio between open spaces and enclosed buildings on the site must be considered.
- Wind tunnelling and overshadowing must be avoided.
- The new facility must provide improved access to people with a disability. Swimming is essential exercise for many people with a disability; often the only exercise people of certain disabilities are capable of undertaking. Access must be universal.
- The new facility should deliver increased parking capacity.
- Explore retrofitting options to extend the lifecycle of the existing outdoor 25 metre pool.
- Ensure the latest use of technology and design.
- Ensuring that the design of the new facility accommodates a diverse range of uses by multiple clubs and stakeholders.
- Ensuring that the design is energy efficient and ecologically sensitive, reducing per capita electricity and gas consumption and making use of passive and renewable energy technologies.

2.3 Comments from schools

A number of primary and high schools located in the Manly Local Government Area and surrounds were invited to participate in a short phone interview to provide feedback on the proposed upgrade of the Manly Swim Centre. Those who expressed an interest were then sent a copy of the Fact Sheet via email for their information. Feedback was received from three schools.

Local schools use the pool for a variety of activities including carnivals, learn to swim classes and organised sports such as water polo. However, some schools visit the Swim Centre infrequently, for instance for their annual swimming carnival.

The key issues raised in feedback were:

- One school was generally supportive of any plans to upgrade the Swim Centre and provided brief comments: We use the pool for four hours once a year. All we need is for the 50m pool to remain. We're a small school with around 150-200 students using the pool, so it suits our needs, unlike some larger schools which may require more seating. "I'm sure whatever Council does it will be fine".
- Another school reported: We would love to have a 25m indoor pool, especially if it was available for us to book for small classes and water polo trainings, etc.
- Detailed comments were provided by another school:
 - **Current use of the Swim Centre:** We have a swimming carnival once a year. Approximately 270 kids go to Manly Swim Centre for the school carnival and the existing Centre was regarded as being large enough to accommodate a group of this size. The Swim Centre staff were also highly regarded: "Water safety was great. They put covers over outdoor area so kids could be undercover during the carnival." However, the pool was regarded as being expensive to use.
 - **Swimming classes are particularly important for kids living in Sydney's Northern Beaches area.** Children in grades 2 and 3 (approximately 60 children) go to Warringah Aquatic Centre because it offers swim scheme lessons (my understanding is that Manly Swim Centre doesn't offer this scheme). Would prefer to use Manly Swim Centre for lessons as it includes an outdoor pool. If swimming classes were held at the centre in future, these would need to accommodate approximately 60 children.
 - **What do you like most about the Swim Centre as it is now?** The 50m outdoor pool should be retained as proposed.

- **Suggestions for the upgrade:** Indoor pool / facilities would be perfect for the Swim Centre upgrade, to provide all weather options. The proposed upgrade may help us to get the pool for the [carnival] date we want it. It could accommodate larger groups, and would be nice to have indoor / outdoor options.
- **Particular features of the upgraded Swim Centre:** "Yes, do all of it" – with the exception of spa / sauna and family change facilities, which were regarded as unnecessary for the new Centre. Other features to include in the new Centre were: a good scoreboard and timing facilities for carnivals, good change rooms, and meeting rooms where swim club committees can hold events. The facility should be well lit and easily accessible.
- **Particular issues for Council to consider in managing the redevelopment process:** Keep the general public and schools aware of the process. It was regarded as positive that the 50m pool will remain operational, but if there is any change of plan, Council should communicate early so that schools can book an alternative venue for planned carnivals, etc.
- **In Summer 2014-15, what can you see, hear and feel as you enter newly upgraded Swim Centre?:** "A lot more people. When you walk in now it's splendid particularly on sunny days. We'll be taking away the suburban / old fashioned pool but that's okay. There would probably be music going if water aerobics is being held. With all the people going in and out it would be more vibrant. There would be nice places to go and change and the café would have more space."
- **Other comments:** It would be great not to have a problem getting a booking at swimming carnival time. This is currently lacking on the Northern Beaches. It was very tricky trying to hire the pool for the school's most recent swimming carnival. We rang weeks in advance and couldn't get a date for hire as another 'out of area' pool was being renovated, resulting in increased demand for the Manly Swim Centre. Local schools need to be notified about issues such as this unexpected increase in demand for the Swim Centre, to assist them in planning for school activities.

2.4 Email feedback

A total of ten email submissions were received in relation to the Manly **Andrew 'Boy' Charlton Swim Centre** upgrade following the workshops. These submissions are summarised below. Respondents raised a wide range of issues in relation to the proposed Swim Centre upgrades. These were:

- Desire to retain the outdoor 25 metre pool (n=6)
- Concern that the proposal, as it currently stands, will result in a loss of amenity for existing pool users. Lane **crowding, pool overshadowing, reduced accessibility and a loss of ABC Swim Centre's open** feel are of concern (n=5)
- Concerns about a loss of local aesthetic under current plans (n=4)
- Desire for a multi-use deep water facility / Water Polo pool (n=4)
- Ensuring adequate parking facilities are made available to accommodate the new facility (n=4)
- A gym, sauna and spa are superfluous and not desired by the community (n=3)
- North Sydney Pool and Warringah Aquatic Centre cited as negative examples of pool redevelopment (n=2)
- Fears that the proposed upgrade would result in the loss of a Manly icon
- A proposal to upgrade the existing outdoor 25 m pool to have eight lanes and a movable floor that runs north/south.
- Concern that the proposed upgrades will result in increased costs (represented in admittance fees and parking charges)
- A need to improve the water flow in the shower facilities.
- Reserved parking for staff and lease holders
- No need for fun / splash pools indoors
- Ensuring the facility remains open 12 months of the year
- Desire for a new, larger staff room
- Office and storage space for lease holders and pool equipment

- Retractable roof and opening sides over the indoor pool
- Increase the shaded areas around the pool
- Upgrading the café
- Providing and crèche and child minding facilities.

2.5 Imagining the future Manly Swim Centre

A vision exercise was used to engage participants in the face to face survey and workshops in imagining Manly Swim Centre in the summer of 2014-15, following its proposed redevelopment. The outcomes of the vision exercise are discussed below.

2.5.1 See

Forty one respondents (69% of all participants) who took part in a face-to-face survey or one of the workshops completed the vision exercise titled 'See'. This section of the vision exercises requires respondents to envisage what the new Manly ABC Swim Centre would look like in use after the upgrades are complete. The majority of feedback centred on qualifiers of the new facilities such as 'modern' and 'open'. To a lesser extent, respondents highlighted the type of facilities on offer and activities taking place during a typical day at the Swim Centre.

The following word cloud is used to illustrate participant responses, with the words that appear largest being the *most commonly used words*.



Coded responses from face-to-face survey

1	New facilities / new activities
2	New, low rise facilities
3	New aquatic play equipment
4	Mix of facilities
5	Child minding facilities
6	Modern facilities
7	Green space around the pool
8	Upgraded facilities
9	Light environment with a view of the sky
10	New indoor facilities
11	Modern facilities
12	Modern, light and well ventilated indoor facility
13	Easy access to outdoor pools, not overly enclosed

14	New indoor facilities
15	Light, clean facilities
16	Open, outdoor areas
17	Children playing
18	Open, spacious facilities
19	Open, outdoor areas
20	Outdoor area with children playing, new indoor facilities
21	A greater mix of facilities
22	New indoor and outdoor facilities
23	An accessible facility
24	New indoor facilities with a good connection to the outdoor facilities
25	Improved changing facilities and crèche services
26	A new indoor pool
27	People enjoying the new indoor space
28	Children having swimming lessons

2.5.2 Feel

Twenty eight respondents (47% of all participants) who took part in a face-to-face survey or one of the workshops completed the vision exercise titled 'Feel'. This section of the vision exercises requires respondents to imagine the both the tactile sensations of the new Manly ABC Swim Centre produces in addition to any emotional response evoked using the new facilities. Respondents imagined feeling relaxed, healthy, and welcomed. Responses to the natural elements of cool water, rushing wind, and warm sunshine were emphasised over the physical materiality of the upgraded facilities.

The following word cloud is used to illustrate participant responses, with the words that appear largest being the *most commonly used words*.



Coded responses from face-to-face survey

1	New indoor surfaces - tiling instead of concrete
3	New indoor surfaces
4	Healthy environment
5	Healthy environment
6	Happy, healthy environment
8	Ventilated environment
9	Pleasant water
10	Warm sunshine
11	Warm sunshine
12	Warm sunshine

13	Warm water
14	Ventilated environment, soft surfaces
15	Ventilated environment
16	Healthy environment
17	Warm air
18	Ventilated environment
19	Warm sunshine
20	Warm water
21	Happy, healthy environment
22	Warm sunshine
23	Spacious, relaxed
24	Warm sunshine

2.5.3 Hear

Thirty six respondents (61% of all participants) who took part in a face-to-face survey or one of the workshops completed the vision exercise titled 'Hear'. This section of the vision exercises requires respondents to imagine the sounds the new Manly ABC Swim Centre would produce after the upgrades are complete. Respondents highlighted that sounds they heard reflected a new, broader mix of activities and pool users as well as the ever-present sounds of playing children. Other responses highlighted the ABC Swim Centres unique connection to the surrounding natural environment as well as its open, spacious quality. Sounds included bird song, rushing wind and lapping water.

The following word cloud is used to illustrate participant responses, with the words that appear largest being the *most commonly used words*.



Coded responses from face-to-face survey

1	People
2	Varied demographics
3	Children
4	Children
5	Pool Activity
6	Pool Activity - swimming
7	Pool Activity
8	Pool Activity
9	Pool Activity
10	Children
11	Outdoors (birds) and children
12	Varied demographics
13	Children
14	Varied pool activities

15	Children
16	Pool Activity
17	Wind, Children
18	Pool Activity
19	Children
20	Children
21	People talking in the new café
22	Instructor running a program in the new program pool
23	Varied pool activities
24	Pool Activity
25	Pool Activity - Swimming, Children
26	Children

3 Reflecting on the outcomes of previous consultation

This section of the report discusses the outcomes of the 2013 consultation activities conducted by Elton Consulting, in relation to the earlier process of consultation undertaken as part of a feasibility study for Manly Swim Centre in 1997. The earlier consultation was undertaken by recreation management consultants, JA Nicholas and Associates, and documented in the *Feasibility Study: Manly Swimming Centre Final Report*. A brief comparison of findings has been provided to contextualise and validate the outcomes of the recent consultations.

3.1 Methodology

A wide range of pool users including season pass holders, swimming and sports clubs and schools were involved in both consultation processes.

The 1997 consultation process **involved a 'blue sky'** approach focused on the potential redevelopment of Manly Swim Centre. The 2013 consultations built on the earlier work to explore community aspirations for the proposed upgrade of the Swim Centre and to test a series of specific proposals. As part of **both** the 1997 earlier and 2013 **consultation processes**, members of the community were invited to consider and provide feedback on the following key questions:

- Aspects of the existing Manly Swim Centre that they like most (2013) AND Positive aspects of the Swim Centre (1997)
- Aspects of the existing Swim Centre that they think should be improved as part of the proposed upgrade / Negative aspects of the Swim Centre (1997) AND Particular features they think should be included in the proposed upgraded Swim Centre
- What they can see, hear and feel on entering the newly upgraded Swim Centre (please note, in 1997 participants were asked about what they can 'see' only).

3.2 Consultation outcomes / feedback

An analysis of the consultation outcomes suggests that overall, community values and aspirations for Manly Swim Centre remain consistent in 2013 to what they were in 1997. The existing Manly Swim Centre continues to be highly valued within the community as an important recreational facility, a hub for community activity and a local landmark. Aspirations for the proposed redevelopment of the Centre emphasise the importance of retaining key aspects of the Centre including the 50 metre outdoor pool and local character, while improving its existing amenity. Some participants supported the idea of an indoor 25 metre pool, while others expressed a preference for retaining / upgrading the existing 25 metre outdoor pool. Some participants see the upgraded Centre as a 'spectacular' facility, while others have a preference for a more low key facility. Many believe it should be a place that is open and light, and which retains its connection to the great outdoors.

In the 2013 consultations it was noted that the 50m outdoor pool will remain as part of the proposed upgrade of the Swim Centre. This is consistent with community views expressed in the previous consultations.

A summary of comparative questions and related results is provided below.

3.2.1 Aspects of the existing Manly Swim Centre that participants like most / Positive aspects of the Swim Centre

What we heard in 2013: In 2013, as many as 78% of survey respondents (n=46) identified the **outdoor facilities / environment** as an aspect of the existing Swim Centre that they liked most. This response was cited more than twice as often as any other positive characteristic of the Manly ABC Swim Centre, highlighting the high value placed on this outdoor swimming space by the local community. Many also commented on the need to retain the 50 metre outdoor pool, as proposed.

Other positive aspects of the existing Centre identified in the recent consultations (including the survey and workshops) focused on: the 'low key' and local character of the Swim Centre, its important role as a hub for the local community and family focus, its outdoors focus which reflects the sports culture of Manly, the water quality and temperature, the variety of facilities available, the number of programs on offer, outdoor areas including grassy areas, seating and shade, and friendly Swim Centre staff.

What people said in 1997: The earlier consultations identified the outdoor facilities / environment and 50 metre pool as key attributes of the Swim Centre. Other positive aspects of the Swim Centre identified in the 1997 consultations focused on: the clean environment and well maintained facilities, supportive staff, friendly, community atmosphere, convenient location, suitability for diverse users including a range of swimming / sporting groups, pleasant surrounds including grassy areas, good opening hours and hire/entry rates.

Summary: There was a high level of consistency in the positive aspects of the existing Swim Centre identified by participants in the 2013 and 1997 consultations.

3.2.2 Aspects of the existing Swim Centre that participants think should be improved as part of the proposed upgrade / Negative aspects of the Swim Centre / Particular features participants think should be included in the proposed upgraded Swim Centre

What we heard in 2013: Participants were asked whether they would like specific features (see options listed on the survey form) to be included in the proposed upgraded Swim Centre. These options were developed by Council's team with consideration for relevant information including outcomes of the earlier consultations.

The features most commonly supported by survey respondents were: improved and increased parking facilities (73%, n=43), a multi-lane 25m indoor pool (61%, n=36), covered outdoor spaces (42%, n=25), family change facilities (41%, n=24%), a crèche for child minding (37%, n=22), and café with outdoor eating area (36%, n=21). A range of other features were also supported including: improved change facilities for people with a disability, upgraded amenities for the pool and adjoining reserve, indoor children's play pool, community meeting rooms, bike racks, indoor program pool, indoor spa and sauna facilities, a gym, multi-purpose wellness centre and other features.

Of these specific features, the most important priorities identified by survey respondents were: **a multi-lane 25m indoor pool (37%, n=17), improved and increased parking facilities (17%, n=8) and a crèche for child minding (12%, n=5)**. Other priorities were an indoor children's play pool (4%), family change facilities (4%), covered outdoor areas (2%), café with an outdoor eating area (2%), upgraded amenities for the pool and adjacent reserve (2%), indoor program pool (2%), a gym (2%), indoor spa and sauna facilities (2%), and other initiatives (14%).

When invited to suggest any other features respondents think should be included in the Swim Centre, survey respondents focused on: **maintaining the Swim Centre's outdoor environment (19%, n=10), upgrading the change room facilities (17%, n=9), providing shade structures over the outdoor pool (17%, n=9)**. More seating and tables (13%, n=7), a deep water multi-purpose pool (13%, n=7), healthier food options at the kiosk (11%, n=6), retention of the outdoor 25m pool (11%, n=6), outdoor play equipment (9%, n=5), additional lap lanes / swimming capacity (9%, n=5) and other improvements (32%, n=18) were also suggested.

Among workshop participants, there was a strong preference for more outdoor swimming capacity – retaining the outdoor 25m pool – rather than an indoor pool which some believed could be underutilised, while adding little in terms of extra capacity for pool users. Workshop participants supported a continued focus on swimming and water sports to meet the needs of the Northern Beaches community, rather than providing facilities such as a spa, gym or wellness centre which are available in the region. Participants expressed a

desire for a deep water multi-purpose pool to maximise available water space, increase lap capacity and provide flexible use for swimming and a wide range of other water based activities.

What people said in 1997: *Negative aspects* of Manly Swim Centre identified by people who took part in the 1997 consultations focused on: the lack of weather protection (including from sun, wind and rain), the mid year closure of the facility, the lack of availability / crowding of the facility at peak times of the week /during summer, the inadequate change rooms and basic club room, the lack of parking, and the lack of related facilities such as a crèche and gym.

Participants in the 1997 consultations identified a wide range of *features / components of the Swim Centre that they would like to see included if Council redeveloped the existing centre*. **Responses mainly focused on: an all year round facility, weather protection** (eg enclosed pool, wind breaks, shade), **improved swimming capacity** (eg indoor 25m pool, multi-use pool, more lane space for training, deep pool for water polo, diving pool), **more parking, upgraded / enclosed change rooms, and related facilities** (such as a scoreboard and video screen). A range of other opportunities for improvement included: play facilities (eg wave pool), child minding facilities, gym facilities, café, meeting rooms, efficient pool heating system, disability facilities, improved seating, BBQ facilities and storage.

Summary: There was a high level of consistency among suggested improvements for the upgraded Swim Centre made by participants in the 2013 and 1997 consultations.

3.2.3 What they can see, hear and feel on entering the newly upgraded Swim Centre (in 1997 participants were asked about what they can 'see' only)

What we heard in 2013: People who took part in the recent consultations were asked to imagine themselves walking into the newly redeveloped Swim Centre in the summer of 2014-15 and to provide feedback on what they might see, hear and feel. For the purposes of comparison with the earlier consultations, **this analysis focuses on what people might 'see'**, which was also asked in 1997.

Many participants imagined the redeveloped Swim Centre as a place where they might see 'new' or 'modern' facilities. The Swim Centre was seen as a place that is 'open', maximising 'light', connection to the 'outdoors' environment and that is 'well ventilated'. The Centre was described as incorporating a 'broader mix of facilities' for a 'range of activities' and including numerous improvements from 'child minding' to spaces for 'children's play' and 'improved changing rooms'. A summary of key words and phrases used by participants are shown below.



What people said in 1997: The 2013 results are comparable with feedback obtained through the previous consultations, where respondents reported they would like to see:

- The 50m pool open year round
- A wide range of users and mix of uses within the Swim Centre
- An open and spacious Swim Centre that is bright and attractive, **not 'closed in'**

- A Swim Centre that is light during the day and well lit at night
- A natural, indoor outdoor environment – where you can see out
- An oasis with plenty of green space
- A clean and modern Swim Centre that **has a 'spectacular feel'**
- A place that is friendly, welcoming, accessible and clearly sign posted
- A space for training and competition, as well as a place for fun
- A total leisure centre catering to the whole community ie all ages and abilities.

Summary: Results of the 2013 and 1997 consultations demonstrate a high level of consistency in participant aspirations for how the upgraded Swim Centre might look.

4 Appendices

Appendix A: Engagement tools



Manly Andrew 'Boy' Charlton Swim Centre Proposed Upgrade:

FACT SHEET

About the ABC Swim Centre upgrade

The Manly Andrew 'Boy' Charlton Swim Centre was built in 1974 and over the years has become increasingly well patronised by the local and wider community.

The facilities at the Swim Centre have aged and do not provide adequate availability to the community year round. Significant expenditure is required to keep the Swim Centre operating in its present form.

Council is proposing to upgrade the Swim Centre – to provide Manly's community with improved year round access to additional indoor and safe swimming, leisure and recreational facilities. The upgrade has been signalled in Council's capital works program for over ten years.

Recently, Council received significant funding from the State Government, in the form of a low interest loan, solely for the purpose of upgrading the Andrew 'Boy' Charlton Swim Centre. The funding is conditional upon works commencing by December 2013.

This is a one off opportunity for the Manly community to renew this critical piece of recreational infrastructure on very favourable financial terms.

Pending finalisation of the detailed design over the next few months, the upgrade is expected to take place during 2014. With the exception of the usual 6 weeks annual closure period, the 50 m pool will remain open throughout the works. Council will work closely with pool users throughout the works.

Why is an upgrade needed?

The pool has been operating at capacity for several years now, and an upgrade would enable its use for new activities by a range of user groups. The new facility will provide for all-year-round use, enabling the Centre to be used by the community in all seasons and weather conditions.

The existing pool facilities are ageing and have high maintenance costs. In particular the 25 m pool has structural problems that have been only temporarily rectified. However, its ongoing maintenance will involve significant costs.

The master plan process for the LM Graham Reserve (located next to the Swim Centre) has identified a need for sports storage, change rooms and general purpose indoor space. These needs can be accommodated in the new Swim Centre.

What is proposed?

The proposal involves redevelopment of the Centre into a high quality, major regional facility capable of meeting contemporary community needs and interests relating to aquatic sports and leisure activities.

The upgraded Swim Centre will retain the existing outdoor 50 m pool.

The existing outdoor 25 m pool is proposed to be replaced by new indoor swimming facilities (see further details below).

The Centre will also provide much needed public toilets and change rooms associated with the adjoining LM Graham Reserve.



Image: Google Earth



Image: Manly Council



Current facility and Proposed new facilities

Your opinion is important in helping Council to understand community requirements in planning the new facility.

Now	Proposed upgraded facility
<ul style="list-style-type: none"> • 50 m outdoor pool • Baby and toddlers pools 	<ul style="list-style-type: none"> • 50 m outdoor pool remains • Remain in place at upgraded Swim Centre
<ul style="list-style-type: none"> • 25 m indoor pool 	<ul style="list-style-type: none"> • Indoor multipurpose facility operating 12 months of the year including: <ul style="list-style-type: none"> - A multi lane 25 m indoor pool - An indoor children’s play pool - An indoor program pool - Indoor spa and sauna facilities - A café with an outdoor eating area - Covered outdoor spaces - Community meeting rooms - A gym - A multipurpose wellness centre
<ul style="list-style-type: none"> • Change room facilities 	<ul style="list-style-type: none"> • Upgraded amenities for pool and the adjoining LM Graham Reserve • Family change facilities • Improved change facilities for people with a disability
<ul style="list-style-type: none"> • Parking at site 	<ul style="list-style-type: none"> • Additional parking • Underground car parking

Community feedback

Council has engaged Elton Consulting to undertake surveys and workshops with pool users. These engagement activities will inform the upgrade planning and design process.

Where can I get more information?

For more information about the proposed Swim Centre upgrade please contact:

Ms Beth Lawsen – Deputy General Manager, People, Place and Infrastructure at Manly Council:

Email: records@manly.nsw.gov.au

Phone: 9976 1500



Manly Andrew 'Boy' Charlton Swim Centre Upgrade: Pool User Survey

(Face to face at Swim Centre)

Manly Council is proposing to upgrade the Manly Andrew 'Boy' Charlton Swim Centre and is seeking your feedback as part of this process. Do you have 4-5 minutes to answer 10 questions about the proposal?

If no – Thank you for your time and enjoy your visit.

If yes – Council is interested in how you currently use the Swim Centre and your ideas for the future. All the information you provide will be treated as strictly confidential and you won't be identified in our report. Let's get started...

A) Your feedback on the existing Manly Andrew 'Boy' Charlton Swim Centre

1. In the last month how often have you visited the Swim Centre? (Interviewer to tick one only)

- Every day
- Several times a week
- About once a week
- Less frequently (Please describe) _____

2. What was the main reason for your visit to the Swim Centre today? (Interviewer to tick one only)

- Individual swim
- Family or friends visit
- School visit
- Swim Club / Group training / Squads
- Spectator
- Learn to Swim program
- Water Polo training / competition
- Event (Please describe) _____
- Other (Please describe) _____

3. What do you like most about the Swim Centre as it is now?

i _____

ii _____

iii _____

B) Your views on the proposed upgrade

4. The 50 m outdoor pool will remain as part of the proposed upgrade of the Swim Centre. Are there any particular features you think should be included in the proposed upgraded Swim Centre? (Interviewer to tick all that apply)

- | | |
|---|--|
| <input type="checkbox"/> A multi lane 25 m indoor pool | <input type="checkbox"/> A multipurpose wellness centre |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> A indoor program pool (wellbeing and fitness programs) | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased Parking facilities |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe) _____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |

5. Which three aspects of the proposed upgraded Swim Centre are most important to you? (Please nominate up to 3, where 1=Most important)

- | | |
|--|--|
| <input type="checkbox"/> A multi lane indoor pool | <input type="checkbox"/> A multipurpose wellness centre |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> An indoor program pool (wellbeing and fitness programs) | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased parking |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe)_____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |

6. Are there any other particular features you think should be included in the proposed upgraded Swim Centre?

- i _____
- ii _____
- iii _____

7. Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?

- i _____
- ii _____
- iii _____

C) In 2014-2015 your visit is...?

8. It's Summer 2014-2015. Imagine yourself walking into the newly upgraded Swim Centre. What can you see, hear and feel?

- See: _____
- Hear: _____
- Feel: _____

D) About you:

9. What is your age group?

- Under 18
- 19-25
- 26-35
- 36-55
- 56+

10. Which of the following best describes you?

- General Swim Centre user
- School sports officer
- Member of swim club / training group
- Parent of child learning to swim
- Other (Please specify)_____

11. Which suburb do you live in? _____

Thank you for your participation!

Manly Andrew 'Boy' Charlton Swim Centre Upgrade: Pool User Survey

Manly Council is proposing to upgrade the Manly Andrew 'Boy' Charlton Swim Centre and is seeking your feedback as part of this process. Council is interested in how you currently use the Swim Centre and your ideas for the future. All the information you provide will be treated as strictly confidential and you won't be identified in our report. **Thank you for participating in the workshop and survey!**

A) Your feedback on the existing Manly Andrew 'Boy' Charlton Swim Centre

1. In the last month how often have you visited the Swim Centre?

- Every day
- Several times a week
- About once a week
- Less frequently (Please describe) _____

2. What was the main reason for your most recent visit to the Swim Centre?

- Individual swim
- Family or friends visit
- School visit
- Swim Club / Group training / Squads
- Spectator
- Water Polo training / competition
- Learn to Swim program
- Event (Please describe) _____
- Other (Please describe) _____

3. What do you like most about the Swim Centre as it is now?

i _____

ii _____

iii _____

B) Your views on the proposed upgrade

4. Please describe any aspects of the Centre that you think should be improved as part of the proposed upgrade?

i _____

ii _____

iii _____

5. Which of these is most important to you?

Please turn over...

6. Aside from the 50m outdoor pool which will remain, are there any particular features you think should be included in the proposed upgraded Swim Centre? (Please tick all that apply)

- | | |
|--|--|
| <input type="checkbox"/> A multi lane 25m indoor pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> An indoor program pool (for wellbeing programs) | <input type="checkbox"/> Bicycle racks |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased parking facilities |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe)_____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |
| <input type="checkbox"/> A multipurpose wellness centre | |

7. Which three aspects of the proposed upgraded Swim Centre are most important to you? (Please nominate up to 3, where 1=Most important)

- | | |
|--|--|
| <input type="checkbox"/> A multi lane 25 m indoor pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> An indoor program pool (wellbeing programs) | <input type="checkbox"/> Bicycle racks |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased parking facilities |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe)_____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |
| <input type="checkbox"/> A multipurpose wellness centre | |

8. Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?

C) About you

9. What is your age group?

- Under 18
- 19-25
- 26-35
- 36-55
- 56+

10. Which of the following best describes you?

- General Swim Centre user
- School sports officer
- Member of swim club / training group
- Parent of child learning to swim
- Other (Please specify)_____

Thank you for taking the time to complete this survey. Your feedback is appreciated!

Manly Andrew ‘Boy’ Charlton Swim Centre Upgrade: Interview Guide for use with schools (sports officers)

(By phone)

Hi. My name is Lucy Greig. I’m calling from research firm Elton Consulting on behalf of Manly Council to talk to a representative of [NAME OF SCHOOL] about a proposal to upgrade the Manly Andrew ‘Boy’ Charlton Swim Centre.

Council is proposing to upgrade the Manly Swim Centre and is seeking feedback from a number of schools in and around Manly as part of this process. Are you interested in taking part in a 15 minute interview about the proposal?

If no – Thank you for your time.

If yes – Council is interested in how your school currently uses the Swim Centre and your ideas for the future. All the information you provide will be treated as strictly confidential and you won’t be identified in our report.

Let’s get started...

A) Your feedback on the existing Manly Andrew ‘Boy’ Charlton Swim Centre

1. In the last year how often has your school visited the Swim Centre? (Interviewer to tick one only)

- Not at all
- 1-5 times
- 6-10 times
- More frequently (Please describe) _____

2. What are the main reasons your school visits the Swim Centre? (Interviewer to tick all that apply)

- School sports carnivals
- Swim Club / Group training / Squads
- Learn to Swim program
- Water Polo training / competition
- Event (Please describe) _____
- Other (Please describe) _____

3. What is the typical size of school groups (ie number of students) visiting the pool for... (Interviewer to read relevant options only)

- School sports carnivals _____
- Swim Club / Group training / Squads _____
- Learn to Swim program _____
- Water Polo training / competition _____
- Event (Please describe) _____
- Other (Please describe) _____

4. What do you like most about the Swim Centre as it is now?

i _____

ii _____

iii _____

B) Your views on the proposed upgrade

5. The 50 m outdoor pool will remain as part of the proposed upgrade of the Swim Centre. Are there any particular features you think should be included in the proposed upgraded Swim Centre? (Interviewer to ask Yes/No for each, and tick all that apply)

- | | |
|---|--|
| <input type="checkbox"/> A multi lane 25 m indoor pool | <input type="checkbox"/> A multipurpose wellness centre |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> A indoor program pool (wellbeing and fitness programs) | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased Parking facilities |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe)_____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |

6a. Which three aspects of the proposed upgraded Swim Centre are most important to you? (Please nominate up to 3, where 1=Most important)

- | | |
|--|--|
| <input type="checkbox"/> A multi lane indoor pool | <input type="checkbox"/> A multipurpose wellness centre |
| <input type="checkbox"/> An indoor children's play pool | <input type="checkbox"/> Upgraded amenities for pool and the adjoining LM Graham Reserve |
| <input type="checkbox"/> An indoor program pool (wellbeing and fitness programs) | <input type="checkbox"/> Family change facilities |
| <input type="checkbox"/> Indoor spa and sauna facilities | <input type="checkbox"/> Improved change facilities for people with a disability |
| <input type="checkbox"/> A café with an outdoor eating area | <input type="checkbox"/> Improved and increased parking |
| <input type="checkbox"/> Covered outdoor spaces | <input type="checkbox"/> Other (please describe)_____ |
| <input type="checkbox"/> Community meeting rooms | |
| <input type="checkbox"/> A gym | |
| <input type="checkbox"/> A crèche for child minding | |

6b. Interviewer to record any comments on the top three aspects:

- i _____
- ii _____
- iii _____

7. Are there any other particular features you think should be included in the proposed upgraded Swim Centre?

- i _____
- ii _____
- iii _____

8. Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?

- i _____
- ii _____
- iii _____

C) In 2014-2015 your visit is...?

9. It's Summer 2014-2015. Imagine yourself walking into the newly upgraded Swim Centre. What can you see, hear and feel?

See: _____

Hear: _____

Feel: _____

D) About your school:

10. What is the total number of students attending your school? _____

11. Type of school

- Primary - public
- Primary - private
- Secondary - private
- Secondary - private
- Other (Please specify) _____

12. LGA:

- Manly LGA
- Other LGA (Please specify) _____

13. Suburb: _____

Thanks for taking part in the interview! That's all the questions I have for you today.

14. Do you have any other comments you'd like Council to consider in relation to the proposed upgrade of the Manly Swim Centre?

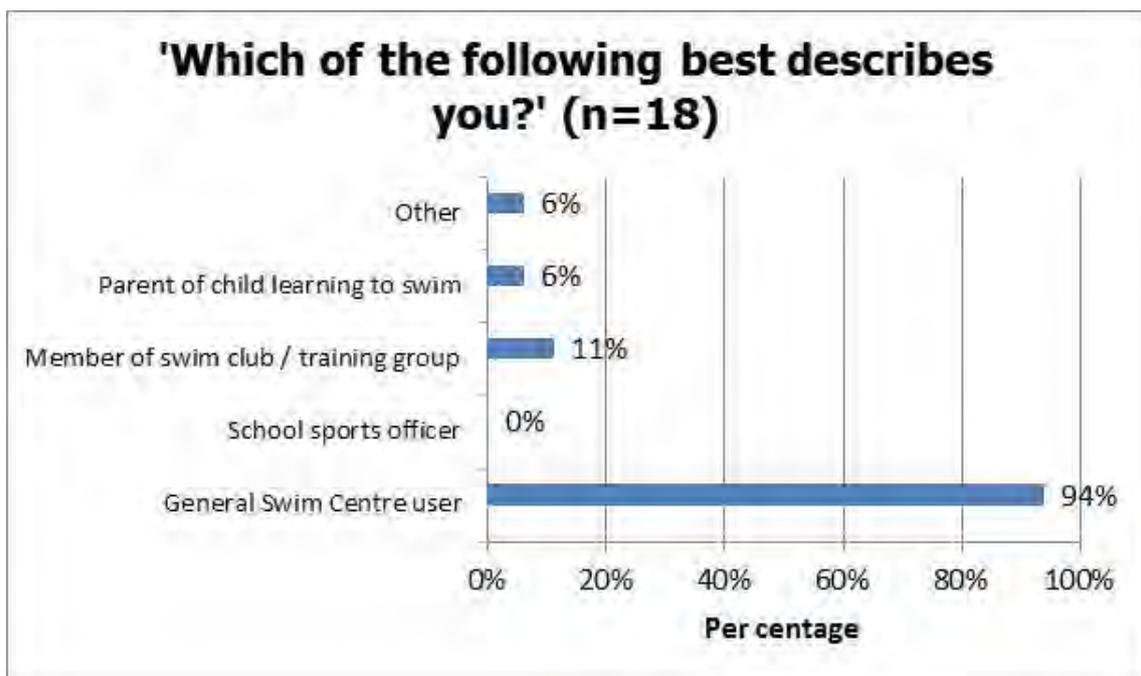
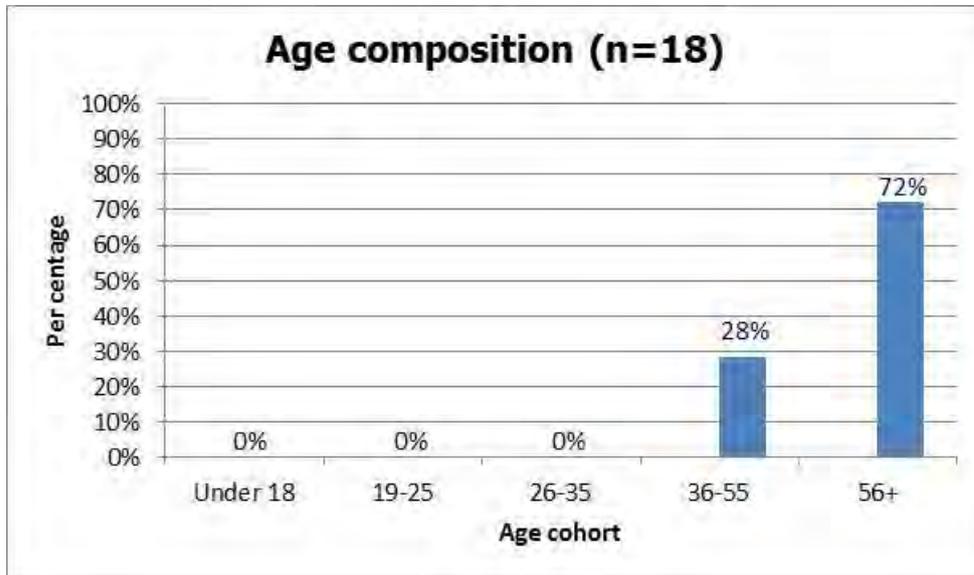
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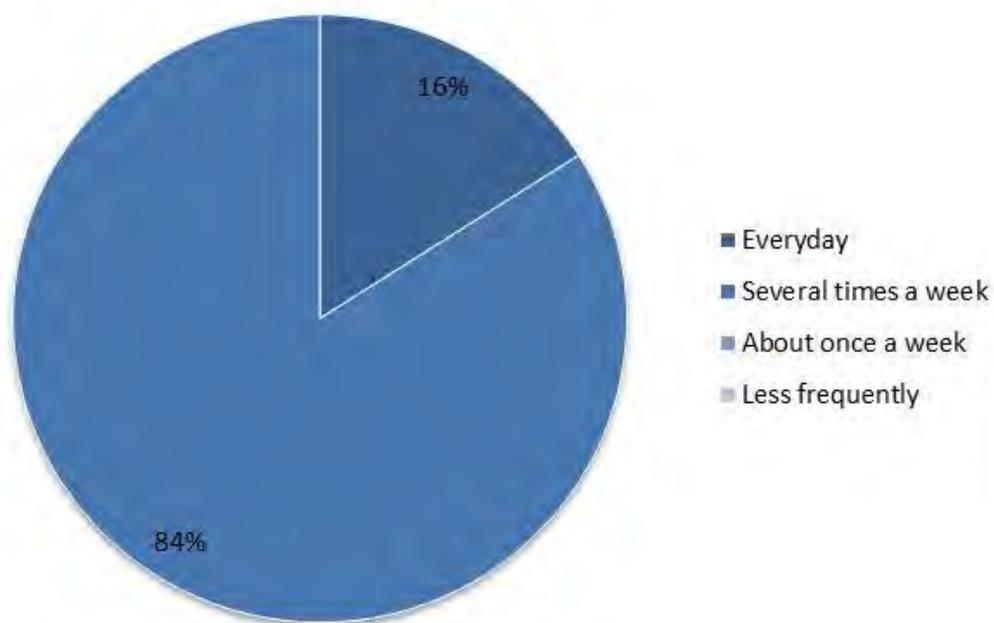
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Appendix B: Detailed survey data

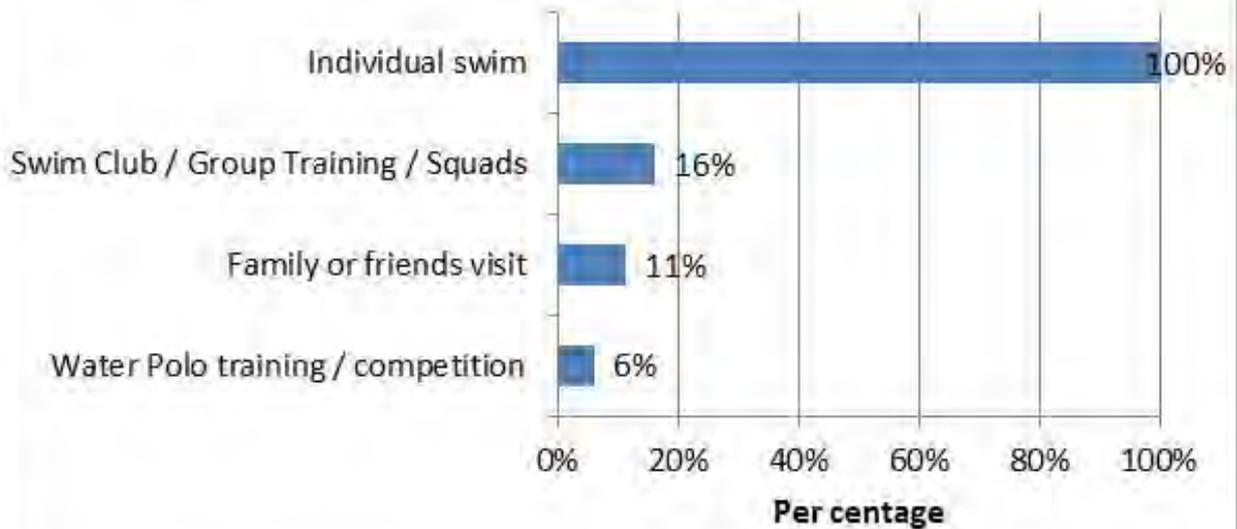
Data – Pool Users



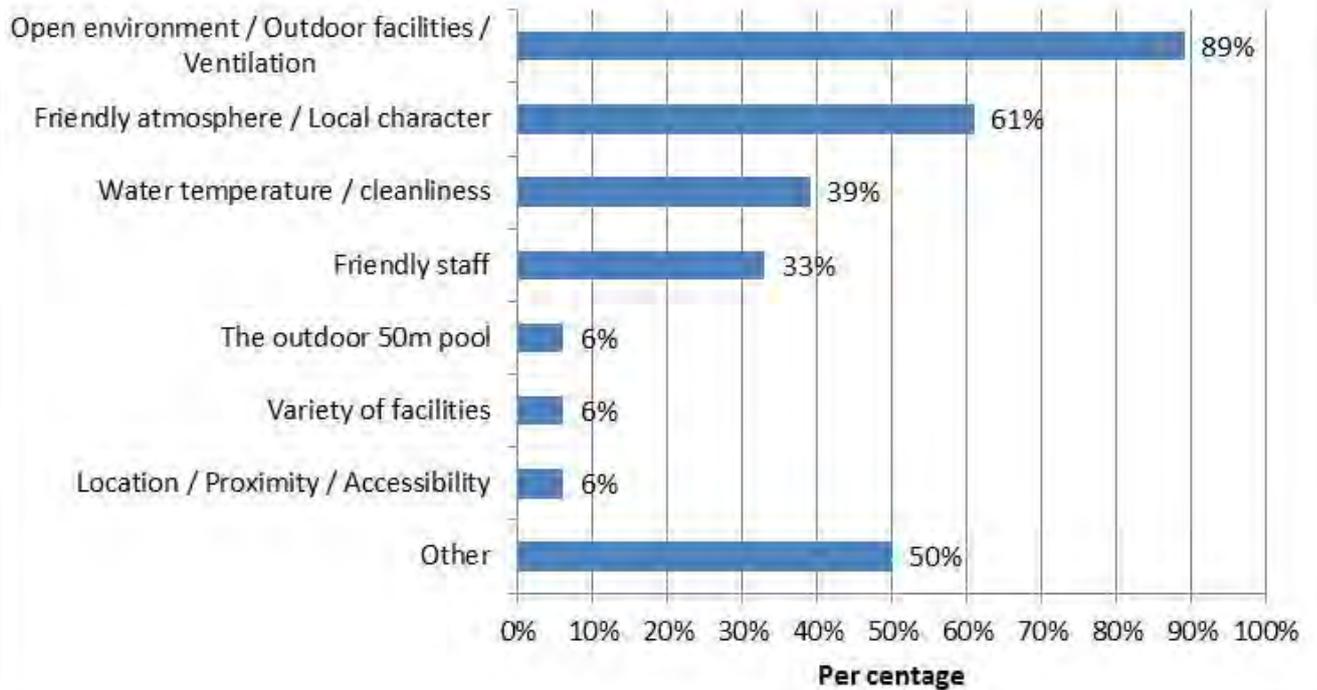
Visitation frequency (n=18)



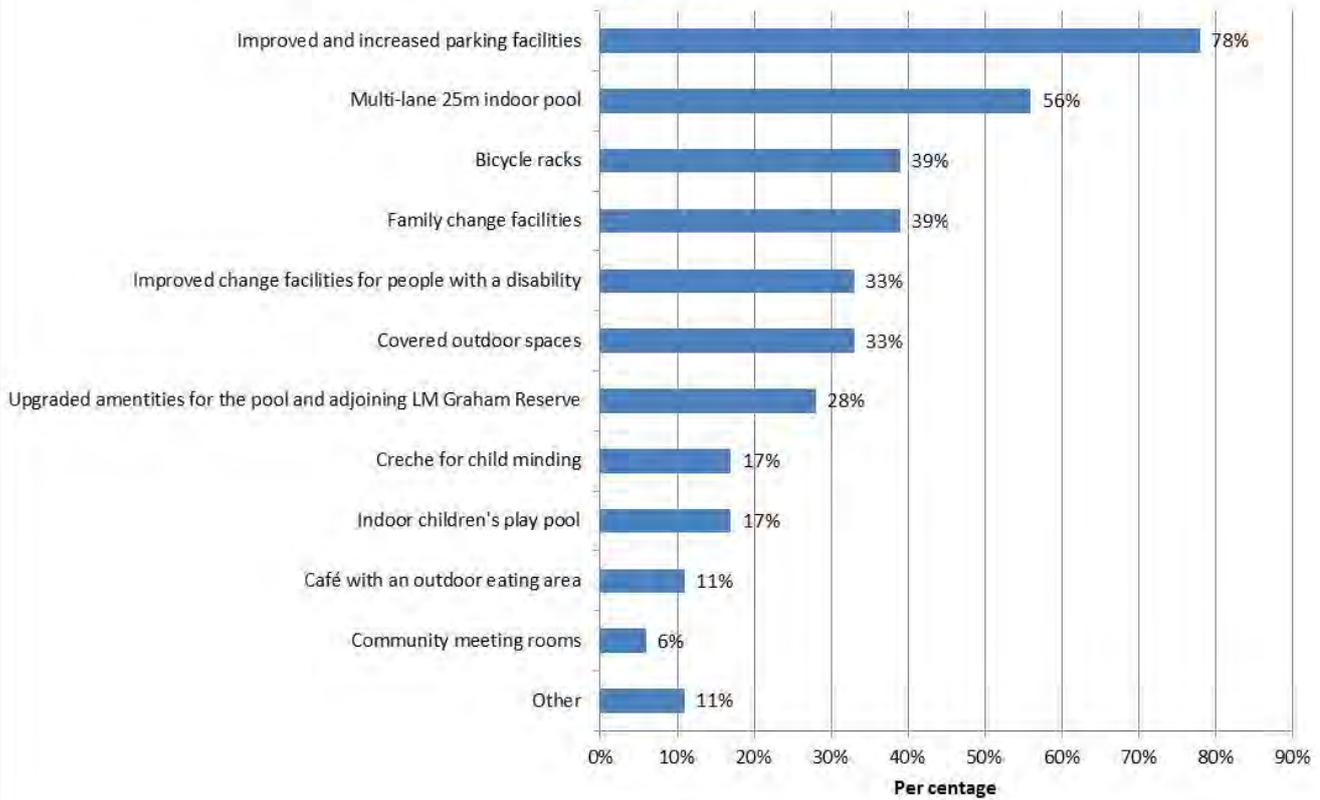
Main reasons for visiting the ABC Swim Centre (n=18)



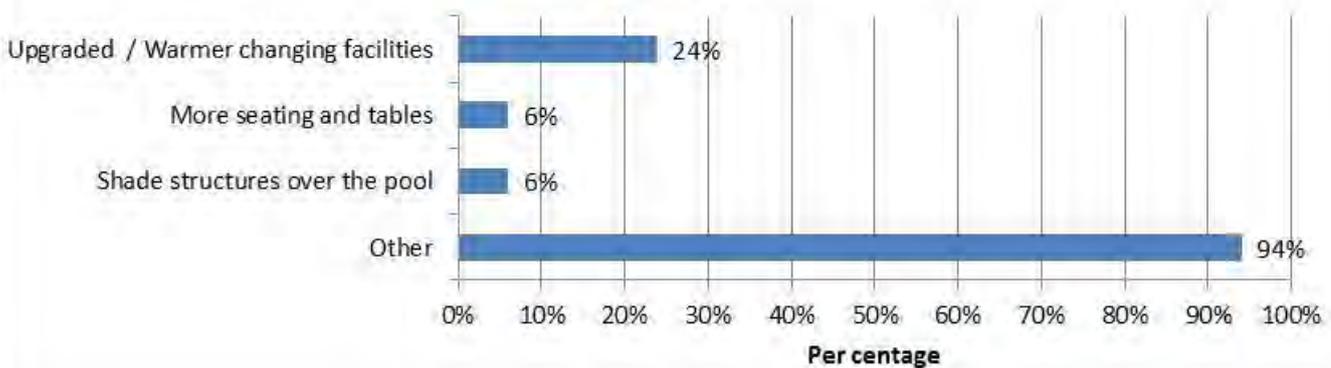
Positive characteristics of the existing ABC Swim Centre (n=18)



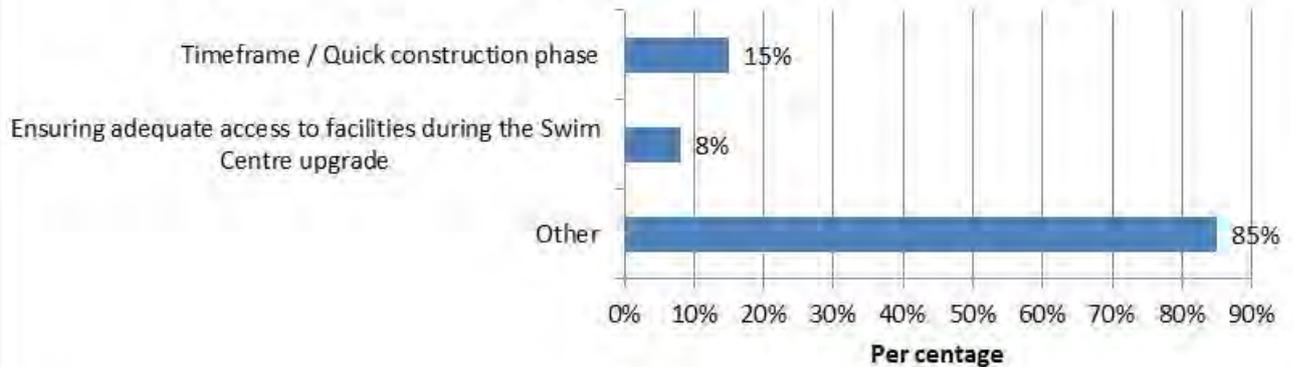
**Proposed features to include as part of the ABC Swim Centre Upgrade
(n=18)**



**'Are there any other features you think should be included in the proposed upgraded Swim Centre?'
(n=17)**

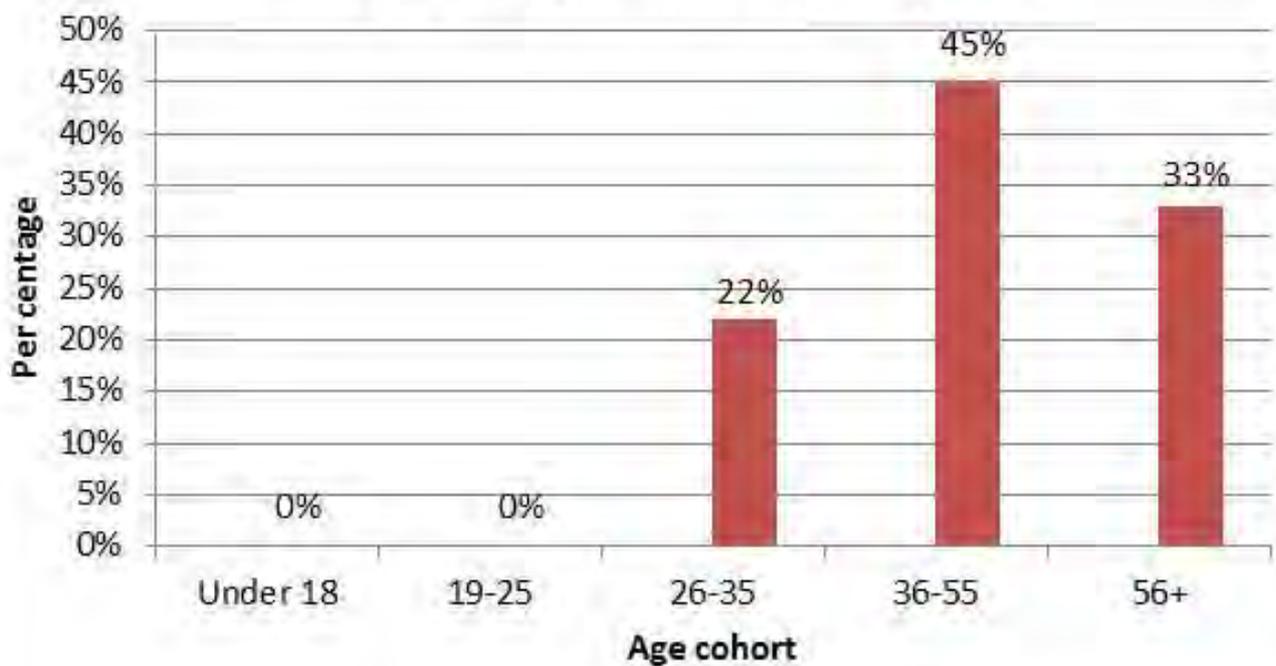


'Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?' (n=13)

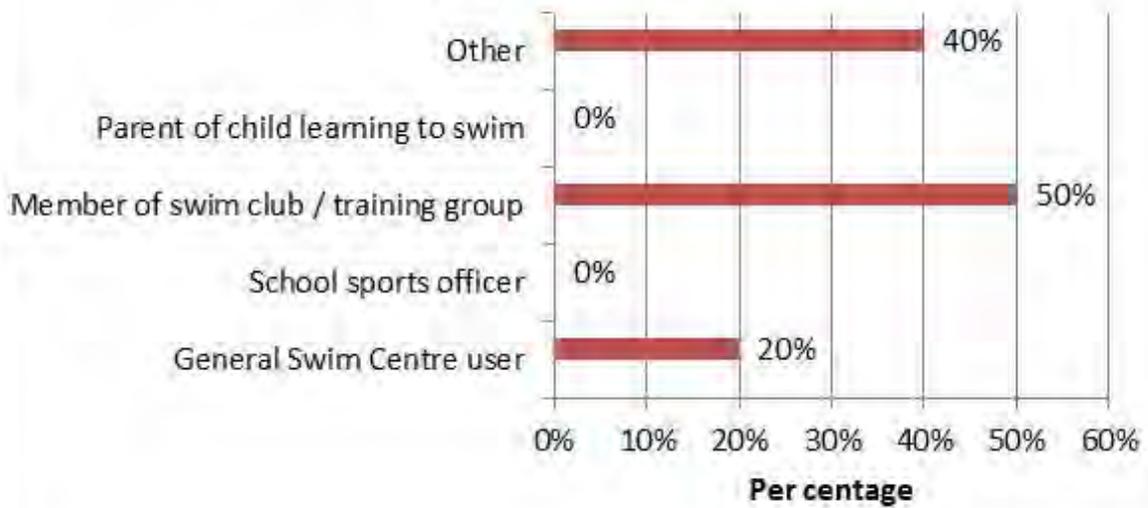


Data – Clubs

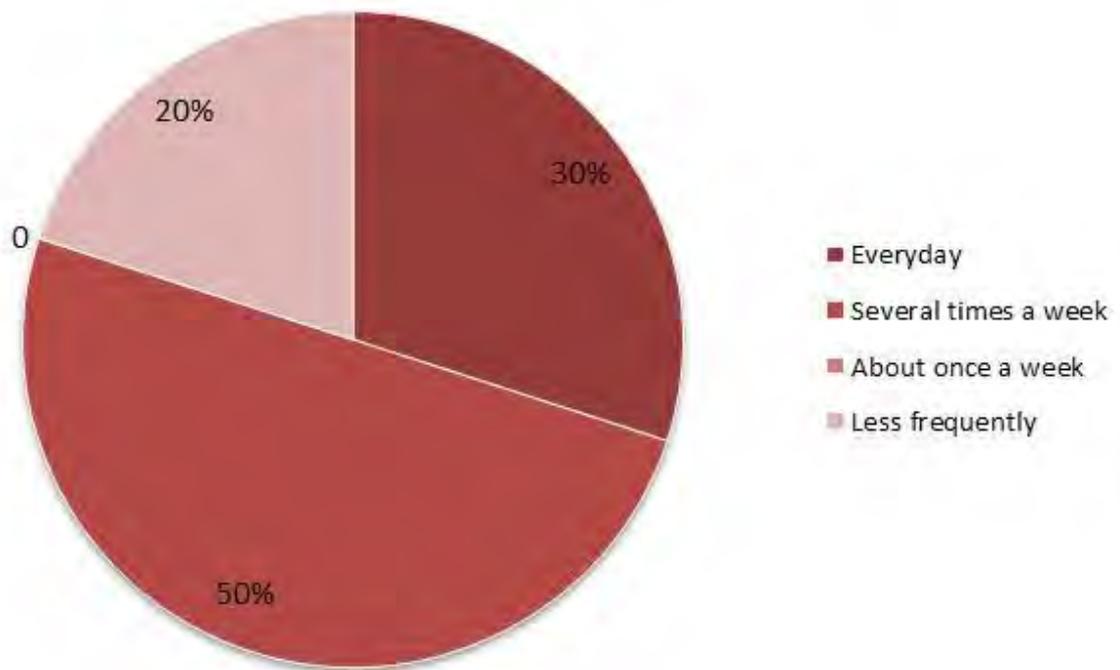
Age composition (n=9)



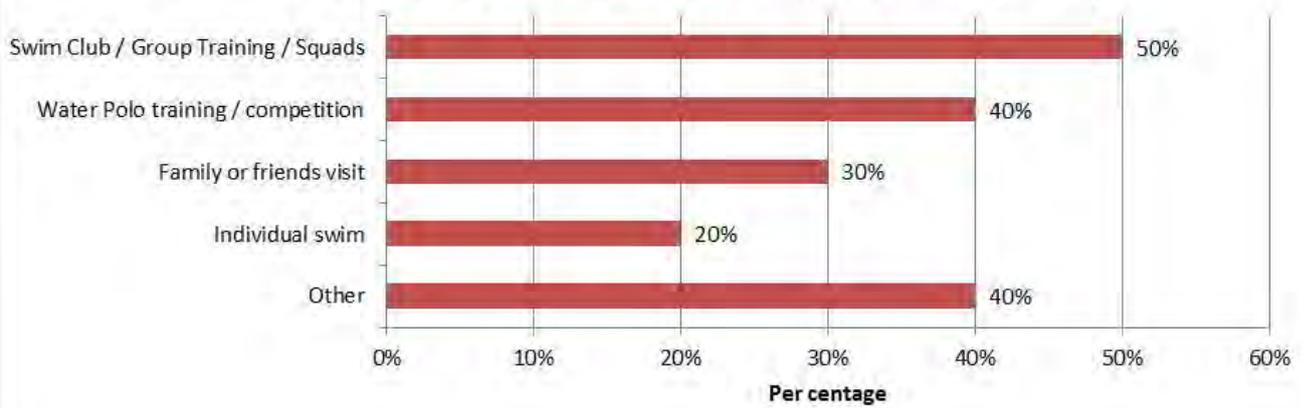
'Which of the following best describes you?' (n=10)



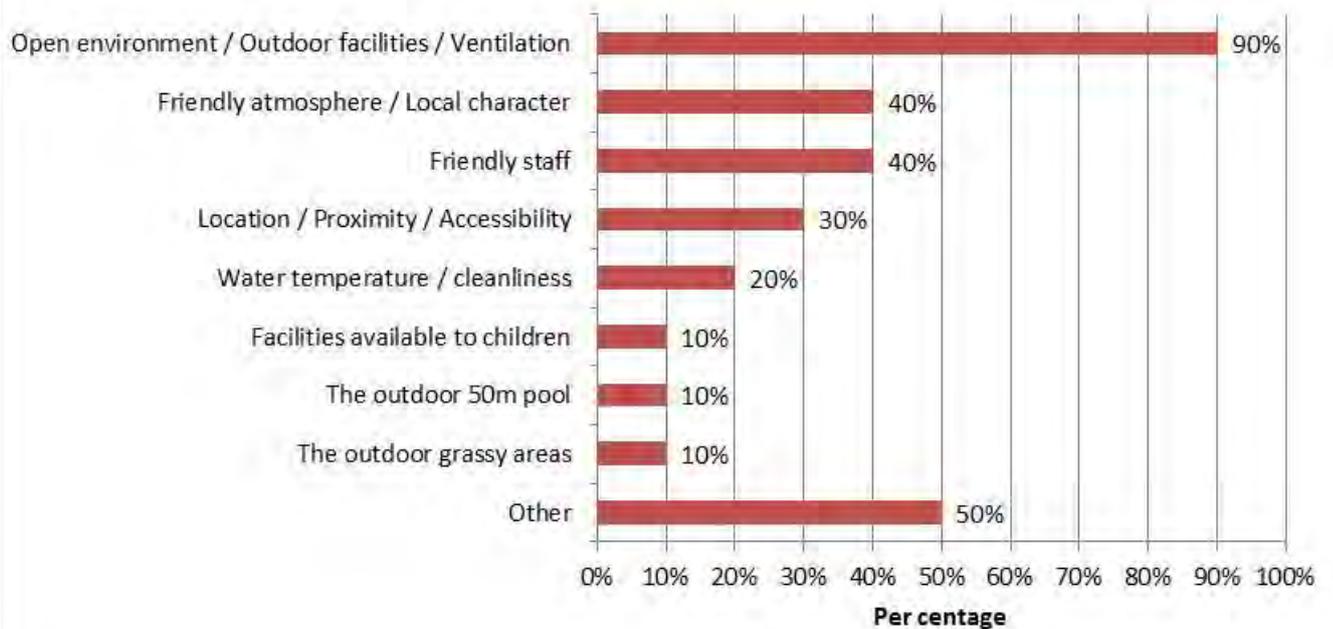
Visitation frequency (n=10)



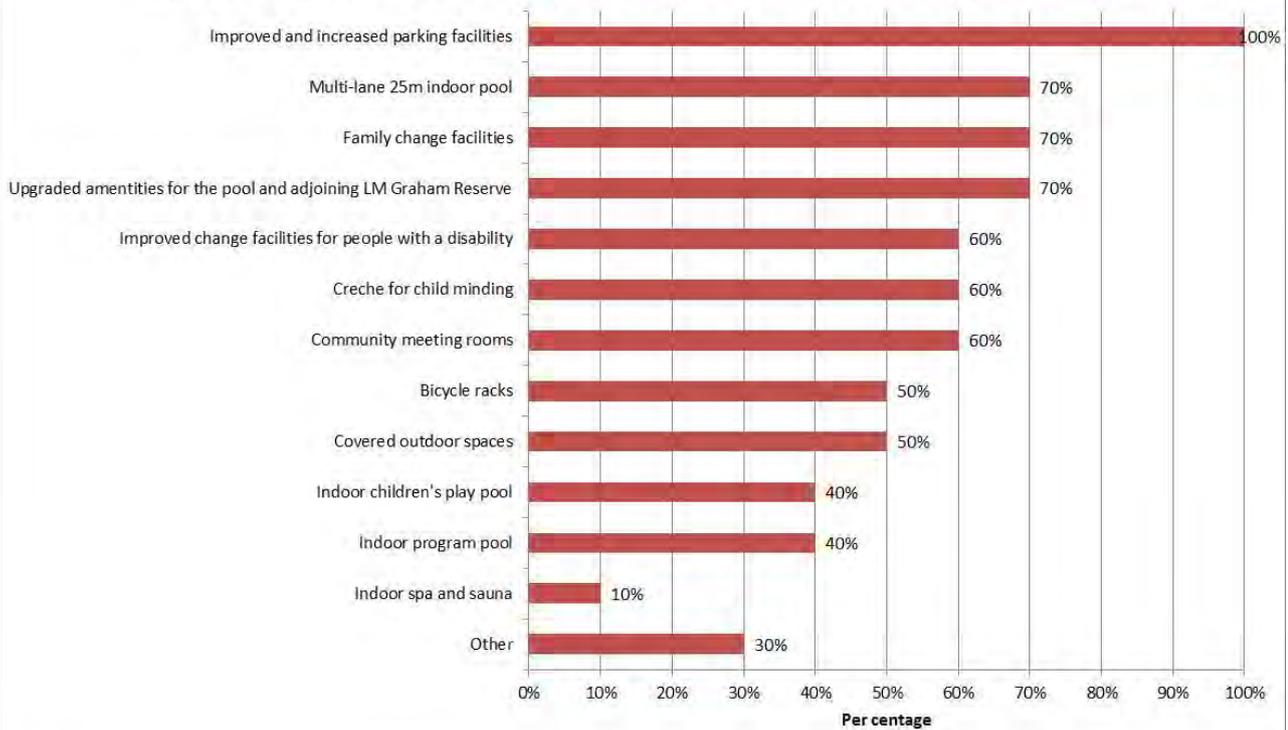
Main reasons for visiting the ABC Swim Centre (n=10)



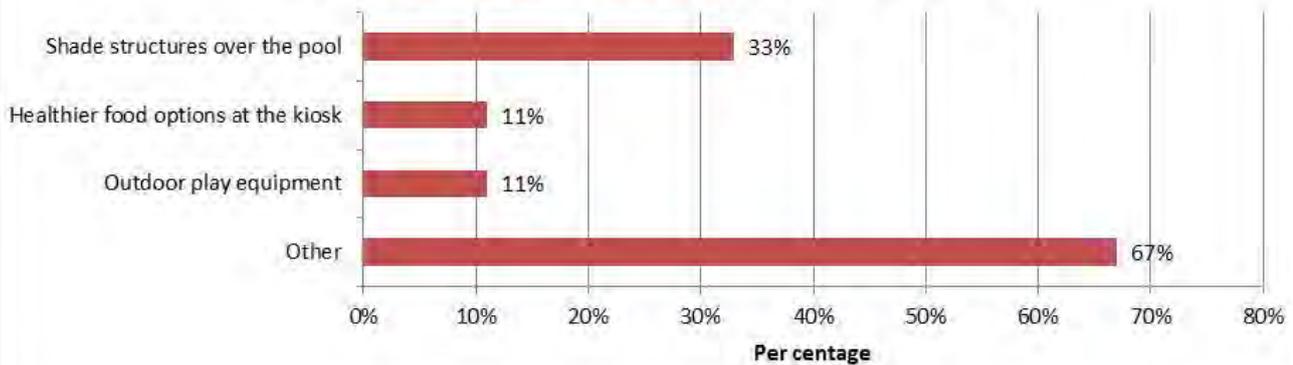
Positive characteristics of the existing ABC Swim Centre (n=10)



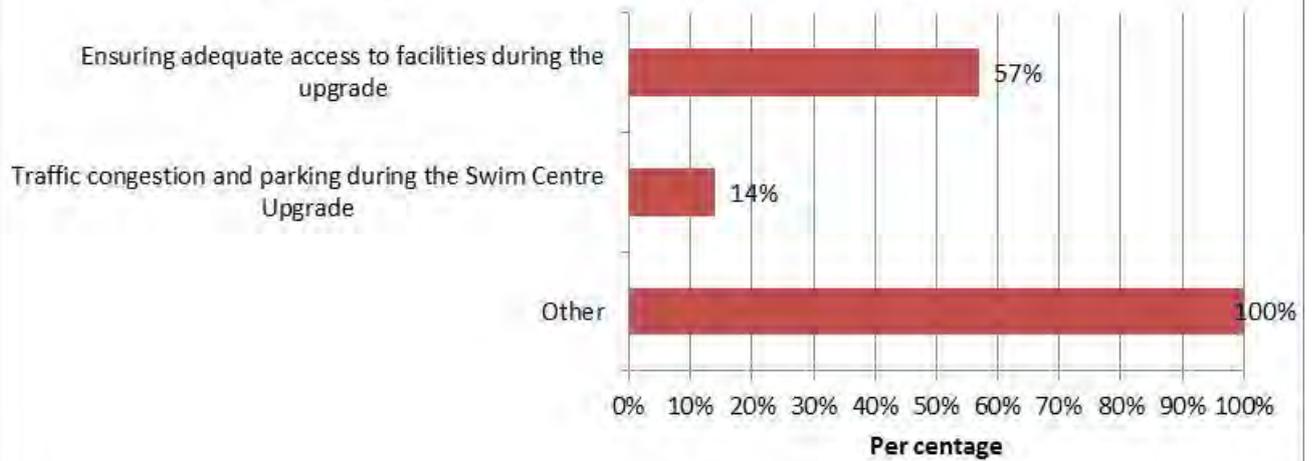
Proposed features to include as part of the ABC Swim Centre Upgrade (n=10)



'Are there any other features you think should be included in the proposed upgraded Swim Centre?' (n=9)

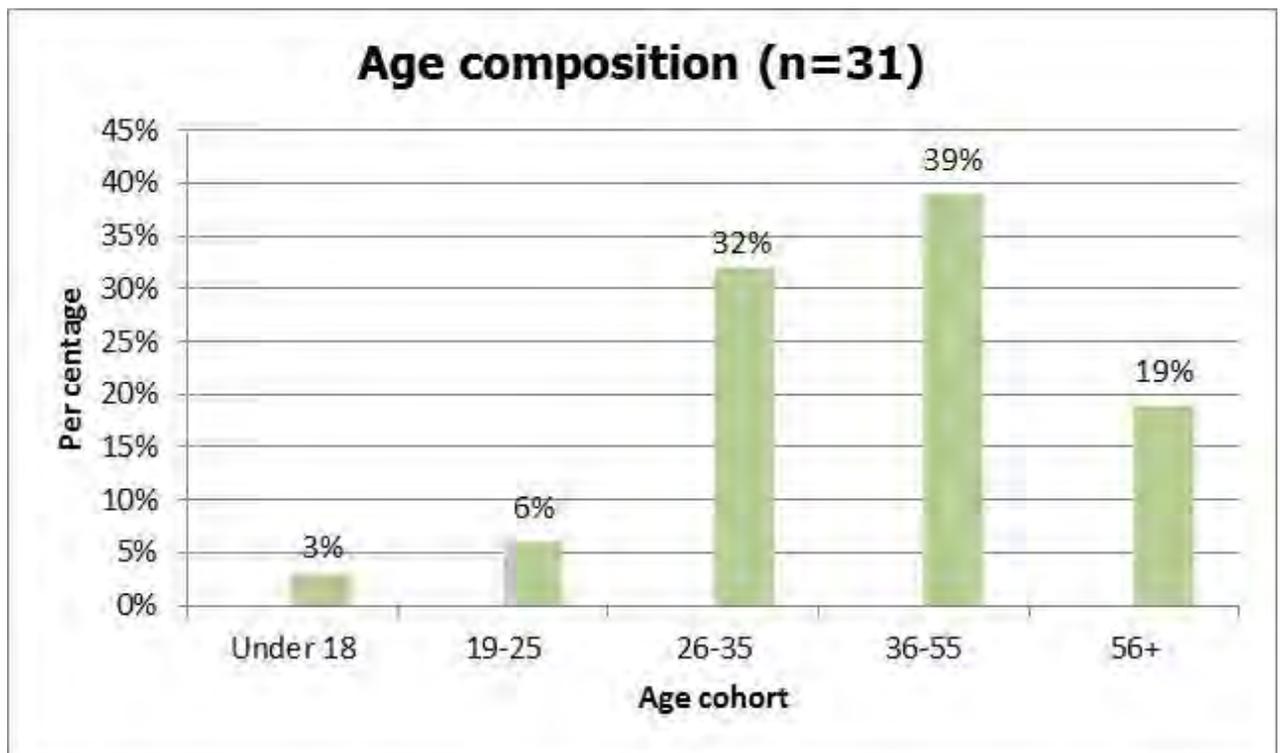


'Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?' (n=7)

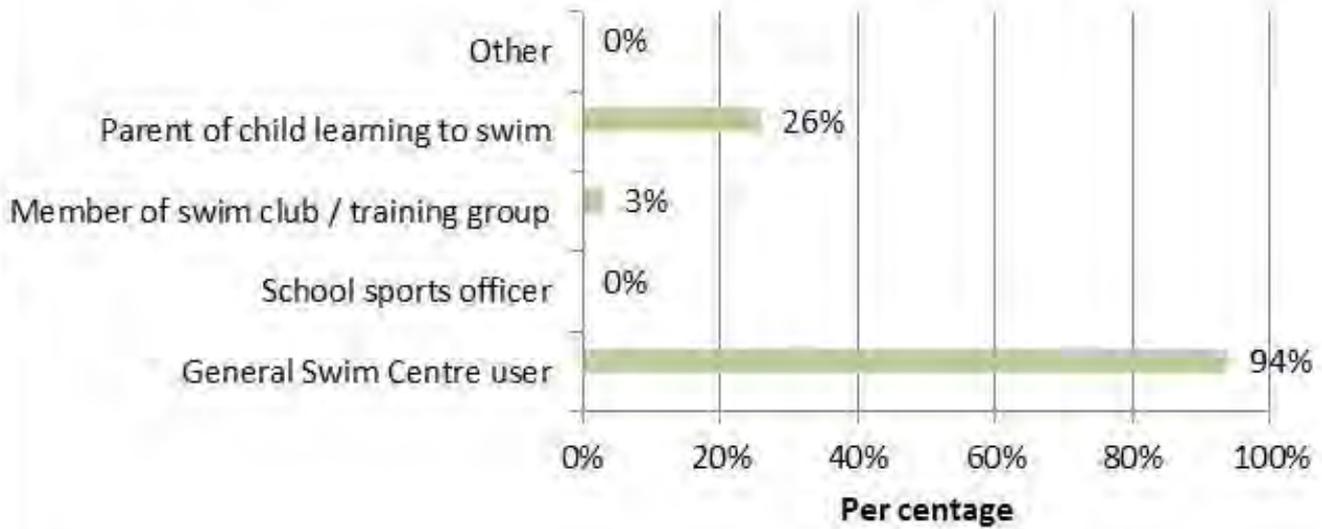


Data – face-to-face intercept surveys

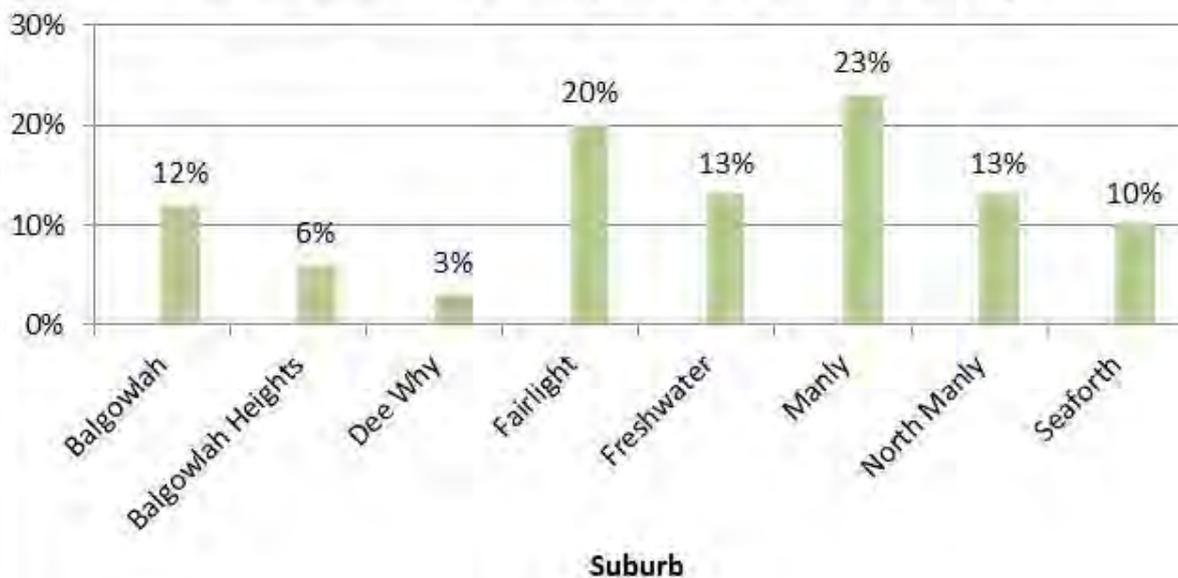
Age composition (n=31)

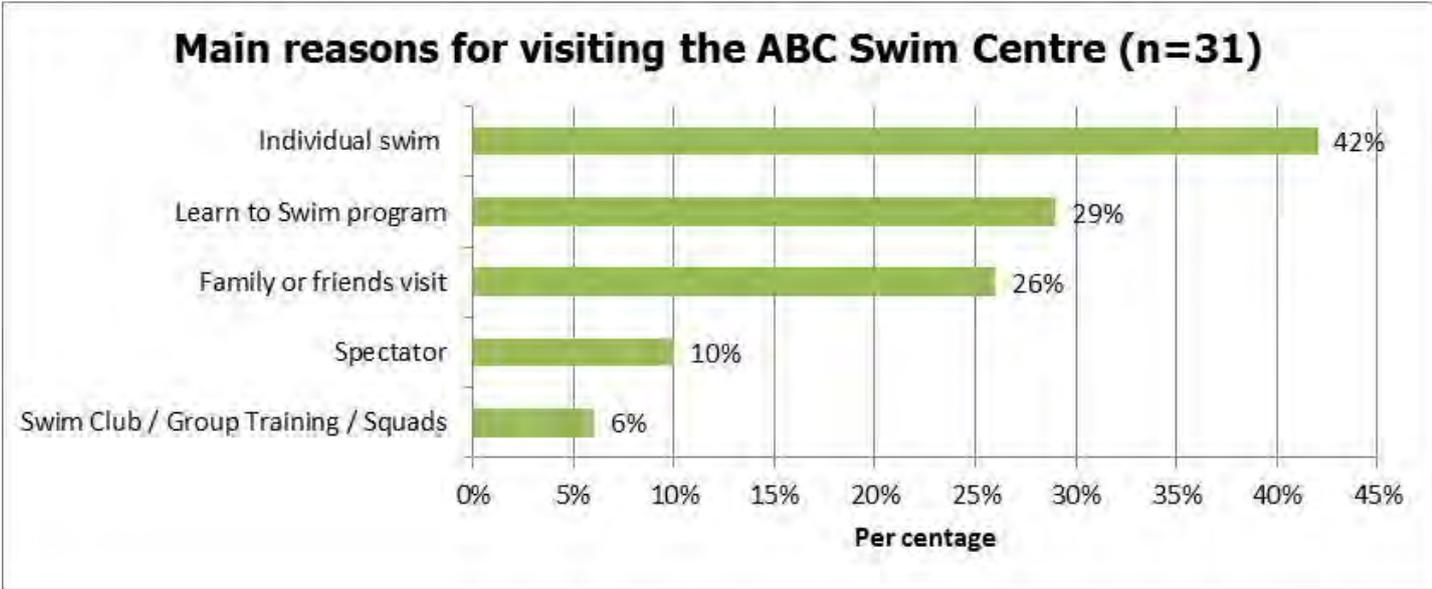
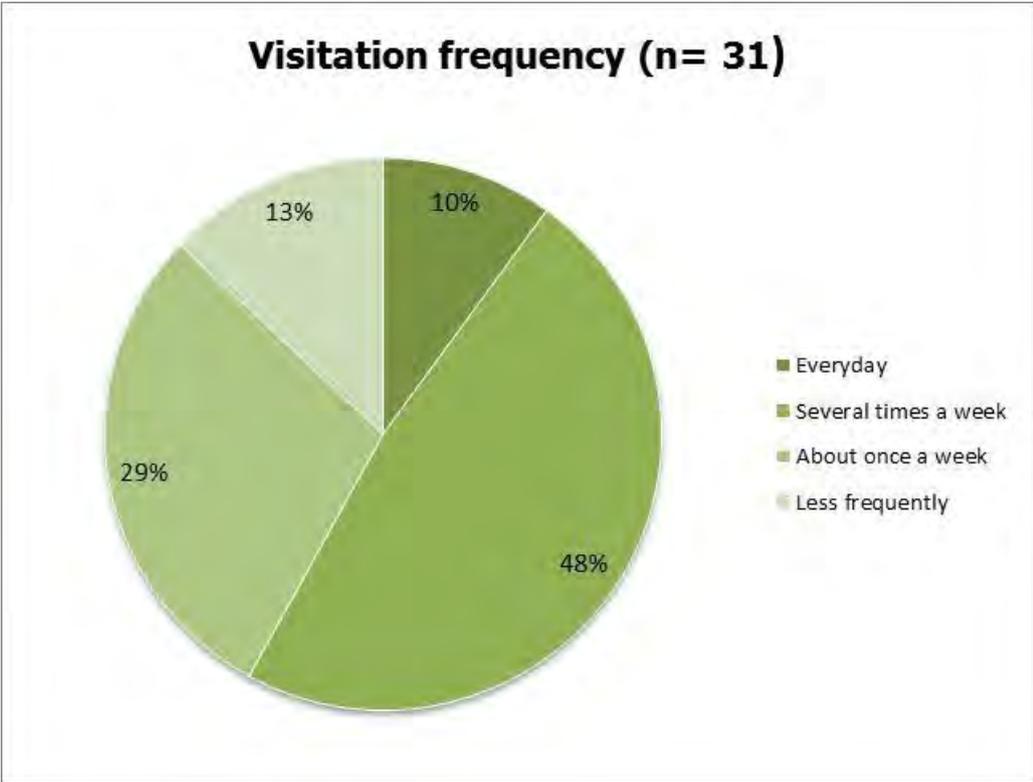


'Which of the following best describes you?' (n=31)

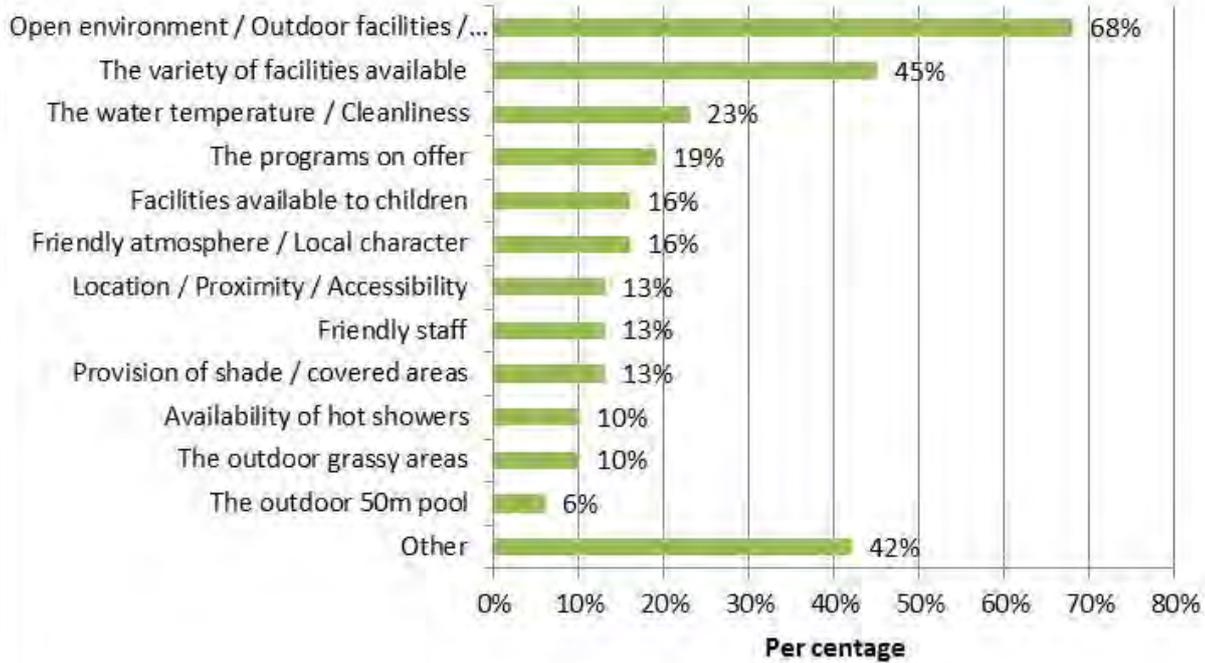


'Which suburb do you live in?' (n=30)

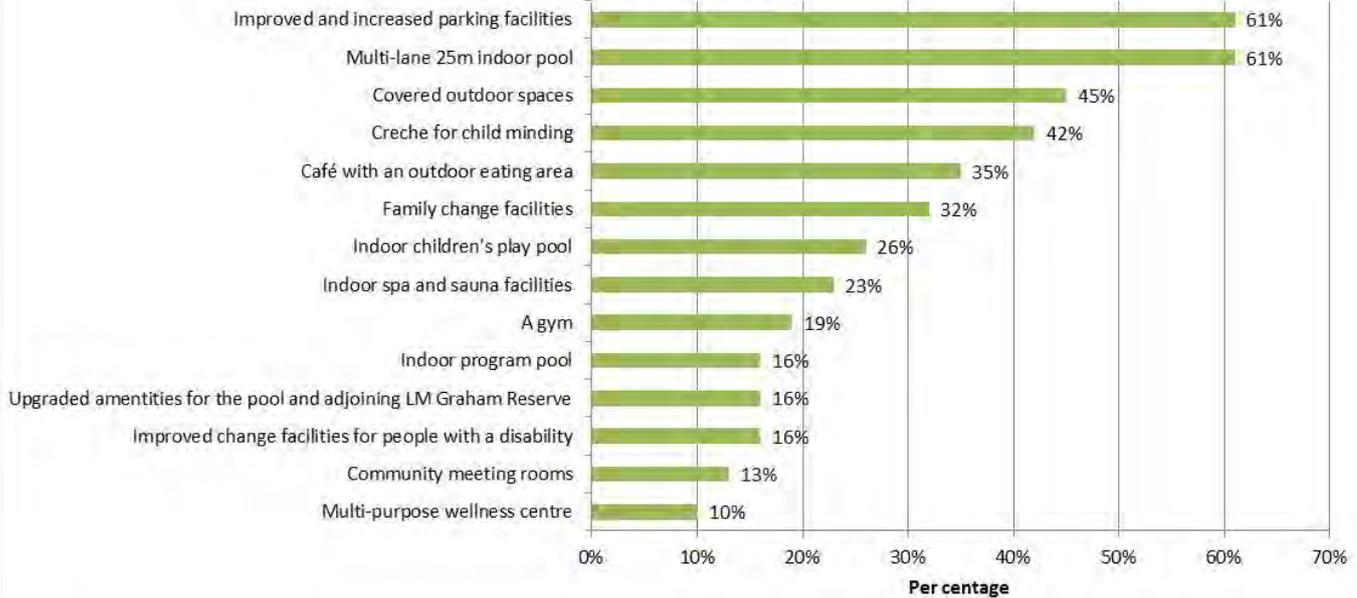




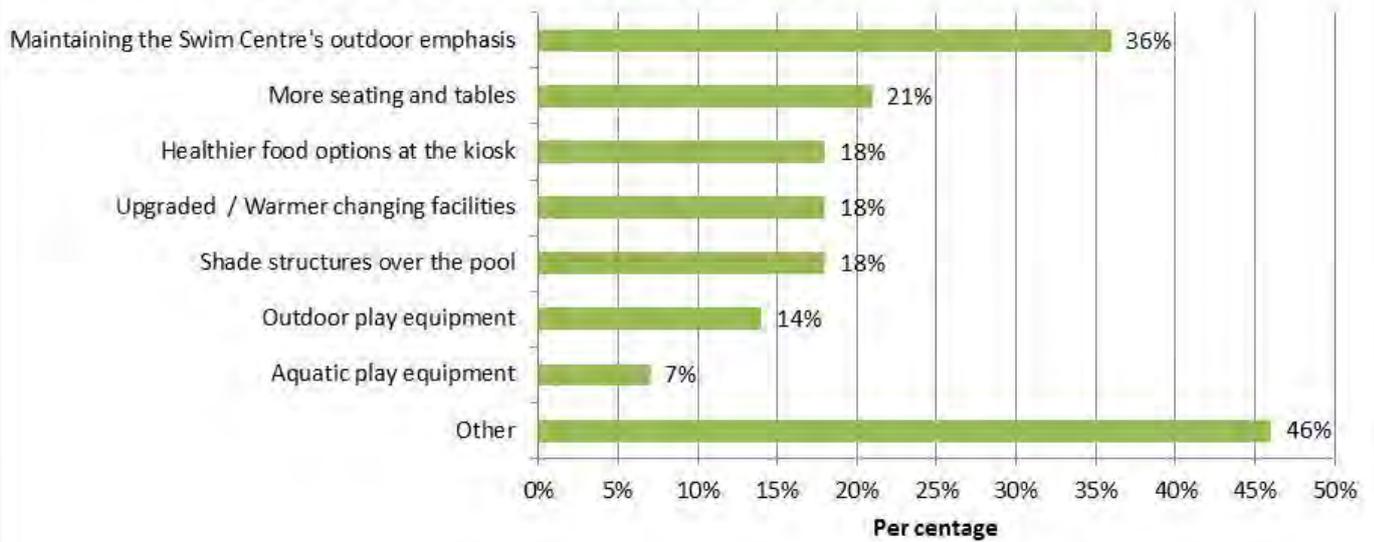
Positive characteristics of the existing ABC Swim Centre (n=31)



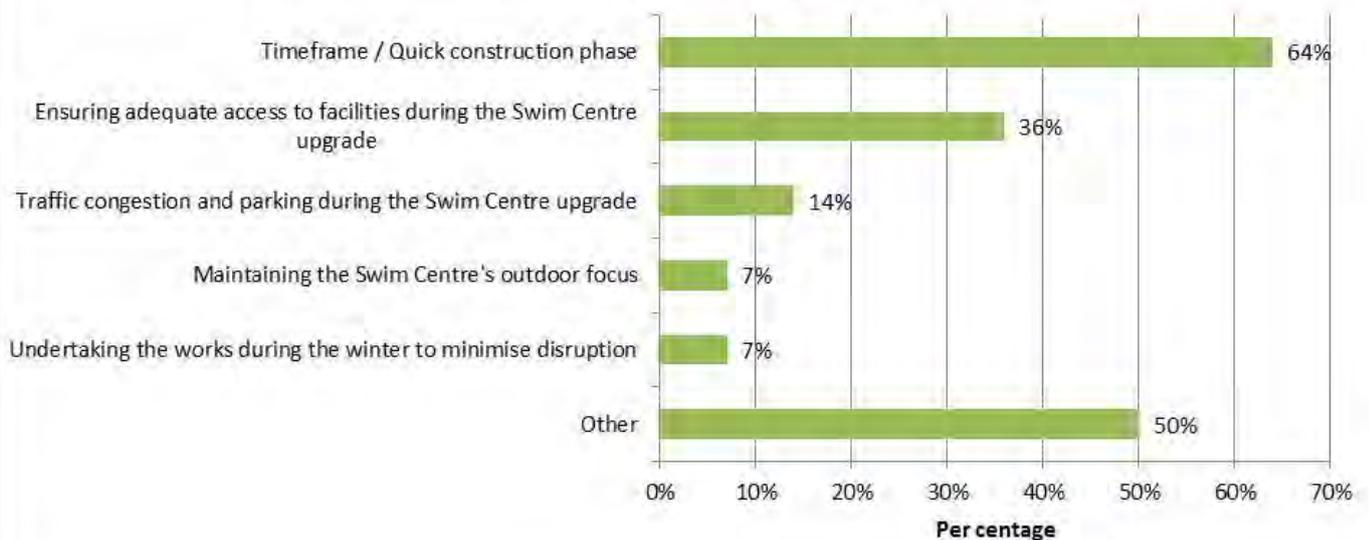
Proposed features to include as part of the ABC Swim Centre Upgrade (n=31)



'Are there any other features you think should be included in the proposed upgraded Swim Centre?' (n=31)



'Are there any particular issues you think Council needs to consider in managing the redevelopment process (from design to construction)?' (n=31)



From Treading Water



To Making A Splash



Business Plan for Andrew “Boy” Charlton Swim Centre – March 2014

1. Executive Summary

The Andrew Boyd Charlton, Swim Centre is an ageing public facility built in 1976 and recognised as a regional outdoor aquatic venue servicing the community of Manly and surrounding areas. Based on the ageing nature of the facility and equipment and the important service the centre provides for the community, Council has \$15 million to upgrade and reshape the venue. The new facility will provide an indoor/outdoor aquatic centre with gymnasium facilities and an Olympic standard water polo pool.

It is recognized that the Manly Swim Centre will not be sustainable in providing standard aquatic services, and there is now a growing trend in aquatic facility design and provision away from the traditional outdoor 50m pool towards a more dynamic environment. This new trend encourages increased program and participation opportunities and supports the venue as a community leisure centre, as modern facilities are increasingly providing indoor water options, health and fitness and café services.

The recommended facility mix has been developed to achieve an aquatic facility that is:

1. of a regional standard
2. a desirable family and community destination; and
3. capable of meeting multi-functional outcomes.

It is proposed that the Manly Swim Centre be developed over 2 stages with the indoor facility as stage 1 and the water polo pool as stage 2.

Stage 1 facilities include:

- revised car parking layout and enhancements
- new entrance with disability access
- new café
- indoor learn to swim pool 25m and program pool and leisure pool all with disability access
- crèche – child minding room with play room
- gymnasium
- change rooms and toilets
- offices and meeting rooms
- spa and sauna
- plant room
- storage room

Stage 2 facility includes:

- redevelopment of outdoor 25 m pool into a standard water polo pool
- outdoor viewing deck for spectators

When Stage 1 facility is developed, it is recommended that Council provide “in house” or direct facility management with the exception of the café, which can be leased to a third party with specialist catering expertise.

2. “In House” or Direct Council Management Model

Under the Direct Council Management model Council directly oversees the management and operation of the venue.

Given the multi-million dollar nature of the capital investment and the significant operations budget that is associated with such developments, Direct Council Management would require:

1. A highly experienced ‘Venue Management Team’
2. Extensive training of new and existing lifeguard staff;
3. Sufficient recruitment/retention of all supervisory, reception and program staff to fill all the roles required for aquatic programs and health and fitness and leisure programs
4. To increase hours of operation beyond what has been approved in the development consent to in excess of 100 hours per week
5. The standards of service be developed, adopted and implemented

Advantages of Direct Council Management

1. Council has control of the operations and asset maintenance, including program and product quality, pricing, promotions and marketing.
2. Operational costs can be minimised by using Council’s existing services (finance services, payroll, HR, civic and urban services)
3. Flexible and responsible management systems which can be linked directly to Council policies with emphasis on risk management, work health and safety, customer service charter and Australian accounting standards and financial management
4. Building a database for venue management and operational requirements that will assist in any future management system to maximise service outputs and minimise staffing costs
5. Council monitors performance and potential of the venue and engages with user groups for future operational and development initiatives and assessment of customer satisfaction
6. Council maintains the benefits of operational surpluses associated with the management of the venue, including learn to swim and health and fitness revenue to ensure service sustainability

Employment Creation Opportunities under Direct Management Requirements

1. Key venue management staff are engaged as permanent salaried employees, casual employees or contracted employees for specific programs.
2. The Aquatic Services Manager would need a higher level mix of management and marketing skills, combined with the professional knowledge of aquatic, sport, leisure and recreation services, and a capacity to develop health, lifestyle and sport based policies and procedures for aquatic services.
3. A business and marketed oriented approach to the management and operation of the aquatic centre is essential if usage and viability are to be maximized with profitable outcomes. A strong emphasis on customer service should drive

recruitment to meet the needs of the user groups including residents, visitors, tourists and community and corporate organizations.

3. Core Business Units

Trends in Aquatic Facility Design and Management

The effective operations of the venue are paramount to the overall success of the facility. The design and development of aquatic facilities has undertaken several major changes over the past 15-20 years. The primary focus is now on indoor (sun smart, year round), leisure orientated facilities.

Further, there is a noticeable trend since the early 1980s in Australian aquatic facility design and operation towards the integration of a wider range of expanded leisure facility services such as café, merchandising /retail, health and fitness centres, multi-purpose program spaces and meeting rooms and increased emphasis on water leisure activities.

The trend focuses on;

- Maximum year round access for pool availability for competition, training and lap swimming as well as play areas, programs and therapy
- Developing leisure facilities as destinations, as longer visitation times can be achieved compared with other leisure activities such as movies, retail shopping and family based activities
- Leisure water facility components such as leisure pool with water slide making the venue attractive for children's parties
- Dry facility components such as gymnasium, fitness classes and sports therapy
- Emphasis on the quality of new facilities being developed to provide additional service such as café, child minding, spa and sauna
- Importance of ecological design for sustainability including cogeneration of power, water harvesting, solar heating and solar panels
- Operational realities whereby a wet and dry leisure centre can operate at a reduced cost to the community if designed well and offering a range of water experiences and programs to their customers
- The target group for a modern aquatic leisure centre being, mums and toddlers, young children, teenagers, older adults, families, people with a disability and lap/fitness swimmers, sporting clubs, schools, tourists and visitors, water polo events. This enables a broader target market and higher attendances.



Aquatic Programs

The extra facilities and water space open the way for Manly Council to offer a wide and diverse range of programs. The main focus of these services relate to aquatic based programs outlined below:

Swim School	Parent/Baby	6-12 months	1 level	Term based
	Parent/Baby	12-18months	1 level	Term based
	Toddler	18 months -2 years	1 level	Term based
	Toddler	2-2.5 years	1 level	Term based
	Toddler	2.5-3 years	1 level	Term based
	Preschool	3+ years	6 levels	Term based
	School Age	5+ years	6 levels	Term based

Squads	Mini Squad	5-12 years	Term based
	Junior Swim Fit	12+ years	Term based
	Swim Fit	12+ years	Term based
	Junior Squad	5-12 years	Ongoing
	Bronze Squad	5-12 years	Ongoing
	Silver Squad	5+ years	Ongoing
	Gold Squad	5+ years	Ongoing

School Programs	10 day intensive programs	Local Schools
	Once a week term program	
	Water safety awareness program	
	School sport days	

The in-house operation of aquatic programs provides significant opportunity to improve net revenues at the venue.

Learn to Swim Pool

The purpose built LTS pool will provide additional programmable wet space for new programs, including vacation care learn to swim programs. As this enables classes to operate all year round, it enables increased revenue opportunities over and above school term periods.

Leisure Water

The introduction of interactive leisure water to the venue will encourage increased visitation by families and simultaneously offer linkages from leisure to learn to swim programs, squad training, lap swimming and therapy. New programs such as children's parties will enhance revenue and offer an in demand service for the community.

Water Polo

The purpose built water polo pool built to Olympic standards will achieve increased visitation to the swim centre and may attract state and national and perhaps international events.

Health and Fitness

The health and fitness area will provide a new business focus, and with the gymnasium area 708m² including new area plus additional space in current building will enable a gym membership (based on 708 x2.1) of 1486.

With additional space available in existing administration area, there is an opportunity to provide spin classes and other fitness programs.

Identifying target groups for the services to be provided are a key focus for the Health and Fitness team. These could include:

- Cardio room (treadmills, cross trainers, rowers, bikes)
- Gym floor (weight machines)
- Personal training
- Group fitness (aqua aerobics, pilates, basic training, boxing, yoga and zumba)
- Active Ageing (government initiative for over 50s)
- Massage and rehabilitation

Maximizing use of Health and Fitness programs through a detailed membership strategy will enhance overall financial performance of the venue and attract a new group of customers. To offer a 12 Month Gold Pass membership with full use of gym and pools and child care can attract significant upfront fees to enhance revenue stream.

Other membership cards can be offered for gymnasium use only aiming at full single membership, students/concessions and family passes.

Customer Service

Point of Sale

Incorporating a facility for Point of Sale System which can service all areas of the facility through Radio Frequency Identification System (RFID), will encourage patrons to renew, extend or purchase entry electronically online or via Facility kiosks reducing staff establishment requirements for managing memberships and passes to the venue.

This technology is well utilized in the Aquatic and Recreation industry and integrates the following functions:

- General entries
- Multi visit passes
- Memberships
- Enrolments for programs

Facility bookings and administration services are the other areas associated with customer service. To optimise revenue, the venue can offer peak schedules which will attract different user groups and this can also be supported within an RFID capable system.

Reception

Effective venue management requires an efficient reception area with space allocated for the swim centre bookings. This can be achieved with an open plan reception area where the swim centre office section can also be the retail point for swim wear and equipment.

Facility Services and/or Venue Hire

Within multi-purpose venues the availability of training rooms enables increased variety of services that Council can offer the community. Corporate meetings and seminars, physiotherapy consultation rooms for lease, presentation rooms for local sporting clubs along with Council operated services ranging from seniors health to child obesity can be held in these available training rooms.

Royal Life Saving and Austswim offer a wide variety of community based educational courses that Council can deliver to the local community.

4. Financial Modelling

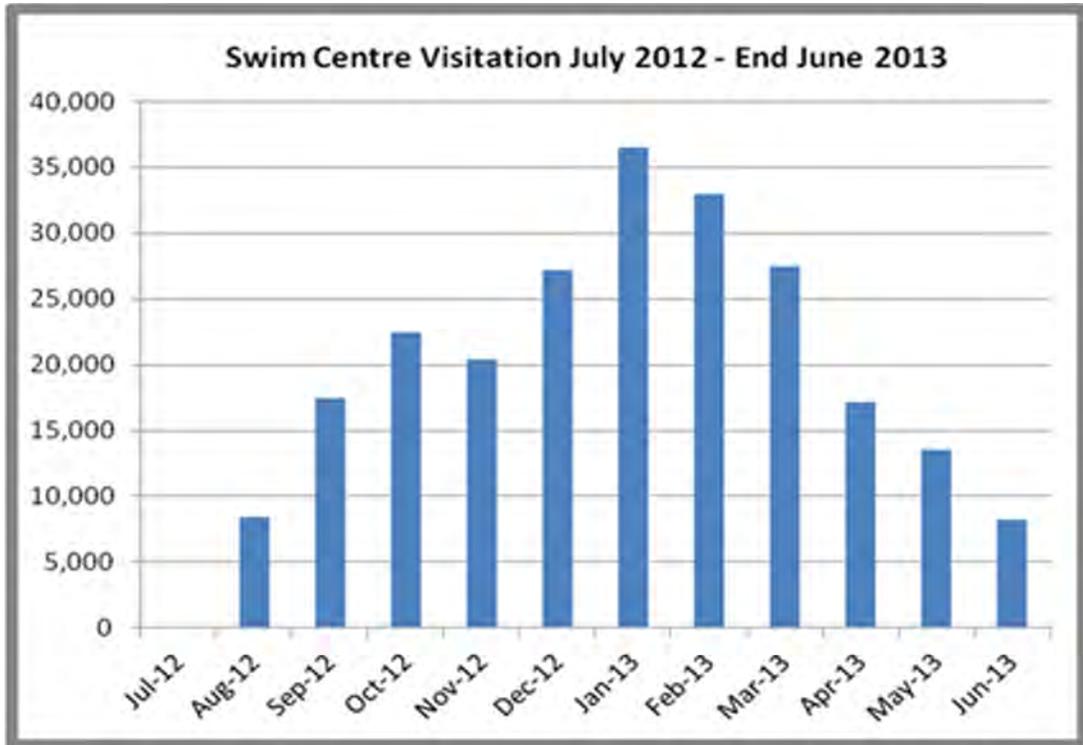
Historical Performance

The 2012/13 financial statement for the Andrew Boyd Charlton Swim Centre is outlined below:

Revenue	
User Fees and Charges	\$1,019,971
Lease/Rental	\$130,931
Total	\$1,150,901
Expenditure	
Wages and Salaries	\$871,589
General Operating Expenses	\$154,274
Utilities	\$165,496
Contra Expenses	\$215,165
Other Structures – Fixed Assets	\$16,138
Baby and Toddlers Pool – Fixed Assets	\$343,420
Total	1,766,082
Operating Deficit	\$615,181

The 2012/13 financial statement demonstrates that Council provided an annual operating subsidy (before depreciation) of over \$600,000 which represents a cost recovery of 65%. To achieve a cost neutral outcome the cost recovery is 100% whilst to achieve surplus the cost recovery is required to exceed 100%.

Based on the 2012/13 visitations recorded 231,000 and despite kiosk licence fees and limited merchandising capability the swim centre secondary spend per visit achieved \$0.56, 3% less than CERM benchmarking at \$0.59 per visit.



On a receipt per visit basis, the swim centre total revenue was below the industry benchmark (\$6.58 per visit) and achieved \$4.98 per visit. Alternatively, based on the CERM Median Indicator for catchment multiplier for Group 6 Centres of 5.5, Manly Iga population should achieve 238,540 visits per annum at the swim centre. In 2012/13 it achieved 231,000 visits achieving 97% of visitations, due to a less favourable summer and closure in July for maintenance.

Projected Performance

With the development of a mixed facility, financial projections will be estimated in line with equivalent 2013 CERM PI venue benchmarks (vol.22 No.1) for contemporary aquatic facilities with outdoor and indoor pool facilities in Australia. As an outcome of indoor and outdoor pools, a purpose built water polo pool and a health and fitness area, Manly Swim Centre will realise a significant increase in net turnover and operating performance.

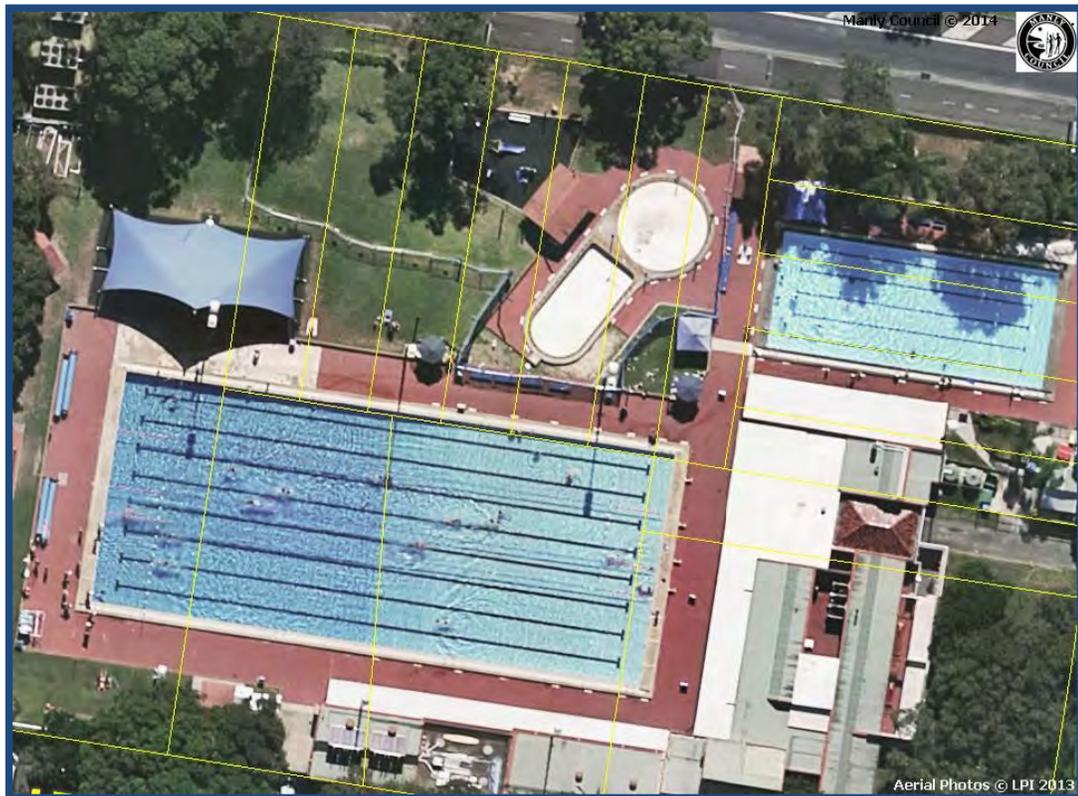


Population Analysis

The catchment area for people accessing the newly developed mixed facility will be within a 10km radius of Manly. This is an expanded catchment in recognition that Manly Swim Centre services the community as a “regional facility”.

Area	Population
Manly LGA	43,371
Allambie Heights	6,742
Beacon Hill	6,900
Brookvale	2,589
Collaroy & Plateau	14,388
Cromer	7,161
Curl Curl, & Nth	3,371
Dee Why	19,838
Freshwater	8,252
Manly Vale	5,067
Narraweena	5,470
North Balgowlah	3,458
North Manly	2,736
TOTAL	129,343

Visitations for the new centre will be estimated as $129,343 \times 5.5 = 711,386$



Proposed Venue Annual Budget Year 1:

Best Case Scenario with target population visits at 711,386

1

Revenues	Total	Comments
Programs/Membership	\$4,680,919	\$6.58 per visit
Secondary Spend	\$419,717	\$0.59 per visit
Total Income	\$5,100,636	

Expenditures	Total	
Wages	\$3,080,301	Labour cost per visit \$4.33
Water	\$85,366	\$0.12 per visit
Electricity and Gas	\$355,693	\$0.50 per visit
Repairs and Maintenance	\$334,350	\$0.47 per visit
Marketing	\$64,024	\$0.09 per visit
Other Expenditure	\$976,877	Cost recovery benchmark 104%
Total Expenditure	\$4,896,611	

Surplus: \$204,025

Cost Recovery: 104% (as per CERM benchmark for mixed facility > 6000 m²)

¹ UniSA, 2013 *Operational Management Benchmarks for Australian Sport, Leisure and Aquatic Centres*, 2013
CERM PI Vol 22 No 1 ISSN 1320 2359

Proposed medium case scenario at 90% target visit population 640,247

Revenues	Total	Comments
Programs/Membership	\$4,212,825	\$6.58 per visit
Secondary Spend	\$377,745	\$0.59 per visit
Total Income	\$4,590,570	

Expenditures	Total	
Wages	\$2,772,269	Labour cost per visit \$4.33
Water	\$76,829	\$0.12 per visit
Electricity and Gas	\$320,123	\$0.50 per visit
Repairs and Maintenance	\$300,916	\$0.47 per visit
Marketing	\$57,622	\$0.09 per visit
Other Expenditure	\$879,108	Cost recovery benchmark 104%
Total Expenditure	\$4,406,947	

Surplus \$183,623

Cost recovery @ 104% (as per CERM benchmark for mixed facility > 6000 m²)

Proposed worst case scenario at 80% target visit population 569,108

Revenues	Total	Comments
Programs/Membership	\$3,744,735	\$6.58 per visit
Secondary Spend	\$335,773	\$0.59 per visit
Total Income	\$4,080,508	

Expenditures	Total	
Wages	\$2,464,237	Labour cost per visit \$4.33
Water	\$68,292	\$0.12 per visit
Electricity and Gas	\$284,554	\$0.50 per visit
Repairs and Maintenance	\$267,480	\$0.47 per visit
Marketing	\$51,219	\$0.09 per visit
Other Expenditure	\$781,505	Cost recovery benchmark 83%
Total Expenditure	\$3,917,287	

Surplus \$163,221

Cost recovery @ 104% (as per CERM benchmark for mixed facility > 6000 m²)

Revenue Forecast Assumptions

Visitor numbers and revenues will be influenced by many variables (most importantly by the proposed facility's quality of management and staffing, ease of access, availability of parking, marketing and customer service initiatives) and by the breadth and strength of competition.

The key assumptions are as follows:

Centre Management

Council must ensure that the new centre has a strong focus on:

- Providing programs relevant to demonstrated community needs
- Customer service
- Continually improving the quality of programming
- Continually improving the range of programming
- Revenue generation
- Professional marketing
- Staff training and development
- Best practice and risk management approach
- Ongoing market research, and
- Benchmarking to assess performance and success against similar services

Marketing Assumptions

The main focus of centre management will be to identify, understand and meet the needs of residents and attract sufficient visitation levels to deliver value for money, quality programs and an accessible and affordable service.

The core markets for the proposed centre will be:

- *Recreation and Leisure*: providing an attractive and welcoming environment for social interaction and relaxation,
- *Sport*: providing a venue for club and school based competitive swimming (and other aquatic sport such as water polo) carnivals and competitions,
- *Education*: including learn to swim, water safety, swimming competency training and certificates, life saving, coaching courses,
- *Fitness*: provision of programs and activities to improve levels of fitness for participants, and
- *Wellness*: complementary and alternative therapies (such as physiotherapy, massage, nutrition and naturopathy), and
- *Health*: provision of rehabilitation programs and opportunities for people requiring the benefits of water therapy and movement. This includes people of all ages with arthritis, asthma, injuries, surgery or any other disability that may be improved by exercise in a warm water environment

The success of each "market" will be dependent on offering appropriate and innovative programs, the pricing structure, marketing and promotion strategies, and most importantly, the skills and attitudes of staff.

Revenue

The fee for membership and programs has been based on CERM benchmark of fees per visit of \$6.58 for a Group 6 centre of more than 6000m².

Secondary spend is calculated at \$0.59 per visit, in line with industry benchmarks.

In benchmarking with other council operated services, the 'learn to swim' program achieves the greatest income for all sport and leisure programs provided.

Opening Hours

Forecasts are based on typical operating hours for indoor/outdoor aquatic/leisure/fitness centres of around 110 hours per week, for example 5.30 am to 9.30pm 7 days per week. Current development application consent restricts operating hours and if applied will limit revenue opportunities.

Visitation Levels

One of the Centre for Environmental and Recreation Management's (CERM) key indicators – catchment multiple – provides a basis for predicting the use of new centres.

Catchment multiple is a measure of the 'number of visits a year divided by the estimated population size within 5 kilometres of the centre' with catchment multiple of 5.5.

This has been applied to the proposed catchment area within 10 kms of the centre, in view of the regional nature of the swim centre for its current operation.

An example when achieving 100% of visits per population, 90% visits per population and 80% of visits per population is identified utilising the CERM benchmark for a mixed facility greater than 6000 m².

Gym Membership

Membership can be gauged as 2.1 members per m². There is an opportunity to increase the gym floor space with existing administration of 174 m² to further increase revenue with fitness classes and spin classes.

There is also opportunity to market the service with membership deals to increase the number of customers.

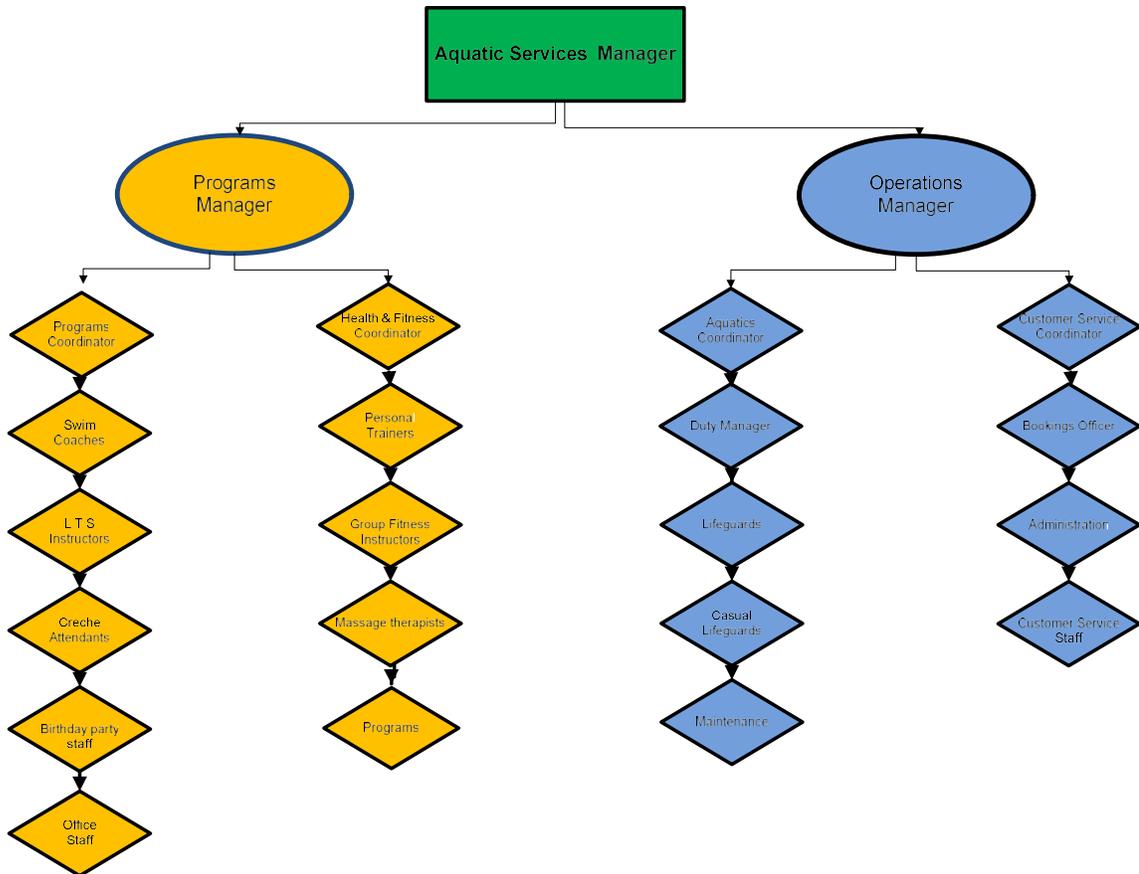
Utility Costs

Electricity and gas expenditure have been costed at \$0.50 per visit which is a CERM benchmark but does not identify if cogeneration power is used in this cost. Cogeneration is the simultaneous production of electricity and the exploitation of waste heat from the generation process to supply heating needs.

Cogeneration involves burning natural gas in an engine which in turn spins a generator to create electricity. Because the engine is powered by gas, rather than coal, it produces electricity that has approximately 40% less greenhouse gas emissions than coal fired

electricity. It has been reported that gas and electricity costs are reduced when using cogeneration for aquatic centres.

Proposed Staff Structure for Multipurpose Facility



Wages

The wages expenditure has been calculated as \$4.33 per visit in line with the CERM benchmark. The staff establishment industry benchmark for a mixed venue of more than 6000 m² is 42.0 full time equivalent staff, which would be a mix of permanent and casual staff.

Sensitivity Analysis

The estimated visitation of 711,386 represents best case scenario for the purpose of this business case analysis. However, there could be uncertainties in forecasting due to population area being the Manly local government area and part of the Warringah local government area, where benchmark is determined on population per 5 km radius.

In accordance with the Traffic and Parking Assessment², daily patronage for the new facility can be calculated as current daily average x 1.4171. In December 2013 the

² Marshall M., 2013 *Traffic and Parking Assessment for Existing and Proposed Redevelopment of Andrew (Boy) Charlton Swim Centre*, Lyle Marshall & Associates Pty Ltd 34/13

centre recorded daily visit as 1174, this would then average as visits per year as 607,241 or 85% of target visits as proposed which is comparable to medium case scenario using CERM benchmarks.

5. Conclusion

The projected financial performance results with an “in house” management model and leasing out the cafe to a third party operator demonstrates that full cost neutrality in operation is achievable with a 4% operating surplus.

Council currently recovers 65% of its overall costs in providing an outdoor swim centre. The new mixed facility with an in house management model is proposed to achieve 104% cost recovery and ensures council will have full control of the operations and asset management.

The in house model provides economies of scale with utilising council resources such as finance, human resources, administration, maintenance and communications/marketing, that will reduce operating overheads.

The projected financial performance under all options and business scenarios indicate that Council can achieve its objectives in delivering a new mixed facility for the community which will achieve full cost recovery.

