20151209 Item 16.3.2 Surf Lifesaving Queensland Centre of Excellence

Objective Reference:	**A758613** **Reports and Attachments (Archives)**
Attachment:	**Proposed Surf Lifesaving College Pre-feasibility Study**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure and Operations**
Responsible Officer:	**David Katavic** **A/Group Manager City Spaces**
Report Author:	**Tim Goward** **Service Manager City Sport and Venues**

PURPOSE

To provide Council information on the proposed Redland Aquatic and Emergency Precinct including Surf Life Saving Queensland head office and Centre of Excellence.

BACKGROUND

The Cleveland Aquatic Centre is situated on state-owned land in Russell Street, Cleveland held in trust by Redland City Council. Adjoining land in Wellington Street is occupied by Queensland Fire and Emergency Services, Queensland Ambulance Service and the Queensland State Emergency Service.

Council has investigated the condition and future maintenance requirements of the Cleveland Aquatic Centre through an audit report in November 2010 (Stevenson & Associates), a condition assessment and maintenance plan in April 2012 (GHD), and a report by specialist pool engineer, , in May 2014. The findings of this investigation show that, due to the age of the pool and its incremental development over time, major maintenance and asset replacement is required with over 85% of the current assets in poor condition and/or requiring critical attention.

Council has had broad discussions with Surf Life Saving Queensland (SLSQ) regarding a proposal whereby SLSQ would relocate their Brisbane head office to the Cleveland Aquatic Centre site. The head office has approximately 170 staff whose operations include:

- professional life guard services;
- volunteer services and surf club support services;
- community education programs including first aid courses;
- co-ordination centre including surfcam and helicopter operations;
- foundation, sponsorship and fundraising;
- administration and operational support functions.

Given the proximity to Moreton Bay and North Stradbroke Island (NSI), SLSQ see the strategic importance of locating to the Redlands with easy access to the water and surf beaches and the opportunities that the Cleveland Aquatic Centre presents in providing a world class facility for the training of lifeguards and services across Australia and the world while still operating a fully public facility providing a broader range of services. The concept proposal put forward by SLSQ which is included at Attachment 1 would also include:

- international centre of excellence to train life guards from around the world to include training rooms, conference facilities, 150-seat auditorium and additional deep water training pool;
- new integrated Redlands State Emergency Services including joint wash down bays and storage areas;
- integration of Local Disaster Co-ordination Centre;
- in partnership with rebuilt pools SLSQ would manage the aquatic centre as a fully public accessible facility retaining and building on already existing services.

The proposal strengthens the relationships already between stakeholders mentioned along with significant economic, employment, emergency responsiveness and community health benefits. Along with these benefits, efficiencies in service delivery and reduced duplication are tangible outcomes that will see greater benefits to the community.

Council in partnership with SLSQ have undertaken a pre-feasibility study to assess the merits of the proposal and understand broad costs associated with the aquatic components of the proposal which is included at Attachment 2. A feasibility study is required to realise the full costs and benefits associated with all facets of the proposal including the SLSQ head office and other facilities including the pools.

ISSUES

The current site is state land with Council as the trustee. Advice from the state is that it is their preference for Council to own in freehold either by sale or through land transfer. The benefits will enable future development including accommodation and other commercial aspects to be developed in later stages consistent with the planning scheme without the requirement of ministerial approval. The state has indicated only a maximum lease of 30 years would be approved.

SLSQ owns freehold tenure over property in West End which is in a high rise residential area making it difficult to operate and for future expansion. The sale of this freehold land would assist in funding the proposed development. Given the significant financial investment SLSQ is contributing, security in long term tenure is key to the proposal greater than what has been proposed by the state.

The State Government has provided options for a suitable location to include:

1. Current site – Russell and Wellington Streets (Preferred)
    - Synergies with QFES and SES whose buildings have been identified to be in need of replacement and/or significant redevelopment within the next 5-10years.

- The skate park is currently at the end of life and requires replacement within the next 3 years with the proposal being to relocate to another park within Cleveland.
- SLSQ as the operator and long term lease holder in return would invest approximately $40 million for the relocation of their head office and establishment an international training college.

2. Alexandra Hills TAFE
(Lot 179 on SP121063 - located at 29 Windemere Road, Alexandra Hills)

- Constraints with this site include proximity to other emergency services which would limit the synergies and integration of emergency services. In addition there is a 50m pool privately operated directly opposite this location.
- Considerations would need to be given as to decommissioning the current pool and/or additional funding to address the asset condition. There would be additional costs for the establishment of a green field site.

3. Hospital Precinct
(Lot 1 on SL813180 – located at 223 Long Street, Cleveland)

- The site is densely covered in vegetation and covered in a habitat protection overlay in the planning scheme.
- The cost of offsetting the trees removal will be expensive, if allowed at all.
- Notwithstanding the vegetation cover the State is currently investigating a health precinct with planning underway between Metro South Hospital and Health Service and other partners.
- The site has no road access. This would need to be created off Wellington Street into a new formed Long Street. Lights or a roundabout might be required.

4. Other Council freehold sites

- Board assessment of other sites has been investigated with no alternative site proposed due to the synergies with other services and land size required for the development.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements that have been identified.

Risk Management

Council has undertaken a risk assessment based on the current condition, possible failure of the pool filtration and risk to users with a possible likelihood of major consequences in its current condition. Officers have been working with the pool operator in minimising these risks in the interim until a longer term strategy including replacement can be achieved.

The current operator, Belgravia, holds the management rights until July 2017. The current agreement has provisions for either party to terminate the agreement giving 30 days' notice. There is a likelihood that the operator may exit the agreement prior to July 2017 as the development proposal progresses due to the lack of business continuity and continuing service.

If this occurs Council has started contingency planning to minimise community impact in consultation with SLSQ on operating the pool until such time as construction would commence.

Financial

- Status of the current asset requires significant investment to be spent irrespective of remaining on the current site or establishing at a green field site.
- Cost estimates for new pools that are at end of life are approximately $15 million.
- SLSQ investment towards a head office and training college is in the order of $35 million.
- The overall design would incorporate a contemporary aquatic and commercial facility mix to maximise revenue opportunities. This in turn has the potential to minimise Council's ongoing operational costs.
- Initial advice sees that the proposal has the high potential to attract both federal and state funding for various aspects of the proposed concept.
- It is proposed that a more detailed financial analysis be undertaken through a detailed joint feasibility study with SLSQ.

People

Appropriate resourcing would be required in planning further development of the proposal including consultation with stakeholders and the community. It is proposed that the development of the Redlands Aquatic and Emergency Precinct be managed under Council's program management framework methodology.

Environmental

There are no environmental issues that have been identified as a result of this proposal with a more detailed analysis to be undertaken during a feasibility study.

Social

The proposal put forward looks at an intergenerational investment to:

- improve aquatic pools to service the needs of the city until 2070;
- relocate SLSQ's head office with approximately 200 employees;
- establish an international centre of excellence for lifeguards across Australia; and
- provide greater co-ordination and responsiveness with emergency services.

Alignment with Council's Policy and Plans

The proposal aligns with Council's Corporate Plan through:

6. Supportive and Vibrant Economy by:
   - Supporting infrastructure that encourages business and tourism growth
7. Strong and Connected Communities by:
   - maximising community benefit from improving access to sport and recreation activities; and
   - improved preparedness for disasters through education, training and strong partnerships between Council and other agencies.

CONSULTATION

Concept consultation has occurred with Surf Life Saving Queensland, Queensland Fire and Emergency Services, Queensland Ambulance Service, State Emergency Services, Department of Natural Resources and Mines and the Executive Leadership team.

OPTIONS

Option 1

That Council resolves to:

1. Expenditure to commence project planning including a joint feasibility study with SLSQ;
2. Enter into discussions with the State on acquiring the current site in freehold either through sale or land transfer;
3. Enter into a Memorandum of Understanding with SLSQ to enable the Board of SLSQ to jointly explore their investment options; and
4. Establishment of a stakeholder working group with project partners.

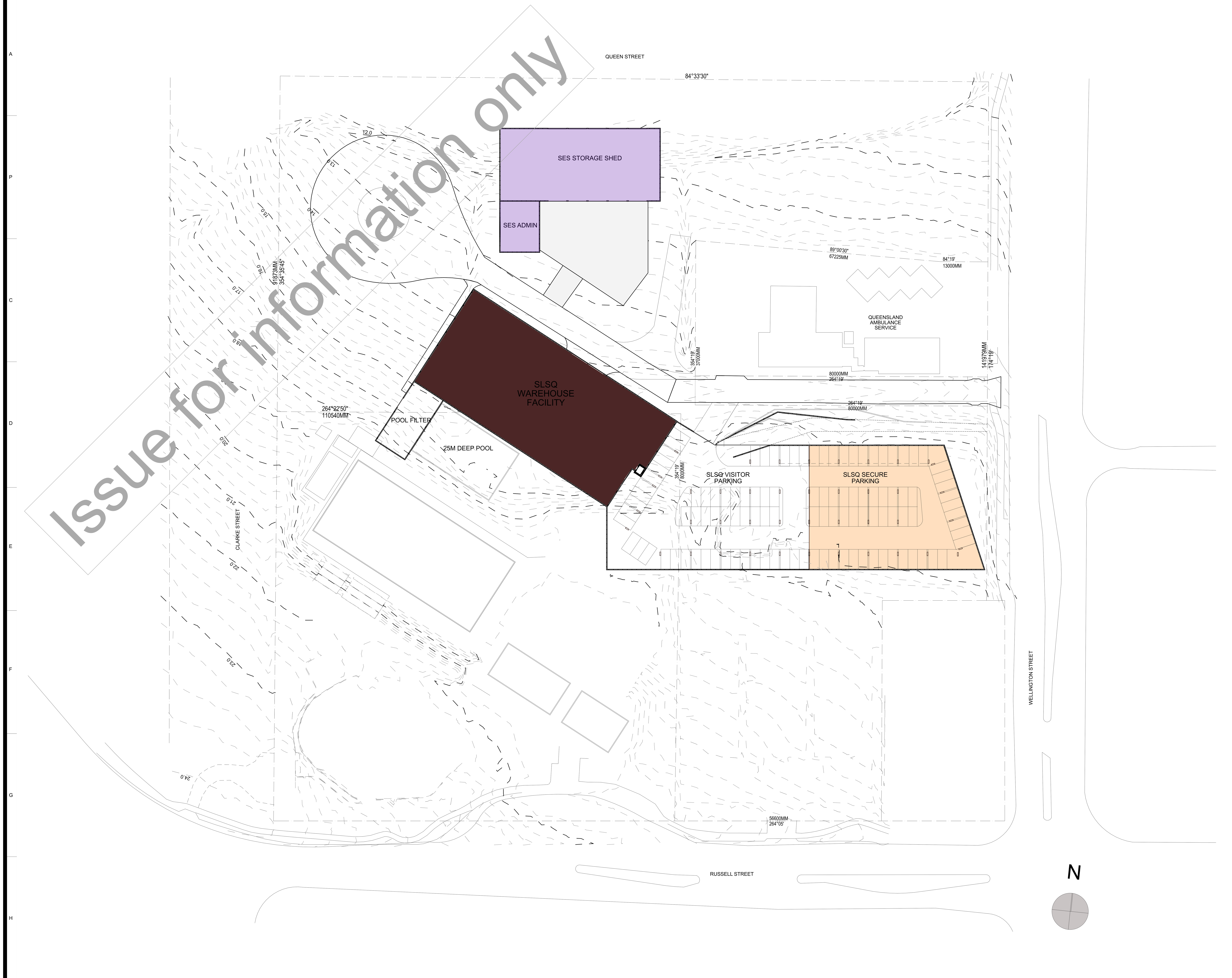
Option 2

That Council requests further information.

OFFICER'S RECOMMENDATION

That Council resolves to:

1. **Approve expenditure to commence project planning including a joint feasibility study with Surf Life Saving Queensland;**
2. **Enter into discussions with the State on acquiring the current site in freehold either through sale or land transfer;**
3. **Enter into a Memorandum of Understanding with Surf Life Saving Queensland to enable the Board of Surf Life Saving Queensland to jointly explore their investment options; and**
4. **Establish a stakeholder working group with project partners.**



ISSUE	DATE	AMENDMENTS	DRN	CKD	APPD
A	15/10/15	Issue for information only	RB	BN	CC

DIMENSIONS IN mm DO NOT SCALE

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CLIENT

SURF LIFE SAVING QUEENSLAND

18 MANNING STREET
SOUTH BRISBANE Q4101

PROJECT

PROPOSED SURF LIFE SAVING COLLEGE

DRAWINGS

BASEMENT PLAN

DRAWN	DATE	CHECKED
JW	15/10/2015	CWC
SCALE	PLOT 1:1	APPROVED CWC
PROJ No 2152	DRG No 102	ISSUE A

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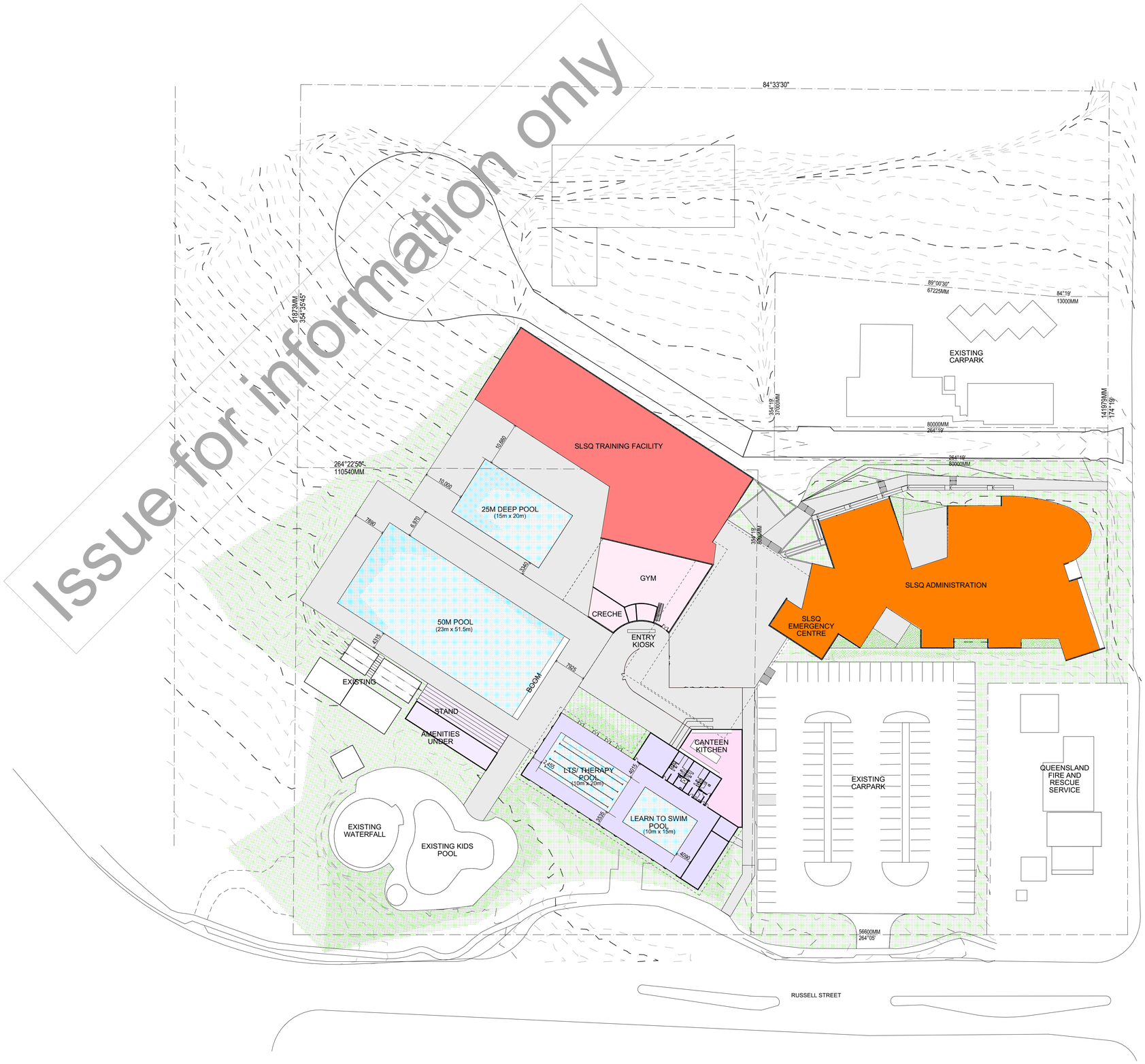

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PROJECT

PROPOSED SURF LIFE SAVING COLLEGE

DRAWINGS

GROUND FLOOR PLAN

DRAWN	DATE	CHECKED
JW	15/10/2015	CWC
SCALE	PLOT 1:1	APPROVED CWC
PROJ No 2152	DRG No 103	ISSUE A

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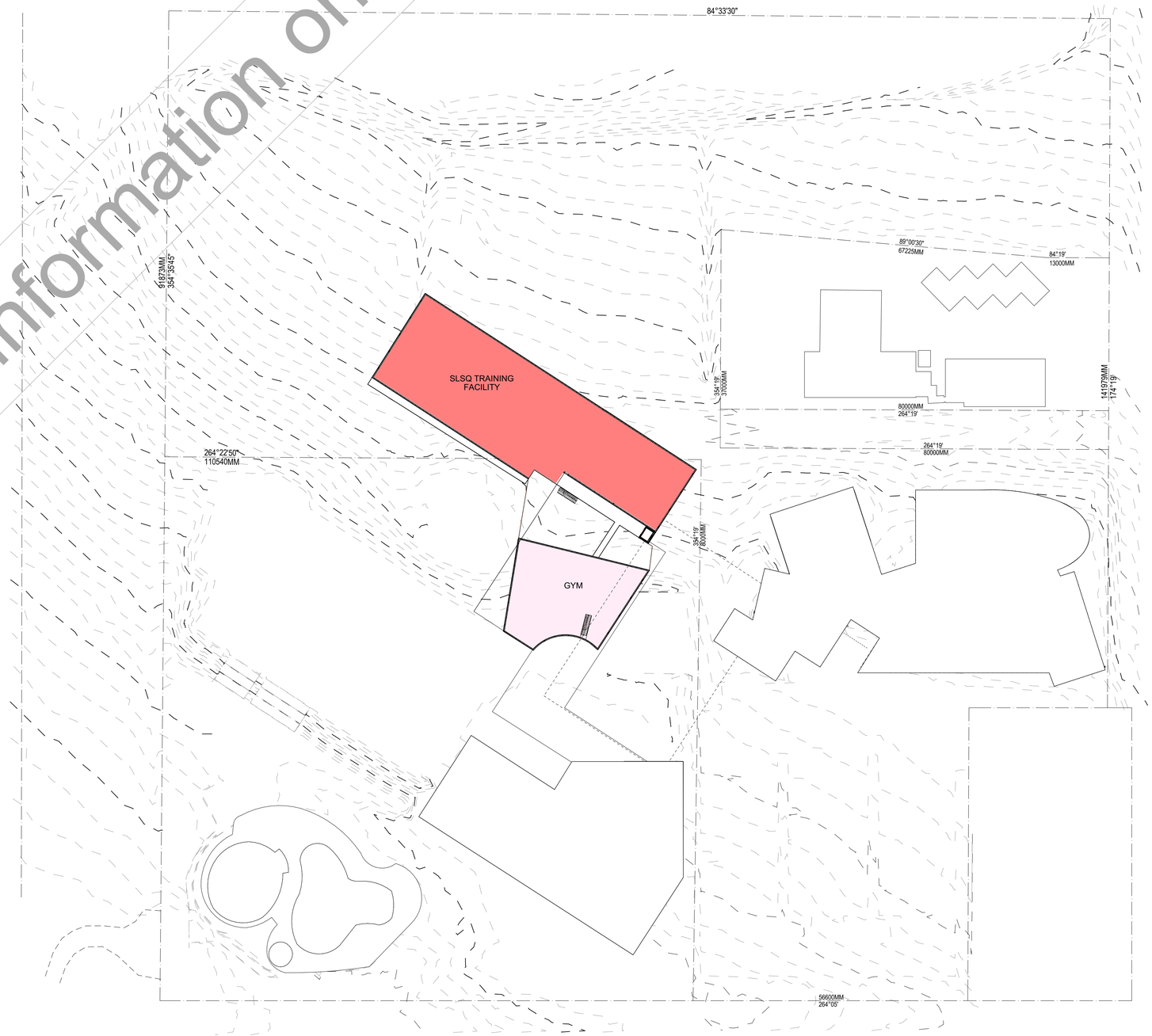

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PROJECT

PROPOSED SURF LIFE SAVING COLLEGE

DRAWINGS

SECOND FLOOR PLAN

DRAWN	DATE	CHECKED
JW	15/10/2015	CWC
SCALE	PLOT 1:1	APPROVED CWC
PROJ No 2152	DRG No 104	ISSUE A

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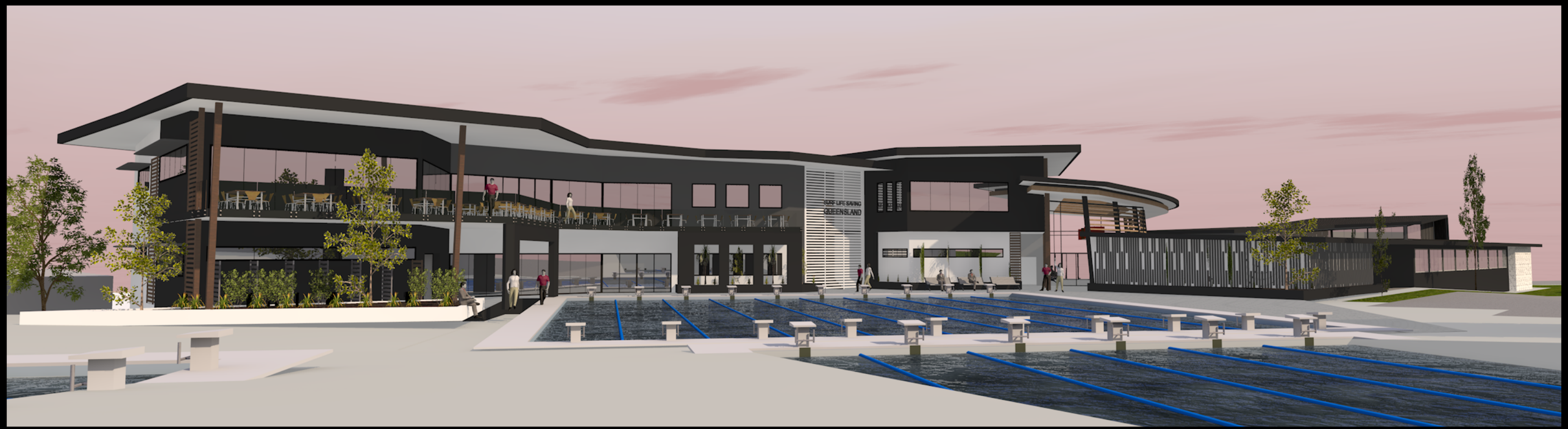

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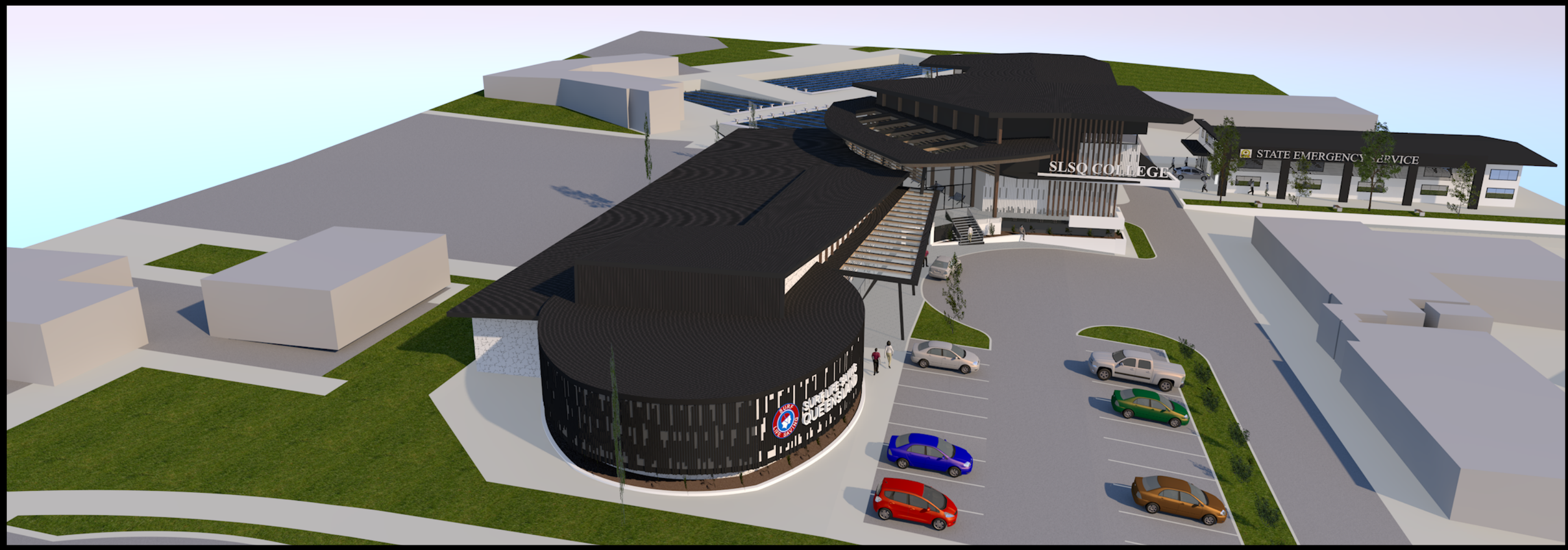

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Cleveland Aquatic Centre Pre-feasibility Study

Final Report

Prepared by:

Strategic Leisure Group

Spaces Places People ®

November | 2015

Redland City Council & Surf Life Saving Queensland

Cleveland Aquatic Centre

Pre-feasibility Study

Final Report

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Space, Places, People ®

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Contents

1. PROJECT BACKGROUND

1.1. Cleveland Aquatic Centre

The Cleveland Aquatic Centre is situated on state owned land held in Trust by Redland City Council. Adjoining land in Wellington St is occupied by Queensland Fire and Emergency Services and the Queensland State Emergency Service.

The original pool (50m x 8 lane) was built in 1978 and a series of incremental improvements have occurred over time comprising grandstand (1984); indoor heated 20m x 3 lane pool built by lessee (1988); 25m x 6 lane heated outdoor pool built by the lessee (1994); and outdoor water play area (leisure water zone), funded by Council and the State Government (2007).

Image 1 Cleveland Aquatic Centre

Ad hoc improvements and the fact that the main water bodies are built on three different levels makes supervision more difficult. The indoor pool which is heavily used for programs is not available for casual community use and has inadequate amenities. There is poor line of sight from the main entry to the indoor pool, 50m pool and leisure pool. The 1m depth at both ends of the 50m pool are unsuitable for starter block diving and water depth at the slide entry in the leisure pool needs reviewing.

1.1.1. Condition

From engineering reports conducted over recent years the pool plant is in very poor condition, is at or near the end of its useful life, and requires replacement. Key issues include poor water circulation; under sized pumps; significant corrosion to the indoor pool building and no ventilation; safety issues with light poles, towers and other electrics; and sub-structure movement in the main kiosk building (although under-pinning has been completed). There is no disability access to the 50m pool and indoor pool. Reports have identified that the pool would benefit from modernisation.

1.1.2. Management

The existing lease to Belgravia Leisure expires in 2017. Council pays the lessee a management fee.

1.1.3. Planning

The existing Aquatic Centre is situated on state owned land held in Trust by Council described as Lot 2 on SL806449 and comprises 12,320m^2. A search of the Department of Natural Resources and Mines database describes the purpose of the Reserve as 'Sport and Recreation'. Under the Redland City Council Planning Scheme the site is designated as 'Community Purposes' which is described as providing for a specific range of uses that are located on land in public or private ownership and that will meet the needs of the City's existing and future community by:

- Providing for cemetery, crematorium and associated uses such as a funeral parlour;
- Providing for community facilities such as halls, child minding and community health and training centres or the like;
- Providing for facilities relating to education facilities such as a kindergarten, pre-school, primary or secondary school, TAFE or university or the like;
- Providing for emergency services;
- Providing for a hospital and associated services;
- Providing for a place of worship;
- Providing for infrastructure, such as wastewater treatment plant, waste disposal facilities, pumping stations, electricity sub-stations, local government depots, roads or the like;
- Providing for future transport/greenspace/trail corridor;
- Providing opportunity for future island industry and associated facilities subject to detailed planning investigations adequately addressing the conservation values and other constraints affecting this land
- Providing for Commonwealth Facilities - Radio Receivers; and
- Providing for future integrated transport and marine facilities subject to detailed planning investigations which adequately address the conservation values and other constraints affecting this land;

Uses and other development, specifically reconfiguration, cannot prejudice the intended use of this zone for its specified community purpose.

1.2. Surf Life Saving Queensland Partnership

Council has advanced discussions with Surf Life Saving Queensland (SLSQ) to relocate their state offices to the Cleveland Aquatic Centre site. The proposed concept includes a major redevelopment of the Cleveland Aquatic Centre to meet current and future community needs and would collaborate with multiple stakeholders to incorporate an emergency services precinct including Queensland Fire and Rescue, Queensland Ambulance, Redlands State Emergency Services and the Local Disaster Co-ordination Centre.

The proposal strengthens the existing relationship between Council and SLSQ by way of beach-related life guarding services, along with significant economic, employment, emergency responsiveness and community health benefits. Along with these benefits, efficiencies in service delivery and reduced duplication are seen as tangible outcomes that will see greater benefits to the community.

Given the proximity to Moreton Bay and North Stradbroke Island, SLSQ have identified the strategic importance of relocating to the Redlands with easy access to the water and surf beaches and the opportunity that the Centre presents to provide a world class national and international facility for the training of lifeguards while still operating a fully public aquatic facility providing a broader range of services.

The proposed training academy would see approximately 2,000 students conduct theory and practical based activities at the proposed SLSQ facility at the site and advanced training in the waters of Moreton Bay and North Stradbroke Island providing additional support services across the Redlands.

The proposed concept includes:

- Relocation of SLSQ state Offices
- New Surf Life Saving Australia National Training College
- Integrated Redlands State Emergency Services (replaced due to construction)
- New 50m pool, multipurpose training pool, learn to swim pools, and hot water therapy pools, gym and café.
- New Cleveland Fire Station (replaced due to construction)
- Integration of the Local Disaster Co-ordination Centre
- New community skate park (relocated in Cleveland due to construction).

Image 2 Proposed SLSQ Offices and Training College

A facility mix and master plan design has been prepared by SLSQ in partnership with Council. An initial, high level budget estimate has also been prepared by SLSQ.

1.3. Study Purpose

This study explores the pre-feasibility of the proposed redevelopment of the Cleveland Aquatic Centre.

In particular, the study investigates:

- The performance of the existing Centre from information provided by Council;
- An analysis of the current and projected catchment for the proposed redeveloped Centre;
- Competing aquatic facilities, open to the public, within the broader catchment;
- An analysis of the latest trends for contemporary aquatic facility provision and design;
- Commentary on the facility mix and design of the proposed redeveloped Centre; and
- High level indicative operating forecasts for the proposed redeveloped Centre.

This study does not investigate the proposed SLSQ Training College and/ or other emergency services facilities.

Image 3 Cleveland Aquatic Centre Kiosk adjacent to 25m Pool

2. PERFORMANCE ANALYSIS

2.1. Visitation Analysis

The Centre is currently managed under a lease arrangement with Belgravia Leisure until 2017. Under this arrangement, Belgravia retain all revenue, are responsible for minor maintenance and are paid an annual management fee of [redacted] Given this third-party management arrangement, Belgravia are not required to submit data on income and expenditure. On this basis, an analysis of the historical financial performance of the current Cleveland Aquatic Centre is not possible.

Data on visitation[1] is reported by Belgravia Leisure to Council and is summarised at Table 1 below:

Table 1 Cleveland Aquatic Centre Visitation – 2014/15

CASUAL ATTENDANCES	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	YTD Total
Adult Swim	488	764	1370	2874	3473	3223	4341	2149	2541	1189	797	596	**23805**
Child Swim	52	46	152	499	573	534	766	232	272	127	35	31	**3319**
Concession Swim	235	227	407	622	553	692	983	582	786	366	267	202	**5922**
Family Swim	48	87	741	2541	3084	3243	4998	1299	1335	846	51	36	**18309**
U/3 free entries	5	13	211	877	911	774	1133	617	147	91	18	11	**4808**
Multi visit passes	1180	1260	1680	2520	1860	1940	2300	1500	1820	1124	1120	920	**19224**
WET PROGRAMS													
Learn to Swim	3003	2744	3226	3197	4177	2598	2703	4774	4505	4102	3993	3529	**42551**
School Learn to Swim Program	0	0	3104	2759	9633	2664	0	818	3517	24	0	0	**22519**
Squad	917	926	1103	1163	1187	1007	1084	1273	1144	998	877	866	**12545**
Aqua Aerobics	111	96	204	148	218	164	277	296	221	110	205	118	**2168**
Birthday Parties	0	0	28	96	240	87	43	190	45	0	0	0	**729**
Schools & Groups	2	9	3	240	245	208	0	9	10	146	15	0	**887**
SPECTATORS													
Non paying adults	2290	2018	2801	3314	3329	2399	1916	3557	3002	2991	2521	2242	**32380**
POOL HIRE										0	0	0	**0**
School Carnivals	0	0	0	1100	2750	1400	650	6075	1550	0	0	0	**13525**
User Groups	0	0	0	0	0	107	0	0	675	0	0	0	**782**
GYM	347	412	473	556	667	713	814	772	747	737	634	549	**7421**
TOTAL ATTENDANCES	**8678**	**8602**	**15503**	**22506**	**32900**	**21753**	**22008**	**24143**	**22317**	**12851**	**10533**	**9100**	**210894**

A total of 210,894 person visited the Centre during 2014/15 for the uses summarised below:

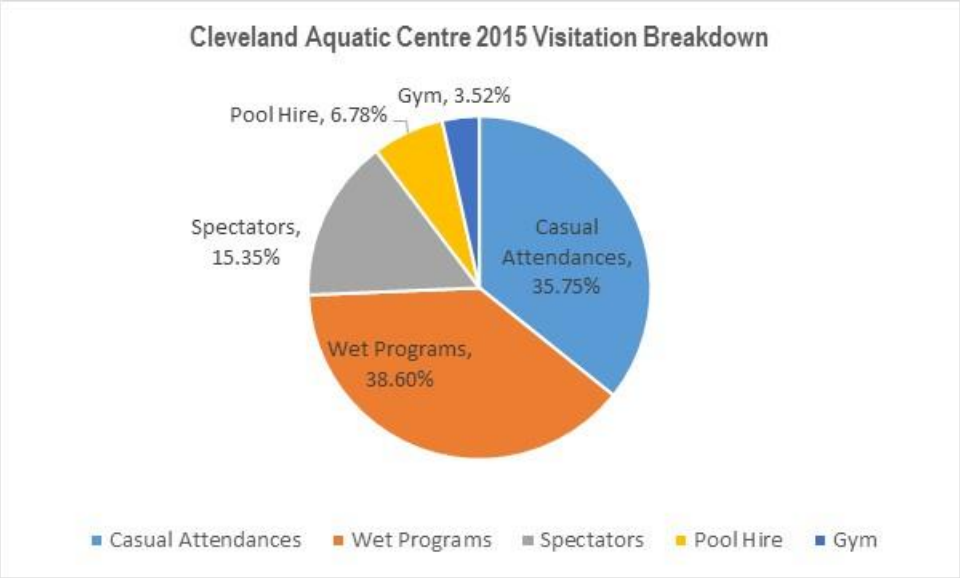
- Casual attendances – 75,387;
- Water based programs – 81,399;
- Spectators – 32,380;
- Pool hire – 14,307; and
- Gym – 7,421.

Consistent with trends for other outdoor aquatic centres, the peak usage is during the warmer months of October to March, inclusive.

[1] Cleveland Aquatic Centre Operations Report, Belgravia Leisure, June 2015.

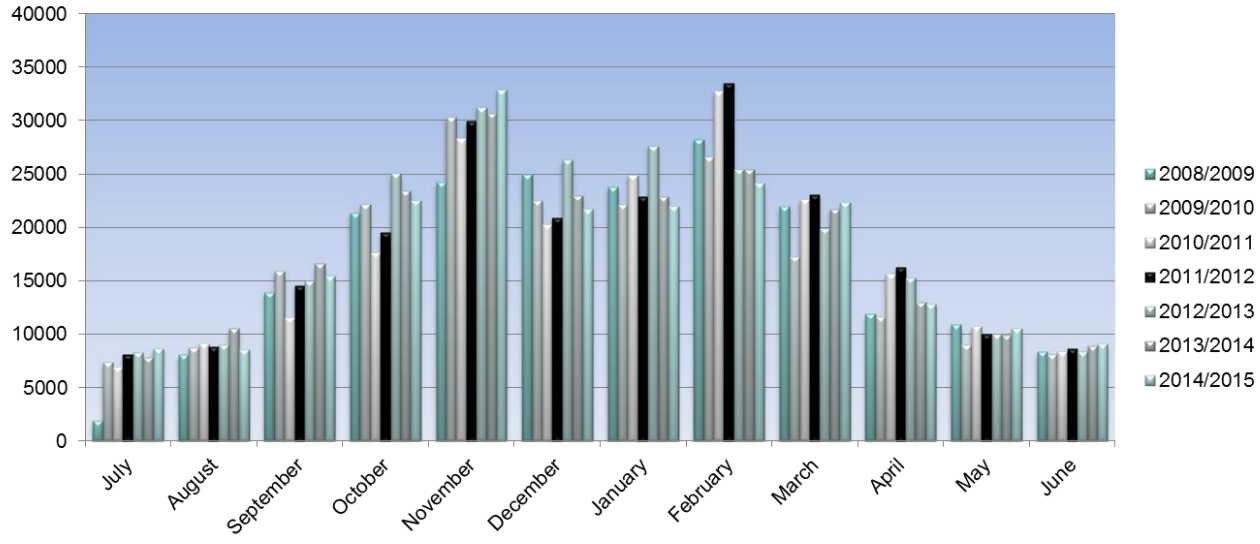
A percentage breakdown of the total 2014/ 15 visitation[2] for the Centre is outlined in Figure 1 below:

Figure 1 Cleveland Aquatic Centre 2015 Visitation Breakdown



Individual visitation data on previous years is not available, however outlined in Figure 2 below is a summary of the monthly performance of the Centre since 2008/09[3]:

Figure 2 Cleveland Aquatic Centre Historical Visitation 2008/09 – 2014/15

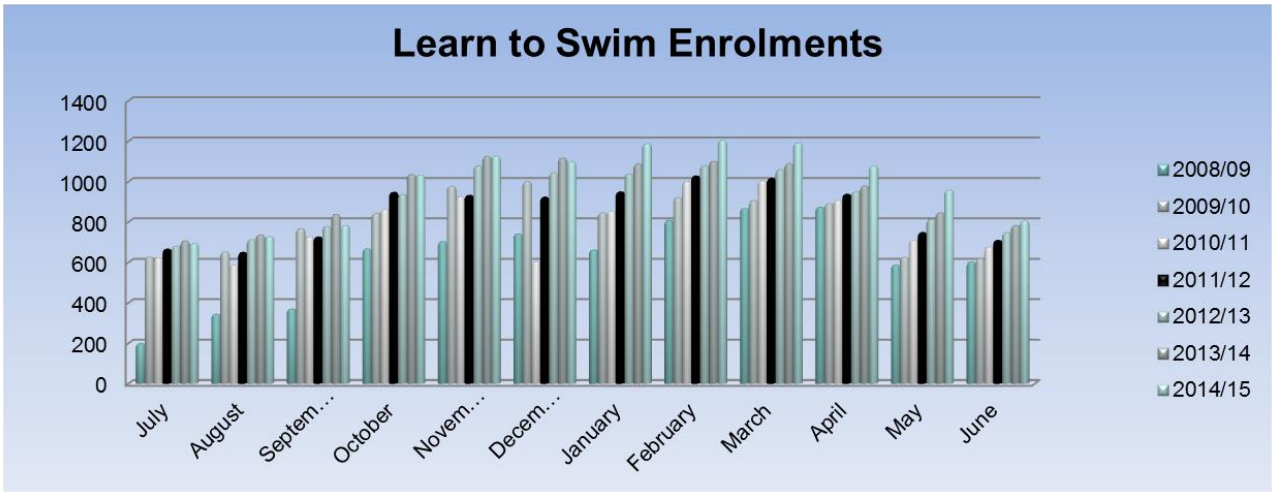


The above graph indicates relatively consistent visitation for the past seven years of operation at the Centre, peaking during the warmer months of October to March.

[2] Cleveland Aquatic Centre Operations Report, Belgravia Leisure, June 2015.
[3] Cleveland Aquatic Centre Operations Report, Belgravia Leisure, June 2015.

Monthly learn to swim enrolments for the period 2008/ 09 to 2014/ 15 is summarised at Figure 3 below:

Figure 3 Cleveland Aquatic Centre Learn to Swim Visitation 2008/09 – 2014/15



The above graphs suggests a moderate increase to learn to swim enrolments over the past seven years.

2.2. Benchmarking

In order to provide a broad comparison of the visitation performance of the Cleveland Aquatic Centre against available national benchmarking of other aquatic centres in Australia, CERM PI ® [4] data was used. The most recent (2014) CERM operational benchmarks report provides median data for the period 2012-2014.

Despite having a small indoor pool, the vast majority of water space at Cleveland Aquatic Centre is outdoor and for this reason comparisons were made against other outdoor pools on the CERM database having an area of 1,500m^2 to 2,499m^2. Thirty-one pools on the CERM database fell into this category. The median catchment of these pools was 50,000. This is significantly less than the regional catchment of the Cleveland Aquatic Centre estimated, as at 30 June 2014, at 148,641[5] persons.

Outlined in Table 2 below is a summary of the CERM median visitation indicators for Outdoor Aquatic Centres between 1,500m^2 – 2,499m^2. The actual and expected Cleveland Aquatic Centre visitation against CERM benchmarks is shown. Given the difference in catchment population of Cleveland Aquatic Centre and the median catchment of outdoor pools in the CERM database, the comparisons at Table 2 should be used with caution and regarded as a general guide only.

[4] CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI ® data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. Data for aquatic centres is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m^2) of the facility. While the Cleveland Aquatic Centre includes a 20m x 3 lane indoor pool, the facility was categorised as a Group 5 Outdoor Pool (1,500m^2–2,499m^2) as the vast majority of water space at the Cleveland Aquatic Centre is situated outdoors. The CERM database contains 31 pools in this category.

[5] Queensland Regional Profiles, Redland City Local Government Area (LGA), Queensland Government Statistician's Office, Queensland Treasury, October 2015

Table 2 Comparison of Cleveland Aquatic Centre Visitation against CERM

VISITATION	Median CERM data for Outdoor Pools 1,500m² – 2,499m²	Expected Cleveland Aquatic Centre Patronage	Current Cleveland Aquatic Centre Patronage
Catchment Population	50,000	148,641	148,641
Catchment Multiple	1.6	1.6	1.4
Estimated Annual Visitation	68,577	237,826	210,894

The above table suggests the Cleveland Aquatic Centre is performing just under the median performance of comparative CERM centres. However, given the Centre has minimal competition as the only major public aquatic facility in the Redlands, a contemporary aquatic facility mix and design should anticipate much higher performance results.

Image 4 Cleveland Aquatic Centre looking between the 50m and 25m Pools towards the Indoor Pool

3. CATCHMENT ANALYSIS

3.1. Regional Catchment

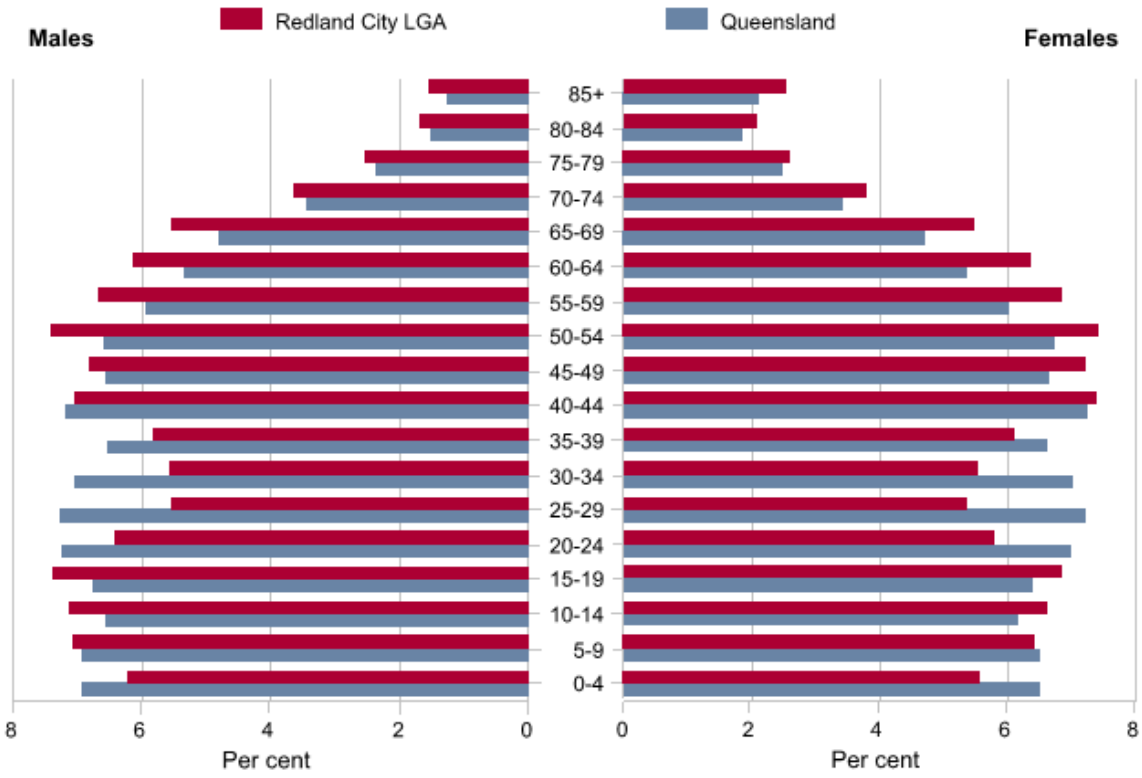
From Queensland Government data[6], key characteristics of Redlands City Council are outlined below. As at 30 June 2014, the estimated resident population for Redlands City Council LGA was 148,641 persons.

A summary of the age breakdown of the Redlands City Council LGA, as at 30 June 2014, is outlined below:

- The city has a similar proportion of young people aged 0–14 years (19.5%), compared to Queensland as a whole (19.8%);
- There is a higher proportion of persons aged 65+ years (15.7%) compared to Queensland (14.0%);
- In particular, there is a higher proportion of persons in all age cohorts from 45+ years than the state average.

Figure 4 below illustrates the breakdown by age and sex of Redlands City Council and Queensland as a whole:

Figure 4 Estimated resident population by age and sex, Redlands City Council LGA and Queensland, 30 June 2014



[6] Queensland Regional Profiles, Redland City Local Government Area (LGA), Queensland Government Statistician's Office, Queensland Treasury, October 2015

Other key demographic characteristics of the wider region are as follows:

- As at 30 June 2014, the median age of Redlands City Council LGA (40.3 years) was older than Queensland as a whole (37.7 years).
- Redland City Council LGA has a lower percentage of low income families (11.2%) than Queensland as a whole (13.0%).
- Redland City Council LGA has a higher median annual family income ($83,408 pa) compared to Queensland as a whole ($75,556).
- The unemployment rate in Redlands City Council LGA at the June quarter 2015 of 5.1% is below the Queensland rate of 6.5%.
- The percentage of persons in the Redland City Council LGA in the least disadvantaged SEIFA[7] quintile (28.6%) is higher than Queensland as a whole (20.0%). There is a lower percentage of persons in the most disadvantaged quintile (10.5%) in the Redlands City Council LGA than Queensland as a whole (20%).

3.2. Population Projections

According to Council's website the estimated resident profile of Redland City Council as at 2014 is 148,641[8]. Population projections for Redland City Council sourced for this study are based on an estimated 2011 population of 151,786 growing to 206,594 over the next two decades to 2036 (refer Table 3)[9]. This represents an increase of 54,808 persons. Given the fact the profile.id estimate of the 2014 Redland City Council population is more than 3,000 less than the estimated 2011 population on which the projections were based, the overall growth projections to 2036 may be overestimated.

Table 3 Current and Projected Population

Estimated 2011 Population	Estimated 2026 Population	Change 2011-2026	Estimated 2036 Population	Change 2026-2036
151,786	188,846	+37,060	206,594	+17,748

The population is reasonably evenly distributed across the suburbs (except Sheldon-Mt Cotton, Thorneside, Ormiston and Redlands Islands which have lower numbers). The areas with the highest projected growth over the next two decades are Thornlands, Victoria Point, Redland Bay, Capalaba, Birkdale and Cleveland.

[7] The Socio-Economic Index for Age (SEIFA) is an index that measures an area's relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The lower the score, the higher the level of disadvantage.
[8] http://profile.id.com.au/redland/home
[9] Queensland Government. Projected population (medium series), by five-year age group (males, females and persons), by statistical area level 2 (SA2), SA3 and SA4, Queensland, 2011 to 2036.

Table 4 Current and projected population to 2036 by Statistical Area (SA2)

Suburb	Estimated 2011 Population	Projected 2026 Population	Projected 2036 Population
Alexandra Hills	17,306	18,412	18,750
Birkdale	14,914	18,320	19,185
Capalaba	17,557	21,288	23,427
Thorneside	3,672	4,008	4,127
Wellington Point	11,397	13,422	14,085
Cleveland	15,033	19,013	21,623
Ormiston	5,830	7,357	7,864
Redland Bay	14,038	18,772	20,081
Redland Islands	8,955	12,125	13,853
Sheldon - Mount Cotton	6,717	9,483	10,492
Thornlands	13,294	19,597	23,930
Victoria Point	15,307	19,113	21,181
Total:	**151,786**	**188,846**	**206,594**

Significant characteristics of the projected population by age are:

- The proportion of children and young people (0-19 years) in Redlands (27.0%) is similar to Queensland as a whole (26.8%) and this is anticipated to remain consistent by 2036 (23.9% compared to 24.8%).
- Redlands has a higher proportion of people aged 60 and older than Queensland as a whole with 20.2% in this age cohort compared to 18.5% for Queensland. By 2036, this will be even more pronounced with 30.5% of the Redland population expected to be aged over 60 compared to 25.1% for Queensland as a whole.

Table 5: Population projections by Age (as a percentage of total) of Redland City to 2036 (medium series)

Year	2011 Persons		2036 Estimated Persons	
Age Groups	Redland	QLD	Redland	QLD
0-4 years	6.1%	6.8%	5.3%	6.1%
5-9 years	6.6%	6.6%	6.0%	6.2%
10-14 years	7.0%	6.6%	6.3%	6.3%
15-19 years	7.3%	6.8%	6.3%	6.2%
20-24 years	6.4%	7.2%	5.3%	6.4%
25-29 years	5.6%	7.3%	4.5%	6.3%
30-34 years	5.4%	6.7%	4.7%	6.3%
35-39 years	6.5%	7.1%	5.3%	6.4%
40-44 years	7.2%	7.2%	6.1%	6.5%
45-49 years	7.5%	6.9%	6.7%	6.5%
50-54 years	7.4%	6.6%	6.7%	6.2%
55-59 years	6.7%	5.9%	6.1%	5.5%
60-64 years	6.1%	5.5%	6.0%	5.3%
65-69 years	4.6%	4.3%	5.8%	5.0%
70-74 years	3.3%	3.1%	5.4%	4.5%
75-79 years	2.4%	2.3%	4.9%	3.9%
80-84 years	2.0%	1.7%	3.9%	3.0%
85 and over	1.8%	1.6%	4.5%	3.4%
Total	151,786	4,476,778	206.594	7,095,176

3.3. Health Characteristics (Obesity)

Obesity, now considered a global pandemic, is rising steeply in Queensland[10]. Queensland had the highest rate of adult obesity in Australia, and over the past five years increased at double the national rate with 1 in 3 adults measured obese and another 1 in 3 overweight. For children, rates have plateaued nationally, however, 28% of Queensland children were overweight or obese in 2011–12. The number of overweight or obese Queenslanders is projected to increase from about 2.5 million in 2014 to 3 million by 2020 based on measured estimates.

Obesity is leading to significant consequences for the health of affected individuals, an increasing burden on health services and social supports, and potentially constraining economic productivity. Obesity is a major risk factor for diabetes, cardiovascular disease and some cancers. It reduces quality of life and life expectancy. Rising levels of obesity in Queensland are part of the global challenge.

In the Redlands City Council LGA, 59.1% of persons 18+ years were considered overweight/ obese which is higher than the Queensland rate of 57.3%. Further, only 52.7% of people in the Redlands undertook sufficient physical activity to derive a health benefit[11].

Additionally, evidence is accumulating of the adverse health effects of sedentary behaviours (sitting or lying down, except when sleeping)[12]. Increased sedentary behaviour is associated with overweight and obesity, and poorer cardiovascular, muscular, mental and behavioural health[13]. According to the Australian Government Department of Health, strategies to rebuild physical activity into daily life will be necessary.

The Australian Government Department of Health's 2014 Physical Activity and Sedentary Behaviour Guidelines for adults aged 18 years and older, recommends that they should be active on most, preferably all, days every week; accumulate 150 to 300 minutes (2½ to 5 hours) of moderate intensity physical activity or 75 to 150 minutes (1¼ to 2½ hours) of vigorous intensity physical activity, or an equivalent combination of both moderate and vigorous activities, each week. Physical activity helps adults to live longer, and protects against cardiovascular diseases, type 2 diabetes, some cancers and osteoarthritis[14].

Children and adolescents who are physically active have better cardio-metabolic, musculoskeletal and mental health, and are less likely to gain unhealthy weight[15].

[10] The Health of Queenslanders 2014. Fifth report of the Chief Health Officer Queensland, Queensland Health November 2014.
[11] Self reported health status 2011–12. Health indicators: chronic disease and behavioural risk factors, local government areas. Published by the State of Queensland (Queensland Health), August, 2013.
[12] Australian Government Department of Health. Physical activity and sedentary behaviour. Available: http://www.health.gov.au/internet/main/publishing.nsf/Content/pasb. Accessed 10 Mar 2014.
[13] Okely A, Salmon J, Vella S, Cliff D, Timperio A, Tremblay M, et al. Australian sedentary behaviour guidelines for children and young people. Report prepared for the Australian Government Department of Health, June 2012. 2013.
[14] Brown W, Bauman A, Bull F, Burton N. Development of evidence based physical activity recommendations for adults (18-64 years). Report prepared for the Australian Government Department of Ageing, August 2012. 2013.
[15] Okely A, Salmon J, Vella S, Cliff D, Timperio A, Tremblay M, et al. A systematic review to update the Australian physical activity guidelines for children and young people. Report prepared for the Australian Government Department of Health, June 2012. 2013.

3.4. Competitor Analysis

Cleveland Aquatic Centre is the only Council owned pool on the mainland in Redland City Council. While there are a number of school pools, pools attached to health and fitness centres, or private learn-to-swim pools, all have either limitations on the type of usage possible due to their design or restricted availability for community use, or both (refer Table 6 below):

Table 6 Pools in Redland City and adjoining eastern suburbs of Brisbane City Council

School Pools		
Redlands College	25m heated indoor pool	Hired for swim club/ training use
Ormiston College	Outdoor 25m x 6 lane heated pool	Swim club only
Sheldon College	Outdoor 25m x 8 lane Heated Pool	Not available for community use
Cleveland State School	Outdoor 25m x 6 lanes	Swim club/ LTS
Thornlands State School	Outdoor 25m x 6 lanes	Swim club only
Capalaba State College	Outdoor 25m x 6 lanes	Swim club only
Birkdale State School	Outdoor 25mx 8 lanes	Swim club only
Fitness Centre Pools		
Redlands YMCA	Outdoor 25m x 8 lane + 12m Heated Pool (Victoria Point)	Available 5.30am to 11.00am and 3.30pm to 7.00pm
Goodlife Centre	Covered 50m x 6 lane (Alexandra Hills)	Restricted to member use only
Private learn-to-swim pools		
Shapland Swim School	Indoor LTS pool (Alexandra Hills)	Private teaching pool
Sam Riley Swim School	Indoor LTS pool (Capalaba)	Private teaching pool
Eldridge Swim School	Indoor LTS pool (Thornlands)	Private teaching pool
Aquababes Swim School	Indoor LTS pool (Capalaba)	Private teaching pool
Pools in Eastern end of Brisbane City Council		
Sleeman Sports Complex (Brisbane Aquatic Centre)	Indoor 50m + 25m + dive pool. Outdoor 50m (Chandler)	Stadiums Queensland venue
The Plantation	25m + leisure pool (Gumdale)	Royal Life Saving Venue
Aquatic Achievers Swim School	Indoor LTS pool (Gumdale)	Private teaching pool

3.5. Implications for Cleveland Aquatic Centre

As the only Council owned pool on the Redlands mainland, the Cleveland Aquatic Centre would likely source users from the full regional catchment. On this basis, the current estimated regional population of 148,641 persons provides a large catchment for the Centre to draw from, potentially resulting in strong visitation for the proposed redeveloped Centre.

The Redlands has a higher proportion of older adults (aged 60 and over) compared to Queensland as a whole. Over the next two decades the Redlands is projected to have an even higher proportion of its population in this age cohort than Queensland as a whole. This suggests there is likely to be a higher demand for warm water and accessible (eg ramp entry) aquatic facilities at the Cleveland Aquatic Centre in order to accommodate individual and group gentle exercise activities.

Physical activity undertaken by older adults is also considered a social opportunity and therefore there is likely to be the demand for comfortable lounge areas supported by a café/ kiosk. Wellness and allied health services are also likely to be well patronised by the older adult demographic.

With high family income and lower unemployment, Redlands City Council residents are likely to be less price sensitive towards the cost of accessing programs and services at aquatic centres than elsewhere.

Redland City Council has a higher proportion of overweight/ obese persons compared to Queensland as a whole. Further, just over a half of the population is considered to be sufficiently active to derive a health benefit. The provision of publicly accessible fitness related facilities such as aquatic facilities will assist in providing opportunities for the community to be more physically active.

The Sleeman Sports Complex, incorporating the Brisbane Aquatic Centre, is considered the premier aquatic facility in Queensland and hosts the majority of major swimming and diving meets in South East Queensland. Given the close proximity of the Sleeman Sports Complex to the Cleveland Aquatic Centre, only local swim meets and carnivals are likely to be attracted to the Centre.

Image 5 Cleveland Aquatic Centre Grandstand over 50m Pool

4. TRENDS ANALYSIS

This information draws on a range of aquatic facility studies undertaken by Strategic Leisure Group and SGL Consulting Group.

Our experience in the development/ redevelopment of aquatic facilities is that these types of facilities can become an emotive public debate. Organised formal groups (specialist users of pools) may dominate consultation processes whilst the general resident/ casual and recreation user (highest user of pools) can remain unheard.

In many cases when a Council is faced with developing or redeveloping an aquatic facility the debate about the right components for the community it is to serve may at times be confronted by a number of challenges including:

- A demand for long course competition, lap swimming and training facilities (50m or 25m lap pools) sometimes at the expense of not including multi-use high use viable water areas.
- A demand for deep water to meet specialist sport needs which increases operating costs and also imposes restrictions as to who can use the water. Selection of these areas must be made with financial and user impacts clearly highlighted.
- Lack of a co-coordinated strategy for other existing pools in the project area and user catchment zones so that duplication within the catchment zone is avoided.
- Lack of knowledge of local competitor facilities and user markets as to why and how people use pools and what they pay for the different types of use. Participation trends usually reveal only a small market for lap swimming, whilst a large proportion of people use aquatic facilities for recreation, fun, enjoyment, socialisation, education and therapy.
- Lack of water areas of differing depths and temperatures.
- Ensuring all user markets are a priority so that a mix of water areas become an essential part of a successful aquatic leisure centre design brief.

4.1. Trends Impacting on Leisure Facilities

We have observed that the following trends are impacting on the planning of leisure and aquatic facilities:

- **A gradual ageing of the population.** As life expectancy increases and the “baby boomers” of the 1950's and 1960's grow older, a demand for the provision of programmed hotter water areas as well as pools suitable for therapy and older adult exercises has emerged. This is contributing to a need for aquatic facilities to have a range of pools with different water depths and temperatures.
- **Flexibility in the times when people recreate.** As demands on people’s time increases and work practices change, people are seeking to take their recreation at different times, over a broader spread of hours and at facilities that offer a variety of activities under the one roof. Indoor pools and health and fitness facilities are particularly attractive and becoming easier to use as many are open 12 to 16 hours, 7 days a week
- **Increased variety of recreation and leisure options.** People’s leisure and recreation options are changing towards newer more varied activities offered over a greater range of timeframes compared to previous decades where limited variety in activities and scheduling occurred. This

has supported the trend to more multi-use facilities to attract a broader range of users as well as multiple water areas to meet different needs at the one centre.

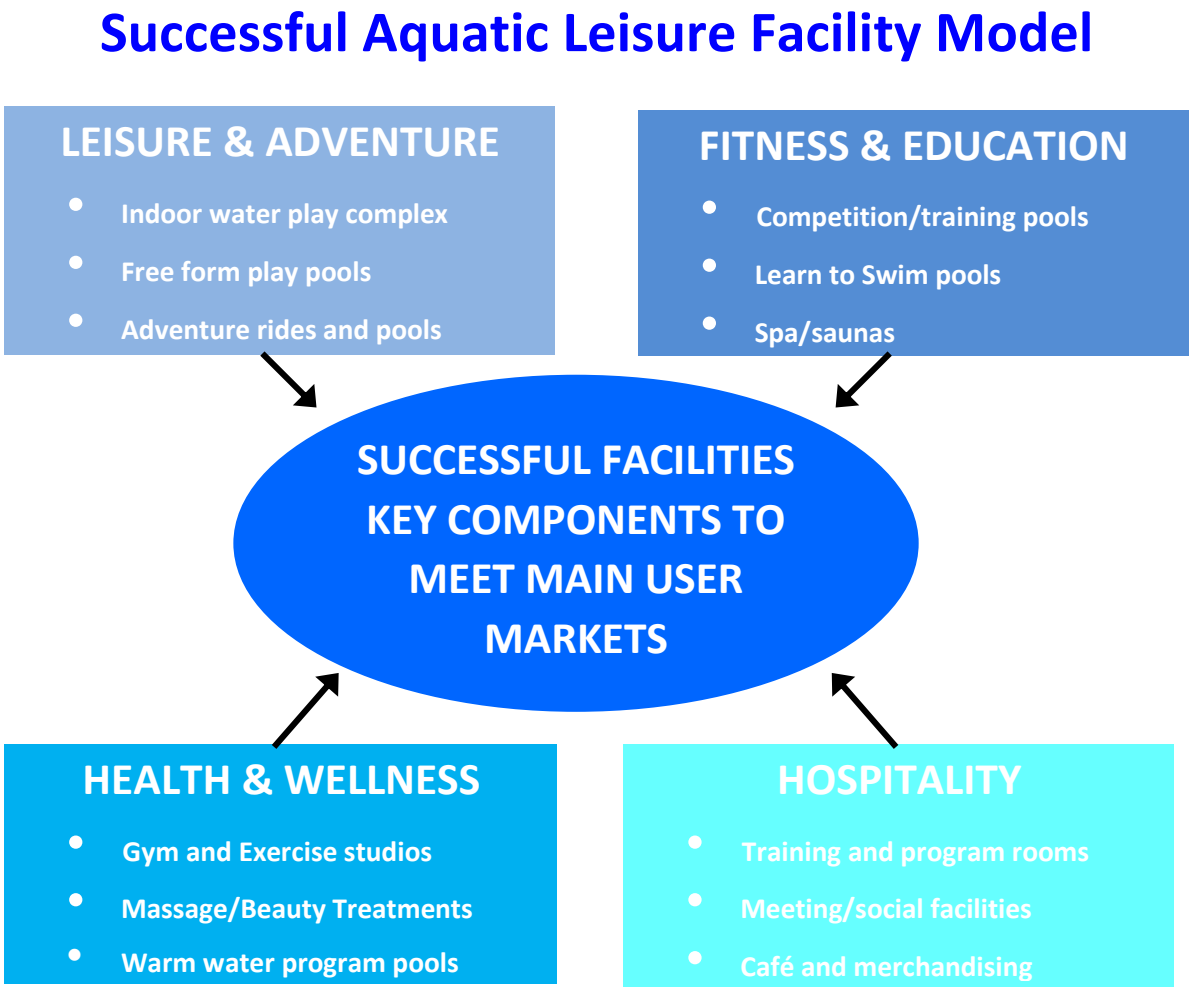
- **Constraints to recreation and leisure participation.** Lack of time, lack of facilities close by, family and work constraints, health problems and cost to use facilities are the main constraints to many people's recreation and leisure participation. The development of targeted markets of users, programs and services at aquatic and health and fitness centres has assisted in reducing some of these participation constraints
- **Changing employment structures, trading and work hours**. Work arrangements often make participation in traditional sports difficult and therefore people are looking for facilities that are open longer hours and have a lot of activity options at the one site. This makes facilities such as indoor pools attractive due to their long opening hours.
- **Different people want different activities.** Differing population characteristics i.e. age, gender, cultural background creates a need for facilities to offer potential users a much more varied range of programs and services than previously offered. All year round indoor aquatic facilities also provide the greatest diversity of activities throughout the different seasons impacted by an areas local weather
- **Provision of high standards and quality of facilities and services.** People are increasingly seeking high standard, high quality facilities and services to meet their recreation and leisure needs. This has also seen the trend for indoor facilities becoming very popular as they allow activity in safe and secure spaces in all weather and environmental conditions. Developing low standard, low cost facilities will not attract the maximum user market
- **Desire for activities to be affordable.** The development of multi-purpose aquatic leisure centres has enabled high operating costs to be cross subsidised by more profitable activity areas such as health and fitness, food and beverage and entertainment areas. This has enabled many facilities to keep general entry fees low to encourage use.
- **Recognition of strong links between physical activity and health**. Preventative health and active lifestyles are an important motivator for many people's attendance at aquatic and health and fitness centres.
- **Expectations of equity and access.** People with special needs must be catered for in public aquatic and leisure facilities. This has seen improved design features to increase accessibility to and within such facilities. In addition there is a growing array of programs and activities offered to people of all different abilities, physical condition and skill levels.

Image 6 Tweed Aquatic and Recreation Centre

4.1.1. Aquatic Facility Model

Components that contribute to successful contemporary aquatic facilities are summarised at Figure 5.

Figure 5 Successful Aquatic Leisure Facility Model



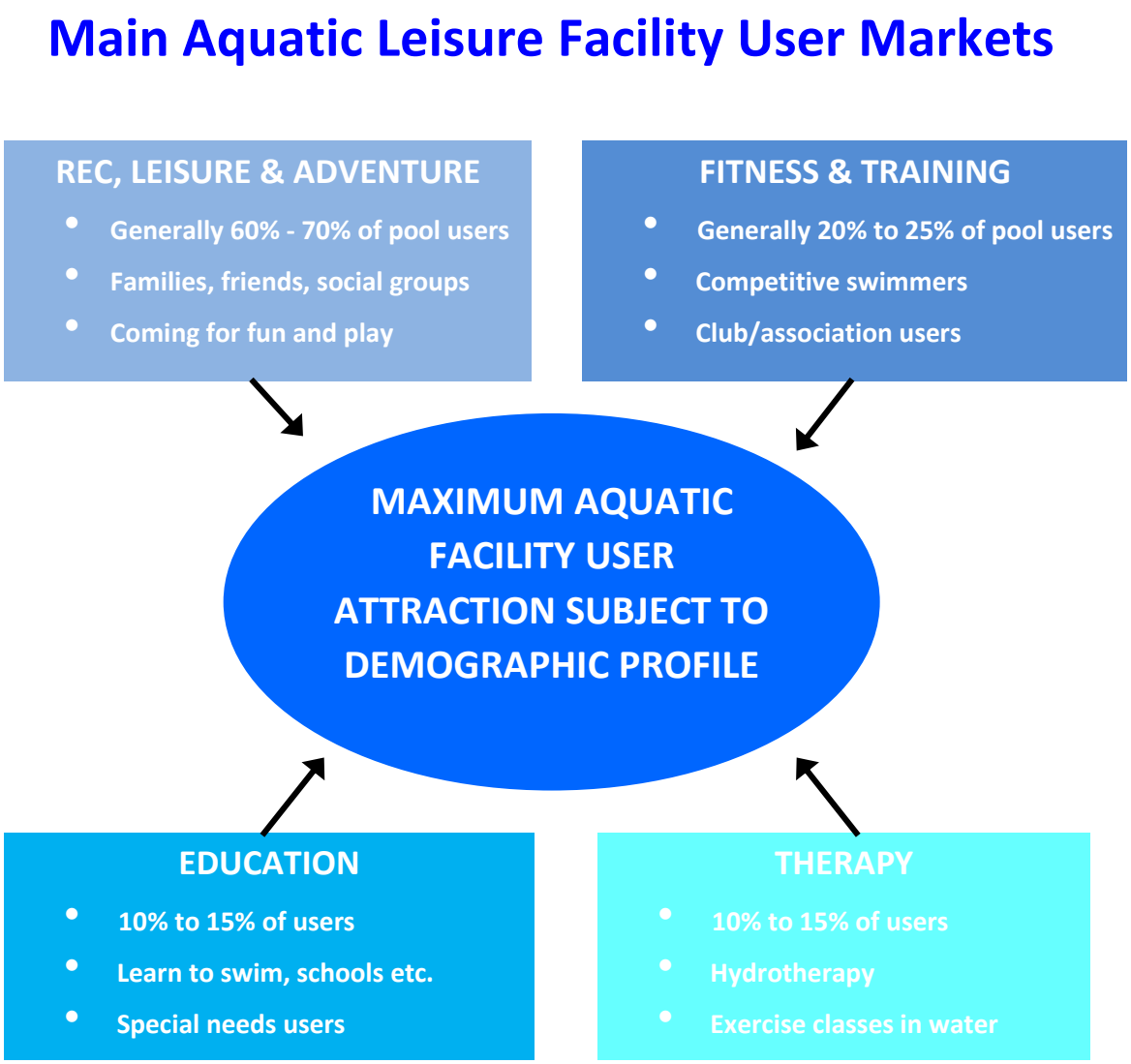
4.1.2. Aquatic Facility User Markets

Traditionally many local authority aquatic leisure facilities were built for specialist or limited market users (i.e. competitive swimmers or high level sport participants). Detailed planning and comprehensive feasibility studies now are able to show more targeted user profiles.

Such studies usually identify the demographic profile of residents in the project area, their current aquatic and leisure participation patterns and use of surrounding aquatic facilities that provide a sound base for more user friendly facilities.

The majority of aquatic facility market research indicates future complexes must equally cater for four distinct aquatic user markets as outlined in Figure 6 below:

Figure 6 Main Aquatic Leisure Facility User Markets



- **Recreation and Leisure Market** - usually made up of families, people coming with friends and groups for fun, relaxation, social activity and low level competition/participation.
- **Competitive/Training/Fitness Market** - usually made up of people predominantly attending facilities alone for structured fitness or competition activities.
- **Education Market** - usually made up of children and adults wishing to increase water safety and survival skills. Includes Learn to swim classes, school and club use and individuals improving their skills and techniques. They require hot water pools and water depths with some straight edges and easy water access etc.
- **Health and Therapy Market** - usually made up of children, adults and older adults wanting to relax or exercise in hot water. This market also includes specialist health condition groups such as arthritis, asthma suffers, etc. They require hot water pools and associated health relaxation areas, i.e. Spa/ saunas, etc.

Previous studies have indicated that the recreation and leisure market will usually be the largest as it contains people of all ages, ability, types, interest and gender. The competitive/ training/ fitness market is a

more specialist market as it usually contains younger, fitter and more active people who have made time to train and compete.

Benchmarking studies have indicated that in many cases 60% to 70% of facility users come from the recreation/leisure sector with 20% to 30% coming from the competitive/training/fitness markets. The health and therapy and education markets can range from 10% to 20% of the market subject to the age and health profile of the community in which the facility is located.

The most successful centres attract all user markets and should be set up to allow people to participate in a range of activities at the one site. The further addition of health and fitness facilities, spas and saunas and social areas have been very successful at many aquatic facilities, as they add to the user experience and contribute to people being attracted to attend these facilities more often.

Image 7 2nd World War Memorial Aquatic Centre – Rockhampton

Aquatic Facilities Activity Areas

Industry trends indicate that in the majority of current indoor standalone aquatic facilities revenue does not meet annual operating costs. While some Centres may have the capacity to return an operational surplus, they show minimal return on capital investment. A review of successful Centres demonstrates that they have the following characteristics:

- High visits per square metre
- High expense recovery ability including capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- Excellent range of attendance types (adult/child ratio)
- Draws users from a large catchment area
- High revenue returns from health and fitness.

To maximise financial viability contemporary aquatic centres should be designed with the above business aims in mind. This translates to activity area components that can:

- Provide a mix of shallow leisure/recreation water with programmable water areas.
- Provide high revenue generating complementary service areas such as spas, saunas, and food and beverage services.
- Are located in a high traffic/visitation area.
- Are located as part of other leisure facility development.

Image 8 Dalby Aquatic Centre

Traditionally, commercial investment in aquatic facilities has been in specialist pools such as learn-to-swim or as additions to health and fitness clubs. High capital cost and limited financial returns have contributed to this situation. Some aquatic facility management groups are prepared to invest capital funds in return for longer-term agreements.

Health and Fitness Activity Areas

Industry trends indicate that users of aquatic facilities are also significant users of health and fitness facilities. Location of each of these activity components at the one site improves financial viability.

Health and fitness components have the capacity to record high expense recovery returns, with many centres returning 125% to 180% of expenditure. Traditionally these returns can also attract commercial investors and operators to health and fitness facilities. Locating these facilities at aquatic centres increases the potential of cross-selling and spin-off use. It also improves the membership/ program user and casual user ratio.

Ancillary Services and Activity Areas

In recent years, there has been a trend to develop a range of complementary businesses in conjunction with aquatic leisure facilities. These include:

- Wellness Centres/Day Spas: There is an emerging trend of adding in an area for specialist wellness activities, services and merchandising. The key services found at successful wellness centres include massage, beauty therapy treatments, gentle exercise classes and relaxation and time out activities.

  Inclusion of such facilities offers a broader range of activities to a larger age profile of people. The massage and beauty therapy are high yield sales activities and can have high linked merchandising product sales.

  It is essential in developing such areas that they are located with good views, away from general public noise and viewing areas and have very good finishes and fittings. There needs to be a close by lounge for relaxation after treatment or classes.

- Sports Medicine: Development of consulting rooms, with patient access to health and fitness and pools, have been excellent revenue generators.

- Health and Therapeutic Services: Health consultancies, weight loss and therapeutic services linking in worker and accident rehabilitation patients to use the range of facilities with centre memberships paid by relevant authorities.

- Health and Beauty Services: Leased areas to services such as beauticians, hair salons and body toning.

4.1.3. Potential Future Aquatic Facility Trends

Aquatic Facility reviews in Australia, North America, Canada, the Middle East and China in recent years provide a guide to potential aquatic facility innovations and trends.

Key features that should be considered when redeveloping or retrofitting aquatic facilities are outlined under the headings below.

Leisure Play Equipment

Changing static shallow water areas into water play and fun zones is one of the most popular renovations. This can be done by adding simple play equipment, water sprays and interactive equipment to existing pools. Added to this is the option to introduce inflatable play equipment to allow the area to be changeable.

Many such outdoor pools that have been retrofitted have been linked to high use indoor pools.

Image 9 Peninsula Aquatic Recreation Centre, Frankston Vic

Major Attraction Leisure Features

Water slides and similar challenge and adventure type activities have remained popular as long as the venue has a range of slides/rides to keep peoples interest. Single ride facilities struggle to keep interest due to the lack of variety. Multi ride areas allow users to try different length and configuration rides.

There are also a range of new water rides that have a slide component leading to another ride experience such as dropping into a bowl and then water, or onto a ramp and then into a splash pool.

A key design trend is to link all slides to a common entry platform to ensure one staff person can supervise the area. A common splash down zone also allows one lifeguard to control a range of ride water entry points.

Special Effects

A range of North American Indoor leisure parks have added computerised light shows and sound systems to allow night time areas to be changed. The use of lights and sound provided users with new indoor facility experiences at night-time.

Some centres have gone further by adding projection walls to incorporate movies and short video clips with their new light and sound effects.

Leisure Furniture

Many centres endeavour to keep parents and children at centres longer (to encourage greater secondary spending on food/beverage/merchandising) by providing quality furniture. The use of pool side lounges, tables, chairs, umbrellas, has allowed families to stay close to the water areas in relative comfort.

Food/ Beverage/ Merchandising

This area has seen some major changes through development of pool side and dry area multi serving zones. Linked to these are high quality wet and dry lounge zones where people are encouraged to sit down and relax.

Image 10 Aqualink, Box Hill Vic

A number of innovative centres provide extensive lounge areas as well as pool-side furniture. These centres use mobile food and beverage carts to sell items directly to centre users (i.e. they take the product to the customer). A number of other centres visited have used merchandising innovations, such as all existing customers having to go through the sales area. Other innovations include:

- Multi-media video screens through the centre reminding customers about programs, special promotions, and food/beverage and merchandising specials.
- Providing customers with discount vouchers (at entry to centre) to spend in food/ beverage and merchandising outlets or on their next visit.
- Offering combination sales specials to attract a higher spend per person.

4.2. Implications for Cleveland Aquatic Centre

Life expectancy is increasing generally, and in particular, Redland City Council LGA has a higher number of persons aged 65+ compared to Queensland as a whole. This is likely to place a greater demand on warmer water options (including for therapy) at the Cleveland Aquatic Centre. Given the higher rate of obesity in the Redlands, opportunities for people to participate in preventative health care through aquatic and health and fitness activities can make an important contribution to the region's health.

The most successful centres attract all user markets, including from the recreation and leisure; competitive/ training/ fitness; education; and health and therapy markets. To support the viability of the Cleveland Aquatic Centre the facility mix, design, programs and services should be set up to allow people to participate in a range of activities.

In accordance with contemporary trends for the most financially viable aquatic centres, the following components should be considered in any future redevelopment of the Cleveland Aquatic Centre:

- Provide a mix of shallow leisure/ recreation water with programmable water areas.
- Provide high revenue generating complementary service areas such as spas, saunas, and food and beverage services.
- Co-locate aquatic facilities with a range of other leisure facilities and services.
- Consider the provision of health and fitness, wellness and sports medicine options.

5. PROPOSED FACILITY MIX & DESIGN

5.1. Facility Mix

The proposed redeveloped Cleveland Aquatic Centre is to be co-located with the SLSQ Administration and Training Centres. The surrounding precinct is also planned to incorporate Redlands State Emergency Services, Cleveland Fire Station and the Local Disaster Co-ordination Centre. **The focus of this study are the community facilities incorporated into the Cleveland Aquatic Centre component only**.

The proposed facility mix of the redeveloped Cleveland Aquatic Centre prepared by SLSQ in partnership with Council, includes:

- New 51.5m x 23m outdoor pool with moveable bulkhead;
- New grandstand and amenities;
- New foyer, entry and reception;
- New indoor warm water program pool (10m x 20m);
- New indoor learn-to-swim pool (10m x 15m);
- New café/ kiosk;
- Improved car parking and access arrangements;
- New toilets and changerooms; and
- Retention of existing leisure water zone.

Further, the SLSQ Training Centre is planned to incorporate the following facilities that are intended for some level of shared community use:

- Health and fitness centre;
- Crèche; and
- 15m x 20m outdoor deep pool.

5.2. Initial Budget Estimate

The initial budget estimate[16] for the above redevelopment of the Cleveland Aquatic Centre, excluding the SLSQ Training Centre components is $14,979,000[17].

[16] Prepared by Craig W. Chandler Architecture & Interior Design on behalf of SLSQ.
[17] Includes Council requested 20% contingency loading to original estimate.

5.3. Master Plan

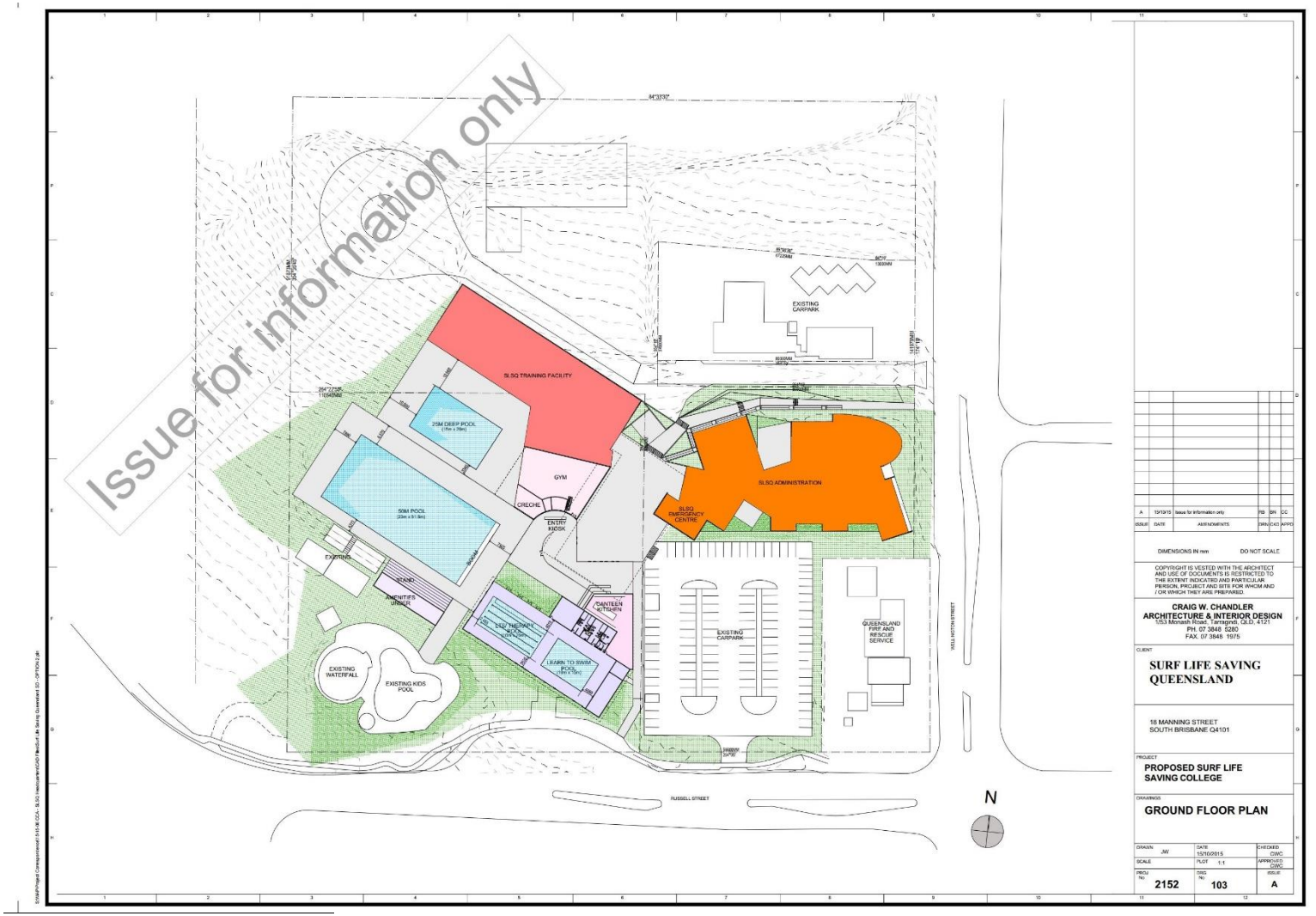


Figure 7
Proposed Redeveloped Cleveland Aquatic Centre[18]

[18] Prepared by Craig W. Chandler Architecture & Interior Design on behalf of SLSQ.

5.4. Design Analysis

5.4.1. Benefits of Proposed Facility Mix & Design

There are several benefits of the proposed facility mix and design of the redeveloped Cleveland Aquatic Centre to Council and the community, as summarised below:

DIVERSITY OF POOLS

Consistent with contemporary aquatic facility trends, the proposed facility mix incorporates a diverse range of pools, each with different configurations, water depths and temperatures. The mix of proposed pools include:

- 51.5m x 23m outdoor pool with moveable bulkhead;
- New indoor warm water program pool (10m x 20m);
- New indoor learn-to-swim pool (10m x 15m);
- Retention of existing outdoor leisure water zone.

Further, the SLSQ Training Centre incorporates a 15m x 20m outdoor deep pool which may be available for shared community access.

SUPPORTS PROGRAM DIVERSITY

There are multiple choices for the delivery of a diverse range of programs to meet several market segments, including for:

- Learn-to-swim;
- Squad;
- Lap swimming;
- Carnivals (noting major regional and beyond events likely to be held at the Sleeman Sports Complex);
- Aqua fitness;
- Gentle exercise;
- Rehabilitation and therapy; and
- Recreational and leisure use.

Further, the moveable bulkhead supports a variety of uses being delivered concurrently within the largest body of water available on site.

SITE LOCALITY

The retention of the existing Cleveland Aquatic Centre site maintains its presence within a high traffic and visible location. This exposes the Centre to the community and enables passive marketing benefits to be generated.

SYNERGIES WITH SURF LIFE SAVING QUEENSLAND FACILITY

The proposed development of the SLSQ Administration and Training Centres supports synergies with the facility mix and management of the Cleveland Aquatic Centre, including:

- There will be a range of economies of scale benefits to Council and SLSQ should management responsibilities be transferred to SLSQ. Access to and the incorporation of lifeguarding services is the most obvious example. However, there are a range of other positive management outcomes and cost savings should the SLSQ manage both facilities. Essentially, there will likely be a reduction in management duplication experienced across the site that would not be available under separate management arrangements.
- The co-location of the Cleveland Aquatic Centre and SLSQ will support access to a greater diversity of shared use facilities, including pools, meeting/ training rooms, health and fitness centre and crèche.
- As outlined in Section 4 above, in order to support the financial viability of a redeveloped Cleveland Aquatic Centre and to meet community needs and demand, the facility mix should be expanded to incorporate a range of ancillary services. The partnership between SLSQ and Council will result in an expanded facility mix that will positively impact on the financial viability of the Cleveland Aquatic Centre (eg. health and fitness centre, crèche, training rooms).

ACCESSIBILITY

The proposed redevelopment incorporates improved accessibly outcomes for the Cleveland Aquatic Centre, including:

- All pools being built on the one level, improving access to the pools and improved sight lines for more effective management and lifeguarding outcomes.
- Improved access from car park, to entry and throughout the entire site.
- The provision of ramp access into the pools improves accessibility for older adults, and people with a disability or injury.

SECONDARY SPEND

In order to support the success of the proposed redeveloped Cleveland Aquatic Centre, high secondary spend is essential. The proposed design incorporates larger, more contemporary areas for food and beverage and merchandising. This will likely add to the user experience and encourage longer stays by patrons.

USER EXPERIENCE

The proposed facility mix and design will improve the user experience through:

- The expansion of indoor pool options providing year-round comfort for users of the Centre, including for young children and older adults;
- Improved standard of change rooms and toilets will benefit users generally and in particular will more effectively service parents and users utilising the Centre for before/ after work activities;
- Improved standard of furnishings and finishes will increase comfort levels for patrons and assist to encourage longer stays.

5.4.2. Risks/ Gaps of Proposed Facility Mix and Design

There are risks and gaps of the proposed facility mix and design for the redeveloped Cleveland Aquatic Centre, as summarised below:

WATER TYPE

Future redevelopment of more water areas will add to operational deficits unless they are multifunctional, all year round water that can be highly programmed. Where this water can be programmed 12 months of the year for activities such as learn to swim, group fitness classes in water, gentle exercise for older adults and therapy classes, the water can generate high use and revenue above expenditure.

Continuation of developing further large seasonal use outdoor water areas will continue to add to operating costs and not attract maximum usage.

CAPACITY OF WATER SPACE

The Cleveland Aquatic Centre currently offers approximately 1,500m^2 of water space to patrons across its three existing pools and leisure zone. Given the Centre is the only Council owned aquatic facility in the Redlands mainland, demand for the proposed redeveloped Cleveland Aquatic Centre is anticipated to be strong. The proposed pool dimensions of the redeveloped Centre will increase community water space by approximately 300m^2.

There is a risk that as the redeveloped Centre becomes more popular and population continues to grow, that the proposed water space may reach maximum capacity quickly. On this basis, the future design and layout should also consider medium/ long term opportunities for the further expansion of water space.

It should be noted that the SLSQ Training Centre incorporates an outdoor deep water pool providing an additional 300m^2 of water space. Subject to agreement between SLSQ and Council on community access to this pool, the deep water pool may ease some of the usage burden on the other pools.

WELLNESS

The proposed facility mix does not incorporate any wellness facilities. As detailed in Section 4 above, there is a growing demand for wellness facilities as part of an aquatic/ leisure centre hub. The inclusion of wellness facilities would service this growing demand across several age profiles and supports the improved financial viability of a public aquatic centre.

Future wellness facilities (i.e. 8 to 10 treatment rooms) can, after establishment, generate significant operating surpluses. The treatment rooms need to be located close to front, reception/ entry area and close to warm water program pools.

The final facility mix and design should consider the incorporation of wellness facilities either to be developed as part of the initial redevelopment or introduced in future development stages.

HEALTH AND FITNESS

It is understood that Redlands has a high proportion of health and fitness centres per capita. However, there is a significant link between people using aquatic facilities also using health and fitness facilities. On this basis, they need to be co-located with the proposed redeveloped aquatic elements at the Centre to assist to reduce high operating deficits.

A significant health and fitness membership will assist in maximising the viability of the Centre. By way of example a 2,000 to 2,500 member gym of 700m^2+, plus 2 to 3 group fitness classes (500m^2+), once established, can generate very substantial operating surpluses (eg $200,000 to $300,000). While it is recognised the proposed gym in the existing design may be used for high performance, it should be designed to enable separation for high performance athletes and positioned to encourage community access.

LEISURE WATER

There is currently approximately 250m^2 within the leisure zone. This is made up of:

- Beach entry leisure pool from zero depth to 1.6m;
- Water fountains, jets and sprays; and
- Rapid river ride.

Image 11 Cleveland Aquatic Centre Leisure Water Zone

A slide included in the original layout has been decommissioned as it was considered potentially unsafe with a drop-in depth of 1.6m. Further, the current zero depth beach entry to a maximum depth of 1.6m could also be considered unsafe through the risk of children gradually entering depths of water beyond their safe usage capacity.

Council has advised, the rapid river ride is prone to breakdown resulting in ongoing maintenance expenditure and reduced user experience when not in action.

The leisure water zone is currently isolated from the remainder of the facilities across the Centre. This isolation, combined with the maximum water depths in this zone, have an adverse impact on operating costs as permanent lifeguarding is required at all times this leisure water zone is open. Further, families are some of the strongest users of food and beverage services. The proposed location of the café/ kiosk could be considered too far to maximise food and beverage turnover from this important aquatic centre market.

The final facility mix and design should consider an upgrade to the leisure water zone in order to re-life this area to be more attractive to the community, reduce ongoing operating expenditure and address safety concerns. The design should consider better connectivity between the leisure water zone and the remainder of the site. In particular, closer access to the café/ kiosk and change facilities is essential.

6. INDICATIVE OPERATING PROJECTIONS

Indicative operating projections have been prepared to inform the potential operating performance of the proposed redeveloped Cleveland Aquatic Centre. An opportunity review has been undertaken giving consideration to:

- The Cleveland Aquatic Centre is the only major public aquatic facility in the Redlands, indicating the Centre is likely to attract a broader regional catchment.
- The Sleeman Sports Complex, incorporating the Brisbane Aquatic Centre is approximately 12km or a 15 minute drive from the Cleveland Aquatic Centre and is considered the premier aquatic facility within South East Queensland. The close proximity of the two centres indicates only local swim meets and carnivals are likely to be attracted to the Cleveland Aquatic Centre.
- The proposed new facility mix provides a slightly increased and greater diversity of water spaces (i.e. pool dimensions, depths and temperatures). The pools will support increased opportunities for a greater variety of programs and services attractive to larger segments of the community.
- Improved accessibility throughout the redeveloped Centre, including into water spaces will support increased activity by people with a disability, older adults and persons seeking to undertake rehabilitation.
- The proposed layout supports the ability to 'zone off' different areas to avoid broader site closures during any potential conflicting use (eg. school carnivals).
- The increased indoor water options will enable greater year-round activity.
- The overall proposed improvement to the standard of amenities will likely support increased activity by the community and potentially encourage longer stays.

6.1. Assumptions

Historical operating data was not available for comparative purposes on the performance of the Cleveland Aquatic Centre. Limited data was available on visitation trends for the Centre.

The proposed partnership and co-location with SLSQ will likely result in a range of operating and economies of scale benefits. However, in order to demonstrate the potential performance of the proposed redeveloped Cleveland Aquatic Centre regardless of the management model, the indicative operating projections below have not considered the SLSQ partnership benefits. In particular, the indicative projections are exclusive of the SLSQ 25m deep water pool, crèche and gym.

Where insufficient data was available to inform the indicative operating projection assumptions, CERM Performance Indicator data was sourced. Indoor/ outdoor aquatic centres categorized as Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km were used. However, only twelve (12) aquatic centres that fall into this category are contained on the CERM database and accordingly this data should be treated with caution as the sample is too small to be reliable.

The indicative operating projections are a guide only as there are a number of variables and factors as yet undetermined that will impact on the performance of the proposed redeveloped Cleveland Aquatic Centre.

Until final facility components and management arrangements are resolved these projections should be regarded as indicative only and will require further detailed investigation. The assumptions used to inform the indicative operating projections is outlined at Section 10 below.

The indicative operating projections have been prepared based on the following operating scenarios:

- Low Case Scenario (-10% base visitation);
- Mid Case Scenario (base visitation); and
- High Case Scenario (+10% base visitation).

6.2. Indicative Operating Projections

Outlined below is the Mid Case Scenario indicative operating projection for the proposed redeveloped Cleveland Aquatic Centre:

INDICATIVE OPERATING PROJECTION

Table 7 Mid Case Scenario Indicative Operating Projection, Cleveland Aquatic Centre

MID CASE SCENARIO	
Income	
Casual	$599,590
LTS	$1,074,427
Squad	$157,104
Aqua Programs	$182,633
Hydro/ Rehab	$65,065
School LTS	$35,500
Carnivals/ Events	$17,454
Secondary Spend	$85,589
Total Revenue	**$2,217,363**
Expenditure	
Cost of Goods Sold	$51,354
Administration	$150,000
Marketing	$25,677
Labour	$1,627,691
Training	$8,559
Cleaning & Maintenance	$250,305
Energy	$291,264
Water	$63,714
Total Expenditure	**$2,468,564**
Operating Deficit	**-$251,200**

OPERATING DEFICIT

The indicative operating projections estimate an operating deficit range of between -$39,769 to -$462,632 for the proposed redeveloped Cleveland Aquatic Centre as follows:

- Low Case Scenario (-10% base visitation): -$462,362
- Mid Case Scenario (base visitation): -$251,200
- High Case Scenario (+10% base visitation): -$39,769.

PERFORMANCE SUMMARY

Further analysis of the projected Mid Case Scenario results summarised below:

- Cost recovery of 89.8%;
- Subsidy per visit of $0.88;
- Labour cost share of 65.9%; and
- Receipts per visit of $7.47.

VISITATION

Outlined below is the projected Mid Case Scenario annual visitation for the Centre:

Table 8 Mid Case Scenario Indicative Visitation Projection

VISITATION (By Activity)	
Casual	131,778
LTS	82,080
Squad	14,400
Aqua Programs	16,740
Hydro/ Rehab	14,300
School LTS	10,000
Carnivals/ Events	16,000
TOTAL	**285,298**

The Mid Case Scenario visitation projection of 285,298 represents an increase of 74,404 persons or 35% compared to the 2014/15 Cleveland Aquatic Centre visitation.

The projected LTS membership represents 5.77% of children aged 0-9 in the Redlands, whilst the projected squad membership represents 1.76% of children aged 10-15 in the City.

LIFE CYCLE COSTS

The design of the proposed redeveloped Cleveland Aquatic Centre is at a high level master planning stage. Further, due to a lack of detailed understanding of the full development areas, sizes and dimensions at this stage of design, an initial budget estimate only has been prepared by Craig W. Chandler Architecture & Interior Design on behalf of SLSQ. On this basis, detailed analysis on the full life cycle costs of the proposed redevelopment, including major asset maintenance and replacement, is unable to be prepared.

Based on a nominal 2.5% of the total estimated capital development cost of $14,979,000, a broad estimate of the potential life cycle costs of the proposed redeveloped Cleveland Aquatic Centre could be in the order of $3,744,750 over the next ten years.

Image 12 Cleveland Aquatic Centre 25m Pool Concourse

7. IMPLEMENTATION ISSUES

It should be emphasised that this report is a pre-feasibility study. Should the proposed partnership between Council and SLSQ proceed, a detailed feasibility analysis will need to be undertaken prior to finalisation of the facility mix, design and management arrangements for the proposed redeveloped Cleveland Aquatic Centre.

Whilst the proposed partnership between Council and SLSQ incorporates SLSQ Administration and Training Centre, Redlands State Emergency Services, Cleveland Fire Station and the Local Disaster Co-ordination Centre, **the focus of this study is on the public aquatic facility components only**.

The study has not investigated planning or procurement issues which may impact on the proposed development. These include:

Land Management

Council is the trustee of the land which is owned by the Department of Natural Resources and Mines. The purpose of the Reserve is designated as Sport and Recreation. Council will need to confirm that this is commensurate with the intended development and/ or seek the Department's consent to vary the purpose of the land. The approval of the Department to any proposed development will be required.

Planning Issues

Council will need to ensure that any Planning Scheme issues are addressed.

Procurement Issues

In proceeding with the proposed partnership with SLSQ it is assumed that Council's procurement policies and procedures will be addressed.

8. KEY FINDINGS AND CONCLUSIONS

The Cleveland Aquatic Centre is an ageing facility with the condition of several current pools and associated infrastructure considered poor and in need of upgrading/ replacement. The facility mix, particularly the dimensions, depths, accessibility and temperatures of the existing pools, is not considered to be consistent with contemporary aquatic facility trends and attractive to the community.

The Cleveland Aquatic Centre is the only major public aquatic centre in the Redlands. On this basis, the Centre is likely attracting a broader regional catchment. However, the close proximity of the Sleeman Sports Complex (Brisbane Aquatic Centre), considered the premier aquatic facility in South East Queensland, suggests only local swim meets and carnivals are likely to be attracted to the Centre.

The Redlands has a higher proportion of persons aged 65+ years (15.7%) compared to Queensland (14.0%) and a higher median age (40.3 years) compared to Queensland (37.7 years). This suggests there is likely to be a higher demand for programs and facility options within a warm water and accessible environment.

Council and SLSQ are currently exploring a partnership opportunity to relocate the SLSQ state offices to the Cleveland Aquatic Centre site as part of an integrated aquatic, training, administration and emergency services precinct. The concept includes redeveloping the Cleveland Aquatic Centre to incorporate:

- New 51.5m x 23m outdoor pool with moveable bulkhead;
- New grandstand and amenities;
- New foyer, entry and reception;
- New indoor warm water program pool (10m x 20m);
- New indoor learn-to-swim pool (10m x 15m);
- New café/ kiosk;
- Improved car parking and access arrangements;
- New toilets and changerooms; and
- Retention of existing leisure water zone.

The initial budget estimate, excluding the SLSQ Training Centre components, is $14,979,000.

The proposed new facility mix is considered to be more consistent with contemporary aquatic facility trends, particularly through the provision of a greater diversity of pool dimensions, depths and temperatures, including indoor options to support year-round activity. However, the retention of the existing leisure zone results in the retention of elements that may not be fully attractive to the community, require high expenditure and include safety concerns.

Whilst the proposed redeveloped Centre offers a net increase in water space of approximately 300m^2, there is a risk that as the redeveloped Centre becomes more popular and population continues to grow, that the proposed water space may reach maximum capacity quickly.

There is growing demand for wellness facilities across several age profiles. This facility element also supports the improved financial viability of a public aquatic centre. The proposed redeveloped Centre does not include wellness elements.

The indicative operating performance of the proposed redeveloped Centre (excluding SLSQ elements) is projected to result in an operating deficit of between -$39,769 to -$462,632 and visitation of between 256,768 and 313,828 per annum.

It is recommended a detailed feasibility analysis be undertaken once the facility mix, design and management arrangements are determined in future.

Image 13 Cleveland Aquatic Centre 50m Pool

9. DISCLAIMER

Strategic Leisure Pty Ltd (trading as the Strategic Leisure Group) has prepared the Cleveland Aquatic Centre Pre-Feasibility Study for Redland City Council. We have sought assistance from SGL Consulting Group in reviewing assumptions and projections. The information contained in this report is provided in good faith. While the Strategic Leisure Group has applied its experience to the task, we have relied upon advice provided by others, including advice from Redland City Council and SLSQ on the proposed site, facility mix, and design of the proposed redeveloped Cleveland Aquatic Centre.

Readers should be aware that the preparation of this report has necessitated projections of the future that are inherently uncertain and that information provided is based on the underlying assumptions and projections detailed in this 'point in time' report. There will be differences between projected and actual results, because unforeseen events and circumstances occur that may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections.

There are a number of variables and factors as yet not determined that may impact on the performance of the proposed redeveloped Cleveland Aquatic Centre. Until a detailed feasibility study is undertaken, and final facility components and management arrangements are resolved, the projections contained in this report are of a generic nature and should be regarded as preliminary only. Accordingly, neither the Strategic Leisure Group, any member or employee of Strategic Leisure Group, nor any member or employee of SGL Consulting Group, warrants or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of the content of this report. The Strategic Leisure Group and SGL Consulting Group will not be liable for any direct, indirect, incidental, consequential or exemplary loss or damages resulting from the use or misuse of this report.

10. APPENDIX A – INDICATIVE OPERATING PROJECTION ASSUMPTIONS

MID CASE SCENARIO - INDICATIVE INCOME PROJECTIONS

50m (Mon - Fri)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	05.00-20.00	15	15	5	20	22500	$ 4.55	$ 102,375
Squad	06.00-07.30; 15.30-18.30	3	25	5	20	7500	$ 10.91	$ 81,825
School LTS	09.00-15.00	4	25	5	20	10000	$ 3.55	$ 35,500
Carnivals/ Events	09.00-15.00	20	500			10000	$ 545.45	$ 10,909
Sub-total						*50000*		*$ 230,609*
Term 2&3								
Casual	05.00-20.00	15	10	5	20	15000	$ 4.55	$ 68,250
Squad	06.00-07.30; 15.30-18.30	3	15	5	20	4500	$ 10.91	$ 49,095
Sub-total						*19500*		*$ 117,345*
Xmas & Sept Holidays								
Casual	05.00-20.00	15	30	5	8	18000	$ 4.55	$ 81,900
Squad	06.00-07.30; 15.30-18.30	3	15	5	8	1800	$ 10.91	$ 19,638
Carnivals/ Events	09.00-15.00	8	500			4000	$ 545.45	$ 4,364
Sub-total						*23800*		*$ 105,902*
Easter & July Holidays								
Casual	05.00-20.00	15	10	5	4	3000	$ 4.55	$ 13,650
Squad	06.00-07.30; 15.30-18.30	3	10	5	4	600	$ 10.91	$ 6,546
Sub-total						*3600*		*$ 20,196*
TOTAL						**96900**		**$ 474,052**

50m (Sat)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	06.00-18.00	12	30	1	20	7200	$ 4.55	$ 32,760
Carnivals/ Events	09.00-15.00	4	500			2000	$ 545.45	$ 2,182
Sub-total						*9200*		*$ 34,942*
Term 2&3								
Casual	06.00-18.00	12	10	1	20	2400	$ 4.55	$ 10,920
Sub-total						*2400*		*$ 10,920*
Xmas & Sept Holidays								
Casual	06.00-18.00	12	30	1	8	2880	$ 4.55	$ 13,104
Sub-total						*2880*		*$ 13,104*
Easter & July Holidays								
Casual	06.00-18.00	12	10	1	4	480	$ 4.55	$ 2,184
Sub-total						*480*		*$ 2,184*
TOTAL						**14960**		**$ 61,150**

50m (Sun)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	09.00-17.00	8	30	1	20	4800	$ 4.55	$ 21,840
Sub-total						*4800*		*$ 21,840*
Term 2&3								
Casual	09.00-17.00	8	10	1	20	1600	$ 4.55	$ 7,280
Sub-total						*1600*		*$ 7,280*
Xmas & Sept Holidays								
Casual	09.00-17.00	8	30	1	8	1920	$ 4.55	$ 8,736
Sub-total						*1920*		*$ 8,736*
Easter & July Holidays								
Casual	09.00-17.00	8	10	1	4	320	$ 4.55	$ 1,456
Sub-total						*320*		*$ 1,456*
TOTAL						**8640**		**$ 39,312**

LTS Pool (Mon - Fri)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
LTS	08.30-10.00; 15.30-18.00	8	42	5	20	33600	$ 13.09	$ 439,824
Hydro/ Rehab	06.00-08.30; 10.00-15.30; 18.00-19.00	8	5	5	20	4000	$ 4.55	$ 18,200
Sub-total						*37600*		*$ 458,024*
Term 2&3								
LTS	08.30-10.00; 15.30-18.00	8	36	5	20	28800	$ 13.09	$ 376,992
Hydro/ Rehab	06.00-08.30; 10.00-15.30; 18.00-19.00	8	5	5	20	4000	$ 4.55	$ 18,200
Sub-total						*32800*		*$ 395,192*
Xmas & Sept Holidays								
LTS	08.30-10.00	3	42	5	8	5040	$ 13.09	$ 65,974
Hydro/ Rehab	06.00-08.30; 10.00-19.00	8	5	5	8	1600	$ 4.55	$ 7,280
Sub-total						*6640*		*$ 73,254*
Easter & July Holidays								
LTS	08.30-10.00	3	36	5	4	2160	$ 13.09	$ 28,274
Hydro/ Rehab	06.00-08.30; 10.00-19.00	8	5	5	4	800	$ 4.55	$ 3,640
Sub-total						*2960*		*$ 31,914*
TOTAL						**80000**		**$ 958,384**

LTS Pool (Sat)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
LTS	08.00-12.00	8	42	1	20	6720	$ 13.09	$ 87,965
Hydro/ Rehab	12.00-17.00	7	5	1	20	700	$ 4.55	$ 3,185
Sub-total						*7420*		*$ 91,150*
Term 2&3								
LTS	08.00-12.00	8	36	1	20	5760	$ 13.09	$ 75,398
Hydro/ Rehab	12.00-17.00	7	5	1	20	700	$ 4.55	$ 3,185
Sub-total						*6460*		*$ 78,583*
Xmas & Sept Holidays								
Hydro/ Rehab	12.00-17.00	7	5	1	8	280	$ 4.55	$ 1,274
Sub-total						*280*		*$ 1,274*
Easter & July Holidays								
Hydro/ Rehab	12.00-17.00	7	5	1	4	140	$ 4.55	$ 637
Sub-total						*140*		*$ 637*
TOTAL						**14300**		**$ 171,644**

LTS Pool (Sun)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Hydro/ Rehab	10.00-16.00	8	5	1	20	800	$ 4.55	$ 3,640
Sub-total						*800*		*$ 3,640*
Term 2&3								
Hydro/ Rehab	10.00-16.00	8	5	1	20	800	$ 4.55	$ 3,640
Sub-total						*800*		*$ 3,640*
Xmas & Sept Holidays								
Hydro/ Rehab	10.00-16.00	8	5	1	8	320	$ 4.55	$ 1,456
Sub-total						*320*		*$ 1,456*
Easter & July Holidays								
Hydro/ Rehab	10.00-16.00	8	5	1	4	160	$ 4.55	$ 728
Sub-total						*160*		*$ 728*
TOTAL						**2080**		**$ 9,464**

Program Pool (Mon - Fri)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Aqua Programs	06.30; 16.45; 17.30; 18.15; 19.00	5	13	5	20	6500	$ 10.91	$ 70,915
Casual	05.00-06.30; 07.30-17.00	11	12	5	20	13200	$ 4.55	$ 60,060
Sub-total						*19700*		*$ 130,975*
Term 2&3								
Aqua Programs	06.30; 16.45; 17.30; 18.15; 19.00	5	10	5	20	5000	$ 10.91	$ 54,550
Casual	05.00-06.30; 07.15-17.00	11	9	5	20	9900	$ 4.55	$ 45,045
Sub-total						*14900*		*$ 99,595*
Xmas & Sept Holidays								
Aqua Programs	06.30; 16.45; 17.30; 18.15; 19.00	5	13	5	8	2600	$ 10.91	$ 28,366
Casual	05.00-06.30; 07.15-17.00	11	12	5	8	5280	$ 4.55	$ 24,024
Sub-total						*7880*		*$ 52,390*
Easter & July Holidays								
Aqua Programs	06.30; 16.45; 17.30; 18.15; 19.00	5	9	5	4	900	$ 10.91	$ 9,819
Casual	05.00-06.30; 07.15-17.00	11	9	5	4	1980	$ 4.55	$ 9,009
Sub-total						*2880*		*$ 18,828*
TOTAL						**45360**		**$ 301,788**

Program Pool (Sat)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Aqua Programs	09.30; 10.30; 11.30	3	13	1	20	780	$ 10.91	$ 8,510
Casual	10.30-17.00	6.5	12	1	20	1560	$ 4.55	$ 7,098
Sub-total						*2340*		*$ 15,608*
Term 2&3								
Aqua Programs	09.30; 10.30; 11.30	3	9	1	20	540	$ 10.91	$ 5,891
Casual	10.30-17.00	6.5	9	1	20	1170	$ 4.55	$ 5,324
Sub-total						*1710*		*$ 11,215*
Xmas & Sept Holidays								
Aqua Programs	09.30; 10.30; 11.30	3	13	1	8	312	$ 10.91	$ 3,404
Casual	10.30-17.00	6.5	12	1	8	624	$ 4.55	$ 2,839
Sub-total						*936*		*$ 6,243*
Easter & July Holidays								
Aqua Programs	09.30; 10.30; 11.30	3	9	1	4	108	$ 10.91	$ 1,178
Casual	10.30-17.00	6.5	9	1	4	234	$ 4.55	$ 1,065
Sub-total						*342*		*$ 2,243*
TOTAL						**5328**		**$ 35,309**

Program Pool (Sun)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	10.00-16.00	8	12	1	20	1920	$ 4.55	$ 8,736
Sub-total						*1920*		*$ 8,736*
Term 2&3								
Casual	10.00-16.00	8	9	1	20	1440	$ 4.55	$ 6,552
Sub-total						*1440*		*$ 6,552*
Xmas & Sept Holidays								
Casual	10.00-16.00	8	12	1	8	768	$ 4.55	$ 3,494
Sub-total						*768*		*$ 3,494*
Easter & July Holidays								
Casual	10.00-16.00	8	9	1	4	288	$ 4.55	$ 1,310
Sub-total						*288*		*$ 1,310*
TOTAL						**4416**		**$ 20,093**

Leisure Zone (Mon - Fri)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	09.00-18.00	9	5	5	20	4500	$ 4.55	$ 20,475
Sub-total						*4500*		*$ 20,475*
Term 2&3								
Casual	10.00-17.00	7	2	5	20	1400	$ 4.55	$ 6,370
Sub-total						*1400*		*$ 6,370*
Xmas & Sept Holidays								
Casual	09.00-18.00	9	5	5	8	1800	$ 4.55	$ 8,190
Sub-total						*1800*		*$ 8,190*
Easter & July Holidays								
Casual	10.00-17.00	7	2	5	4	280	$ 4.55	$ 1,274
Sub-total						*280*		*$ 1,274*
TOTAL						**7980**		**$ 36,309**

Leisure Zone (Sat)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	08.30-18.00	9.5	10	1	20	1900	$ 4.55	$ 8,645
Sub-total						*1900*		*$ 8,645*
Term 2&3								
Casual	10.00-17.00	7	5	1	20	700	$ 4.55	$ 3,185
Sub-total						*700*		*$ 3,185*
Xmas & Sept Holidays								
Casual	08.30-18.00	9.5	10	1	8	760	$ 4.55	$ 3,458
Sub-total						*760*		*$ 3,458*
Easter & July Holidays								
Casual	10.00-17.00	7	5	1	4	140	$ 4.55	$ 637
Sub-total						*140*		*$ 637*
TOTAL						**3500**		**$ 15,925**

Leisure Zone (Sun)	Operating Hours	# Hours/ Sessions	Visit per Hour/ Session	# Days	# Weeks	Annual Visits	Fee	Annual Income
Term 1&4								
Casual	08.30-18.00	9.5	5	1	20	950	$ 4.55	$ 4,323
Sub-total						*950*		*$ 4,323*
Term 2&3								
Casual	10.00-17.00	7	3	1	20	420	$ 4.55	$ 1,911
Sub-total						*420*		*$ 1,911*
Xmas & Sept Holidays								
Casual	08.30-18.00	9.5	5	1	8	380	$ 4.55	$ 1,729
Sub-total						*380*		*$ 1,729*
Easter & July Holidays								
Casual	10.00-17.00	7	3	1	4	84	$ 4.55	$ 382
Sub-total						*84*		*$ 382*
TOTAL						**1834**		**$ 8,345**

Fees have been applied based on:

- Casual fees are the average of the cheapest and most expensive forms of entry currently charged at the Cleveland Aquatic Centre.
- LTS fees are based on the median fee for swim lessons for a CERM Group 6 Indoor/ Outdoor Aquatic Centre.
- School LTS entry fees assume the program is delivered by teachers and students are charged the current Cleveland Aquatic Centre school entry discounted rate.
- Carnivals/ Events fees are based on a nominal daily hire fee of $600 per day (GST incl.).
- Squad fees are based on a nominal average rate of $12 per session (GST incl.).
- Program fees are based on a nominal rate of $12 per session (GST incl.).

Secondary spend is calculated based on the median indicator per visit Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km.

MID CASE SCENARIO – INDICATIVE STAFFING PROJECTIONS

Role	Annual Hours	Rate	Annual Cost
Venue Manager			$98,400.00
Duty Managers			$169,125.00
Reception	3630	$28.95	$129,259
Lifeguards	12114	$26.54	$395,452
Learn-to-Swim	14700	$31.96	$577,869
Squad	2340	$31.96	$91,987
Programs	1456	$31.96	$57,237
Cleaning/ Grounds/ Pools	3630	$24.27	$108,363
Total			**$1,627,691**

The following awards were used to calculate wage rates to inform indicative operating projections:

- Lifeguards - Lifeguard Award State - 2003 (Level 3);
- LTS/ Squad/ Programs - Health and Fitness Centres, Swim Schools and Indoor Sports Award - State 2005 (Level 3);
- Cleaning/ Grounds/ Pool - Contract Cleaning Industry Award – State 2002 (Cleaner); and
- Reception/ Administration - Clerical Employees Award State 2002 (Level 3).

MID CASE SCENARIO – INDICATIVE EXPENDITURE PROJECTIONS

Expenditure	Description	Rates	Projection
Cost of Goods Sold	Nominal Allowance	60%	$51,353.64
Administration	Nominal Allowance		$150,000
Marketing	CERM rate per visit	$0.09	$25,677
Training	CERM rate per visit	$0.03	$8,559
Cleaning & Maintenance	CERM rate per m2	$55.00	$250,305
Energy	CERM rate per m2	$64.00	$291,264
Water	CERM rate per m2	$14.00	$63,714
Total Expenditure			**$840,872**

The following assumptions were used to estimate expenditure items to inform indicative operating projections:

- Cost of Goods Sold – nominal 60% allowance for purchase of goods and dedicated labour costs;
- Administration – nominal allowance towards general operating costs (eg. insurance, information technology, printing and stationery);
- Marketing – median indicator per visit CERM Group 6 Indoor/ Outdoor Aquatic Centres;
- Training - median indicator per visit Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km;

- Cleaning & Maintenance - median indicator per m^2 Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km;
- Energy - median indicator per m^2 Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km;
- Water - median indicator per m^2 Group 6 CERM PI Public Aquatic Centre Operational Management Benchmarks 2012-14, with a catchment population of 120,000 to 180,000 within 5km; and
- Total estimated area[19] of 4,551m^2.

[19] Prepared by Craig W. Chandler Architecture & Interior Design on behalf of SLSQ.