Wingecarribee Shire Council

Leisure Centre Master Planning & Swimming Centres Business Planning Study

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in conjunction with
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CHAPTER 1:

PRELIMINARIES

1.1 BACKGROUND

Wingecarribee Shire Council currently delivers aquatic recreation services to its 41,000 population through four swimming centres - at Mittagong, Bowral, Moss Vale and Bundanoon.

Despite the wide distribution of these centres, and the diversity of aquatic opportunities available at them, there has also been a long-standing demand for year-round, indoor swimming facilities in the Shire.

Council has been investigating an appropriate response to these demands at least since the mid 1980's[1].

In 1993, Council adopted a vision for pools which entailed a local–regional hierarchy. The Bundanoon, Moss Vale and Mittagong Pools would undergo modest upgrades sufficient for them to provide 'local' swimming opportunities at least to the year 2000. Bowral Pool would be the principal centre in the Shire and would be enclosed and upgraded to provide an indoor 50m heated pool, play pool, gym, restaurant and crèche.

In 1995, an *Aquatic & Leisure Centre Feasibility Study* concluded that Council's pools were not providing the full range of opportunities expected at modern pools and that the Shire's major recreation facility need was an indoor heated pool/leisure centre to serve the whole Wingecaribee community. This was proposed to be built at the corner of Kangaloon Road and Old South Road in East Bowral and to comprise combined 50 and 25m indoor pools (with the 25m pool 2m deep to accommodate water polo), a leisure pool, spa, sauna, therapy/program pool, gym/fitness facilities and spectator seating [2]

A subsequent *Swimming Centres Strategy*[3], in 2001, concluded that the existing pools required a range of 'essential' and 'desirable' upgrades and that the development of an indoor centre was warranted and 'affordable'. Three options were proposed for a new centre to be built on the existing Bowral Pool site.

The 2004 *Open Space, Recreation, Cultural and Community Facilities Needs Study and Strategy* identified 'a leisure centre' as one of the major unmet needs

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[1] The relevant findings and key recommendations of Council reports that have addressed the indoor pool/leisure centre proposal are summarised at Attachment A.
[2] RMP Associates (1995), *Aquatic & Leisure Centre Feasibility Study and Sport & Recreation Strategy*
[3] Facility Design Group (2001), *Wingecarribee Swimming Centres Strategy*

in the community and recommended that Council Investigate suitable sites and commission concept designs for preferred site[4].

Recently, the current Council formed a Pools and Leisure Centre Committee to further review the leisure centre concept. The Committee has consulted with the community and relevant stakeholders and has recommended a site for the proposed leisure centre together with a range of potential inclusions.

1.2 THE BRIEF

Council requires a concept master plan and a business plan for the proposed centre – together with a business plan to guide the future operations of the existing outdoor pools.

Based on the findings of all previous surveys and reports (as listed in the project brief) and the outcomes of additional investigations undertaken as part of this study, a concept proposal and business plan has been prepared.

Council's specified required outcomes for the project were:

- A package of options for the proposed leisure centre (comprising concept and business elements) suitable for a further round of community consultations, and
- Options for the future operation of the existing seasonal pools.

The Business Plan component is in a format suitable for easy adjustment in the event of changes in the strategy or goals for the operation of the proposed and/or existing facilities.

4 Parsons Brinkerhoff (2004), *Wingecarribee Open Space, Recreation, Cultural & Community Facilities Needs – Study, Strategy, Action Plan*

1.3 STUDY APPROACH

The work program undertaken to meet the requirements of the brief covered four stages. These are described below, together with the research and planning tasks completed within each stage.

Stage Description	Tasks
1. Market assessment	• Aquatic participation and industry trends • Review of existing aquatic recreation strategies and other relevant reports • Review of existing services & facilities (public and private) • Demographic profile and change • Stakeholder consultations (pool staff and managers, Councilors and Council staff, swimming and other aquatic recreation clubs, schools, other relevant sport clubs and social groups)
2. Development rationale and concept brief	• Identify a development rationale for an indoor leisure centre in the Shire (that addresses any aquatic and indoor recreation service gaps that exist in the Shire) • Review the suitability of Council's current proposal in the light of the development rationale • Develop a concept brief (including a preferred mix of facility components and a schedule of inclusions)
3. Financial viability assessment	• Prepare revenue and expenditure estimates for the preferred option for the first 3 years of operation
4. Conclusions and recommendations	• Recommendations on the suitability of the current proposal, alternative option(s) and financial viability of the preferred option

CHAPTER 2:

SETTING THE SCENE – RECREATION TRENDS

2.1 TRENDS IN RECREATION PARTICIPATION

Recreation participation patterns are not static: they vary from place to place (in accordance with differences in population size and characteristics, environmental conditions and local cultures) and over time (with changes in personal interests and capacities, economic and work place changes, increasing cultural complexity, the 'globalisation' of sport and leisure cultures and a wide range of other change catalysts).

These changes have had (and are having) significant impacts on sport and recreation participation – including physical recreations of most relevance to this report - swimming, other aquatic activities, gym and fitness activities and indoor sports.

The main changes and impacts are discussed in detail in Attachment B and summarised in the remainder of this Chapter.

A key theme is what appears to be a 'polarisation' in physical recreation participation – with participation in sport and physical activities increasing in some sections of the community but with others becoming less active (and, in some cases, adding to community health and/or social problems - including increasing obesity and social alienation).

Participation in physical activities, for example, appears to be increasing amongst older people - with 65+ year olds participation in at least one 'organized' sport or physical activity up from 19% in 1996/97 to 32% in 2003.

On the other hand, there is declining or stagnant participation in many physical recreation activities by children - due to the very high and increasing levels of TV, video and internet activity and parental fears for child safety (ie not allowing children to walk or ride to school or leisure activities due to perceptions of risks from strangers, gangs etc).

Similarly, a significant minority of youth (+30%) continue to be 'detached' from 'structured' recreation – including sport and organised cultural activities - preferring to spend their recreation time with friends (hanging out, skating, pursuing adventure activities etc).

Despite this apparent 'polarisation' in recreation participation and despite the increasing time pressures in the community (with longer work hours and more couple families with both adults working), recent recreation participation surveys

have identified overall *growth* in physical recreation participation over the past 10-15 years.

For example, a key theme in recent sport and recreation trends in NSW is the very strong growth of swimming and individual fitness and physical recreation activities and the modest (but continuing) growth of indoor court sports.

The very high growth in *individual fitness activities* – including walking (for pleasure and fitness), swimming, aerobics/fitness programs, weight training and bike riding – has been one of the most prominent trends.

Swimming and aerobics (the activities of most relevance to the current study) have maintained their position amongst the five most popular sport/physical recreations for adults in Australia (along with other traditional activities – golf, tennis and soccer).

This is illustrated in Table 2.1 which shows the growth of 'organised' participation in the most popular sports for the NSW adult population (+15 years) between 1995 and 2003.[5]

Table 2.1: Adult's 'organised' sports participation, Australia, 1995/96-2003

Activity	1995/96		2001		2003		Change 1995/03
	No.	%	No.	%	No.	%	
Aerobics/fitness	235,200	5.0	316,100	6.2	438,600	8.4	68
Golf	156,000	3.3	224,300	4.4	250,600	4.8	45
Tennis	109,600	2.3	219,200	4.3	214,100	4.1	78
Soccer	83,400	1.8	163,100	3.2	177,500	3.4	89
Swimming	98,400	2.1	132,500	2.6	167,100	3.2	52
Touch Football	96,900	2.1	147,800	2.9	146,200	2.8	33
Weight training	n/a		132,500	2.6	141,000	2.7	
Netball	93,000	2.0	142,700	2.8	130,500	2.5	25
Basketball	63,300	1.3	96,900	1.9	114,900	2.2	69

All of the popular sports have experienced substantial growth in the last ten years – both in the participation rates and even more in absolute numbers. Some of the difference may reflect the different methodology used in the 1995 survey but at least some of the change would be attributable to the 'Olympics effect' and some to the increasing awareness in some sectors of the community of the health benefits of physical activity.

[5] ABS, *Participation in Sport and Physical Activities,* 1995/96; Australian Sports Commission and State/Territory Departments responsible for sport and recreation**, *Exercise, Recreation and Sport (ERASS) Surveys 2001 and 2003***

As shown in Table 2.1, swimming and aerobics/fitness have been amongst the fastest growers in NSW with 52% and 68% increases in 'organised' participation rates, respectively.

Swimming has also been growing in popularity amongst the child population – as illustrated in Table 2.2 (which shows changes in children's 'organised' participation in the ten most popular sports between 1995/96 and 2003[6]).

Table 2.2: Children's 'organised' sports participation, Australia, 1995-2003

Activity	Participation rate (%)			
	1995/96	2000	2003	Change 1995/03
Swimming	13.1	14.4	16.6	27
Soccer	9.5	11.4	13.4	41
Netball	10.2	9.1	9.1	-11
Tennis	7.7	8.5	8.6	12
Basketball	11.6	7.6	7.7	-34
AFL	5.8	6.6	7.3	26
Cricket	6.3	5.3	5.0	-21
Martial arts	4.2	4.0	4.9	17
Athletics	5.7	3.9	3.8	-33
Rugby League	3.3	3.6	2.9	-12
All sports	61.5	59.0	62.0	1

Overall, there was a 1% increase in 'organised' sports participation between 1995 and 2003 - but this overall figure disguises significant shifts amongst individual sports.

Swimming, for example, maintained its position at the top of the most popular sports list by growing strongly (27%) – behind only soccer (which grew 41% in the same period).

Swimming and fitness/aerobics activities have increased in popularity as attractive year round aquatic/recreation centres have become more widely available[7]. Rising awareness of the health benefits of exercise – partly driven by government programs such as Active Australia – would also have been a catalyst.

A parallel trend has been the substantial growth, in the last twenty years, in *indoor* sport and recreation – particularly between the early 1980's and the mid-1990's. This has been reflected in an indoor facility provision 'boom' throughout

[6] ABS, *Participation in Sport and Physical Activities*, 1995/96; ABS, *Children's Participation in Cultural and Leisure* surveys 2000 and 2003

[7] Similarly, cycling has become more popular with the widespread provision of safe riding routes

Australia and the growth in popularity of indoor sports – particularly basketball - in those locations where such facilities were provided.

Basketball, for example, was the second most popular organised sport for children (5-14 years) until the later 1990's and the third most popular participatory sport (behind aerobics and netball) for young people aged 15-24 years (with 5.4% of this age group participating in the sport).

Basketball has also been popular with adults. It had become, by 1995, the ninth most popular sport/physical recreation (behind aerobics, golf, tennis, netball, lawn bowls, soccer, touch football and swimming).

In more recent years there has been an apparent decline in basketball participation rates amongst children. By 2000, for example, basketball had dropped from second to fifth most popular organised sport for children (behind swimming, soccer, netball and tennis). This decline, however, has been more than offset by increasing participation by adults[8].

There has, additionally been modest growth or stability in a range of other indoor sports – including indoor soccer, indoor cricket, volleyball, badminton, netball and indoor hockey.

2.2 TRENDS IN AQUATIC SPORT AND RECREATION FACILITY PROVISION

The last 15-20 years has witnessed a revolution in the design and development of aquatic and indoor sports facilities. There are now many indoor multi-purpose leisure centres serving different types of communities and various sizes of catchment area.

For example, it is now generally accepted that conventional 50 metre outdoor pools are less cost-effective than modern alternatives. Such pools, for example, incur large operating deficits in the order of $50,000 to $200,000 per annum. Lack of shallow and heated water, weather, the short season and the usual heavy commitment to club and lap swimming activities limits the range and flexibility of programming at traditional, outdoor facilities. Substantial operating subsidies are the inevitable result. [9]

Indoor heated pools, on the other hand, have the potential to break even financially – but this requires entrepreneurial management, minimum size

[8] Based on the *ERASS* and *Children's Participation in Cultural and Leisure* surveys, Australia-wide participation in 'organised' basketball would have increased modestly between 1995 and 2003 – from around 560,000 to 580,000 participants (with a 100,000 fall in child participation offset by a 120,000 gain in adults)

[9] P Fitzgerald & S Dreyfus, *Drowning by Numbers*, 1994; Centre for Environmental & Recreation Management (CERM), *Performance Indicators Project*, Annual Surveys 1995-2005).

catchment populations (around 40,000 for fifty metre pools and 20,000 for twenty-five metre pools) and integration with other leisure facilities such as sports halls, fitness facilities and/or catering/merchandising.

Health and fitness facilities – comprising aerobics/program space and weights/circuit training equipment – were, until the 1990's, mainly provided by commercial gyms and youth organizations (such as the YMCA and PCYC's). They are now a commonly included component of aquatic leisure centres.

Catering and merchandising facilities – including cafes serving an array of beverages and light, healthy snacks and shops with a range of modern attire and equipment – have also become more sophisticated in recognition of the increased demand for such services and their importance in promoting the "secondary spend" dollar.

This combination of facilities – indoor heated pool(s), gym/aerobic space, catering (and, in larger centres, sports halls) – in the one integrated centre provides extensive synergies in use and the potential for "cross marketing" between activities. The twin benefits of this are greater levels of participation in recreation and a far better financial performance than would be possible for an outdoor pool-only facility (as demonstrated in the annual CERM centre performance surveys).

Additionally, integrated centres provide a major focus (identity) for recreation in the community.

The relative success and demonstrated (financial and service) benefits of integrated centres[10] provides an important planning context for the consideration of the Wingecarribee proposal – especially in regard to the particular needs of specific target markets.

More specific details on the key changes in the provision of aquatic facilities over the past 10-20 years (together with explanations for the changes) are provided in Attachment B.

2.3 IMPLICATIONS OF THE TRENDS FOR COUNCIL'S PROPOSAL

Many of the trends (summarised above and detailed at Attachment B) have implications for Council's leisure centre proposal (and any other proposals to upgrade existing pools in the Shire). It is critical therefore that the proposal be evaluated within the context of these key recreation and aquatic industry trends.

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[10] Some operate with substantial operating surpluses while many others operate at close to break-even or have per capita subsidies considerably less than those experienced at cold water and/or outdoor pool-only venues.

The participation trends provide evidence that swimming and aerobics/fitness activities are and will remain popular and growing activities.

The trends also provide evidence of the market segments that can be tapped through the provision of an appropriate *diversity* of opportunities – including the traditional sport, education, fitness and health markets and the new and emerging leisure markets (attracted by free form leisure pools, inflatables and other water toys, lazy rivers, hydro-slides, wave pools, fountains, sprays and spas).

In other words, there has been an increasing recognition of, and response to, the diversity of needs associated with pools and leisure centres – with the focus broadening from a fitness and sport orientation to a more comprehensive approach encompassing exercise, education, therapy *and* recreation.

These changes and trends need to be taken into account in considering the appropriate configuration of the proposed leisure centre – to ensure that it is fully relevant to demonstrated contemporary needs.

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CHAPTER 3:

MARKET REVIEW – POTENTIAL LEISURE CENTRE MARKETS

3.1 INTRODUCTION

This chapter looks at the potential markets for the proposed leisure centre. It commences with a description of the generic market segments for aquatic and leisure centres and then assesses the likely size and nature of these market segments within the proposed centre's catchment area.

The assessment includes an estimate of the size and shape of the catchment area, a review of the characteristics of the population within that catchment and the identification of key implications for the use of the proposed centre.

3.2 GENERIC MARKET SEGMENTS

There are multiple markets for leisure centre (aquatic, indoor sport and fitness) facilities and the successful management of modern centres usually depends on catering to as many of these market segments as possible. The core segments are listed in Table 3.1

Table 3.1: Target Markets for Aquatic/Leisure Centres

Broad Grouping	Market Segment
RECREATION MARKET	• Families • Children • Seniors groups • Holiday programs • Children's parties
HEALTH / FITNESS MARKET	• Adult lap swimming • Corporate fitness • Rehabilitation programs • Aqua-aerobics
EDUCATION MARKET	• School programs • Learn to swim • Stroke correction
SPORTS MARKET	• Carnivals / competitions • Club training • Swim squads • Aquatic sports (scuba diving, water-polo, hockey, canoeing, synchronised swimming)
PUBLIC SAFETY MARKET	• Life Saving training

3.3 LEISURE CENTRE CATCHMENT AREAS

Market segments or 'target markets' for specific facilities are located within the *catchment area* for those facilities.

The catchment area for a pool or leisure centre is the geographical area from which the users of the facility are drawn. The actual size of a catchment depends upon many matters including the pool's intrinsic qualities, its uniqueness, marketing campaigns, programs and activities, management skills and the presence or otherwise of competing opportunities in the catchment, including other pools.

The delineation of precise catchment boundaries is more of an art than a science but reasonable estimates can be made based on industry research and knowledge.

The primary catchment is the geographical area containing the majority – 70% to 80% - of potential users. Research undertaken both in Australia and elsewhere[11] has demonstrated that the primary catchment area for aquatic facilities is up to 15 minutes travel time from the facility. This roughly translates to a maximum 15-16 kilometres drive in rural areas and 3-10 kilometres in urban areas.

The 'secondary' catchment – beyond the 15 minutes travel zone – is still important as it comprises, on average, a significant minority of pool users (around 20%).

Individual pool catchments, it is noted, may be larger or smaller than the notional (or average) catchments, depending on specific local circumstances (such as the uniqueness and/or quality of the facility and the location and qualities of competing facilities).

Based on this research, the estimated primary catchment area for the proposed leisure centre – and its relationship to and overlap with existing pool catchment areas - is illustrated in Table 3.2.

[11] *South Australian Swimming Pool Study*, Recreation and Sport Division SA, 1980; *Usage Patterns of Ten Outdoor Swimming Centres in Victoria*, Department of Sport & Recreation Victoria, 1987; *Aquatic Leisure Centres Visitors Survey Stage 1*, Hepper Marriott & Associates, 1994-95; Kit Campbell, Fred Coalter and Brian Hatfield (1998), *The Facilities Planning Model - a planning tool for developing sports facilities*, London: English Sports Council.

Table 3.2: Catchment Area – Existing Pools & Proposed Leisure Centre

Town/village	Distance from proposed Leisure Centre		Distance from Mittagong Pool		Distance from Bowral Pool		Distance from Moss Vale Pool		Distance from Bundanoon Pool		Distance from Picton Leisure Centre	
	Kms	Time	Kms	Time	Kms	Time	Kms	Time	Kms	Time	Kms	Time
Hill Top	26	24m	16	14m	22	20m	31	30m	49	46m	24	20m
Yerrinbool	23	20m	11	10m	17	16m	26	27m	44	43m	30	22m
Colo Vale	20	19m	10	9m	16	15m	25	26m	43	42m	30	25m
Mittagong	10	10m	3	3m	6	6m	15	17m	33	33m	40	34m
Bowral	4	5m	9	8m	3	3m	9	11m	27	27m	46	39m
Moss Vale	5	6m	17	16m	10	12m	3	3m	18	16m	56	51m
Berrima	13	13m	18	17m	12	13m	10	10m	28	26m	58	52m
Exeter	15	15m	25	25m	19	20m	10	10m	8	6m	65	59m
Bundanoon	23	21m	33	31m	27	26m	18	16m	3	3m	73	65m
Burrawang	20	18m	27	25m	22	20m	19	17m	28	25m	68	60m
Robertson	26	24m	33	31m	28	26m	25	23m	34	30m	74	65m

Table 3.1 illustrates the considerable overlapping in both the 'primary' catchment areas of the four existing pools (as indicated by the dark grey shading) and the 'secondary' catchments (light grey shading).

Table 3.1 also shows how the primary catchment areas of three of the pools (Mittagong, Bowral and Moss Vale) also overlap with the proposed leisure centre's catchment.

Bowral, for example, is within the 'primary' catchment area for the Mittagong, Bowral and Moss Vale pools as well as the proposed centre. Exeter is within the primary catchments of both the Bundanoon and Moss Vale pools and the 'secondary' catchment for the proposed centre.

Table 3.1 also illustrates how the northern precincts of the Shire are within the outer secondary catchment of the Picton Leisure Centre – although, with the exception of Hilltop, these areas are closer to the proposed leisure centre site at Eridge Park. This relative proximity should give the latter facility a competitive advantage over the Picton facility.

The main point to note here is that the overlapping catchments, depicted in Table 3.1, clearly illustrate the intensity of current competition (for patrons) between the existing pools and the potential for increased competition with the development of the proposed leisure centre.

Based on the Table 3.1 analysis (and the assumptions contained therein), it is concluded that the 'primary' and 'secondary' catchments for the proposed leisure centre are broadly contiguous with the Shire's boundaries and overlap substantially with those for all existing pools.

3.4 CATCHMENT AREA POPULATIONS

A detailed review of the overall Shire population, and the catchment populations for the four existing pools, is provided at Attachment C. This Section summarises the key data and draws out the main implications with respect to Council's leisure centre proposal.

The population's size and growth rate and its characteristics – age structure, family type, income levels, mobility and ethnicity – are key indicators of recreation needs and demands.

Population size and characteristics

In 2001 the Shire had a population of 40,840 persons – up 18.4% (or 1.8% per annum) from just over 34,500 in 1991. This was significantly higher than the 11.2% growth, in the same period, for NSW overall.

The Shire's population is different to the NSW population as a whole – with the main distinguishing features including the following:

- A well above-average proportion of children aged 0-14 years,
- An above-average proportion of youth 15-19 years
- A well below average proportion of 'young adults' 20-25 years,
- A slightly lower than average proportion of adults in the 'family forming' age groups, 25-54 years,
- High proportion of 'older' people 55 years and over,
- A slightly lower than average proportion of 'families with children' (44.4% of all households, compared to 45.8% for NSW),
- Much lower than average levels of ethnic diversity (with only 5.4% born in a non-English speaking country compared to 16.7% for NSW),
- Well-above average *personal* and *household* incomes,
- Below average labour force participation rate,
- Above average population mobility (with only 48.8% at the same address 5 years ago compared to 56% for NSW), and
- Well above-average vehicle ownership with 49% owning 2 or more vehicles compared to 41% for NSW).

There are also some significant variations *within* the Shire – with the Mittagong area (and to a lesser extent Moss Vale) varying most from the Shire-wide

averages. Mittagong, for example has a much higher than State average child/youth population and a lower than average seniors (65+ years) population. It also has a much closer to NSW-average population of adults

Mittagong also has a significantly higher proportion of 'households with children' (50.2% compared to 44.4% and 45.8% for the Shire and NSW, respectively).

On the other hand, Bowral and Bundanoon both have much higher proportions of 'couple families without children' and Bowral has an above-average proportion of 'lone person households'.

There are also significant variations in incomes – with both household and personal incomes higher in Bowral. Personal incomes (but not household incomes) are also much higher than average in Bundanoon – reflecting the lower work force participation rates and larger number of one-income households.

Population growth and change

The Shire's population grew by 7,500 to 40,600 between 1991 and 2001 – with an average annual growth rate of 2.3% compared to NSW's 1.1%.

The population growth has been accompanied by the following changes:

- A significant decline in the proportion of children 0-4 years (down from 8.1% to 6.8%) and a modest decline in absolute numbers (down 35 or 1.3%),
- A modest increase in the proportion (and significant increase in the number) of children 5-14 years (up 1,300),
- A modest increase in the youth (15-19 years) population (up 230 or 9%)
- A significant decline in both the number and proportion of young adults (20-24 years) – down 840 or 34%
- Much higher numbers (and a very high proportional increase) of people over 55 years – up 3,600 or 50%
- A slightly higher proportion of people born overseas in non-English speaking countries (with an annual average growth of 2.5% between 1991- 2001 compared to 2.3% overall)

Council's current population forecasts[12], anticipate continuing growth to around 47,300 by 2011 and 53,500 by 2021 – an increase of 13,000 people (or 31%).

[12] Census Applications, 2004, *Population Modelling Study – Wingecarribee Shire*

3.5 POPULATION SIZE & STRUCTURE - IMPLICATIONS FOR COUNCIL'S PROPOSAL

The population characteristics discussed above (*size, distribution*, *age structure, household incomes, household structure, ethnicity* and *growth)* are all major determinants of recreation needs and demands.

An area's population *size*, for example, is a major determinant of its ability to sustain support for a wide range of activities and facilities and the quality and diversity of those activities and facilities.

Small communities will find it difficult to support the range and quality of recreation opportunities found in larger population centres. All facilities – public and private - require particular threshold populations to be viable. In small centres, the populations may be too small to ensure viability for a range of facilities.

The population's *age structure* is also a key determinant of the level and type of demand for recreation activities. Very youthful populations have a greater need for child and family oriented opportunities while those with a large proportion of families with teenagers seek sporting and social activities to a greater extent.

Differences in age related participation rates are regularly confirmed in recreation and social participation studies at national, regional and local levels – as detailed in Chapter 2, above.

Ageing populations may well use many of the same facilities but will also require more support services and programs and participate at far lower rates than do younger people.

Other variables - including socio-economic status, vehicle ownership and ethnicity – are also important determinants of participation.

High-income households, for example, have a greater ability to engage in a wider array of recreation activities. Low income households, on the other hand, may have a constrained ability to afford recreation activities (including public activities) which may restrict them to lower cost social and home-based activities.

Vehicle ownership is an important issue with respect to access to recreation facilities. This is particularly so for people living at some distance from regular public transport services.

Households without a car are particularly constrained but households with more than one adult and only one car may not be much better off. If a main breadwinner uses the car to travel to and from work every day, those left at home

become, essentially, members of a household without a car. Only in households with two or more cars can a high level of mobility be guaranteed.

The *ethnicity* of the population is also a determinant of participation levels - because people from different cultural backgrounds have different preferences and interests in recreation activities. (See Attachment C for more details on this).

The catchment area's key population characteristics are summarised in Table 3.3 – together with the *particular implications* of these characteristics for Council's pool proposal.

Table 3.3: Population Characteristics & Implications for Council's Leisure centre Proposal

Population Characteristics	Implications for Leisure Centre Proposal
Population Size 40,840 in the Shire in 2001	• The Shire (catchment) population is just large enough to support an indoor leisure centre (but not one with a 50m heated indoor pool) • Industry experience shows that well designed and managed 25m indoor, heated pools can achieve financial break-even (or better) results with catchment populations around 20-30,000. (Populations of more than 50,000 are normally required for 50m, indoor heated pools)
Population Growth: Significant (1.8% per annum) rise since 1991 – with an increase to 2.2% in the most recent inter-censal period. The population is forecast to reach 47,000 by 2011 and 50,500 by 2016.	• Any increase in the population implies parallel increases in recreation demands and need (unless offset by declining rates of participation) • A growing population provides a larger potential market and the opportunity to secure or improve viability. • The population may be large enough to justify a 50m indoor pool by around 2015
Age Structure: A well above-average proportion of children aged 0-14 years An above-average proportion of 'youth' (aged 15-19 years) Lower than-average proportion of young adults 20-24 years A high proportion of 'older' people (aged over 55 years)	• The higher than average proportion of 'children' and 'youth' would normally imply higher than average recreation demands (because participation in sport and cultural activities is higher in younger age groups) • This impact is partially offset by the low proportion of high participating 'young adults' • Overall, the age profile implies an average level of demand for pool and fitness facilities - with the relatively large proportion of 'low participating' older people offset by the large proportion of 'high participating' children/youth

Population Characteristics	Implications for Leisure Centre Proposal
Household Type: A slightly lower than average proportion of *couple families with children* offset by a slightly above average proportion of *one parent* families An above average proportion of *lone person households* – particularly in Bowral	• Children, youth and adults with children are, typically, amongst the high use markets for pool and indoor sports facilities • The average number of families with children implies an average demand for swimming pools and sports facilities
Income: Well-above average *personal* and *house hold* incomes	• The above-average incomes imply that residents will have a higher than average capacity to pay for pool and gym entry fees and memberships • Households on very low incomes (less than $500/week) – and at least 28% of households are in this category - are more likely to be restricted to lower cost options and may need subsidies if they are to use the proposed centre
Vehicle ownership: Well above-average vehicle ownership with 49% of households owning 2 or more vehicles (compared to 41% for NSW) and only 6.6% having no car (compared to 12% for NSW) Despite this, transport is still likely to be a problem for some sections of the community - because a further 39% of households in the Shire have only *one* car.	• The above-average vehicle ownership implies that residents will have a higher than average capacity to access the proposed facility • Key issues – in addressing the needs of those with no vehicles or poor access to vehicles - include public transport routing and timetables and the possible provision by Council of subsidized transport services for pool users with special access needs.
Ethnicity: A low but increasing level of ethnic diversity – with 5.4% of residents born overseas in NESB countries (compared to 16.7% for NSW)	• People from different cultural backgrounds may have different recreation interests and preferences • Both national and local level surveys have found that people born overseas were less likely to play sport than people born in Australia • The NESB population requires consideration in terms of cultural preferences for 'non traditional' sports including soccer, martial arts and indoor court sports (such as volleyball, badminton and table tennis).

3.6 CONCLUSIONS – CATCHMENT POPULATION ISSUES

This Chapter has reviewed the key characteristics of the proposed leisure centre's catchment population in order to identify the potential markets for the facility.

Based on typical catchment analysis for pools and leisure centres, it is concluded that the *primary* catchment area for the proposed leisure centre is likely to encompass the area from Mittagong in the north to Exeter in the south and rural areas to the east and west of the proposed site (within around 15 minutes driving time). The *secondary* catchment encompasses the remainder of the Shire.

In 2001, the primary catchment comprised 70% of the Shire's population (around 28,000) and the secondary catchment comprised a further 12,000 people. Based on Council's forecasts, the total (primary and secondary catchment) population is expected to grow to more than 50,000 by 2016.

The key market components of this population include:

- A much higher than average child and youth market,
- A significant school market – with nearly 9,000 students attending primary and secondary schools in the catchment ,
- A slightly below average young/middle aged adults (20-55years) market,
- A large 'seniors' market, and
- An average 'families with children' market.

This population, due to its family structure, age profile, high mobility and low ethnicity, is likely to generate average to above-average use of the proposed leisure centre.

CHAPTER 4:

MARKET REVIEW: EXISTING FACILITIES & COMPETITION

4.1 INTRODUCTION

Chapter 3 identified the catchment areas for Council's existing pools and the proposed leisure centre and the size and structure of the catchment populations.

This Chapter focuses on the aquatic and indoor recreation facilities within those catchments – including Council's four pools and the large number of community and commercial facilities which provide aquatic and/or indoor sport and fitness programs and services.

Specifically, it identifies the component facilities at each centre, the programs and activities available, current use, use fees and, where relevant, future development plans.

This Chapter also addresses the market risks and competitive threats that these facilities pose to the proposed leisure centre.

4.2 COUNCIL POOLS

Facilities

Council operates four swimming centres - at Mittagong, Bowral, Moss Vale and Bundanoon.

All four pools are outdoor and heated and comprise various levels of facilities – as summarised in Table 4.1

Table 4.1: Visits to Wingecarribee Swimming Centre, 2004-05

Pool	Development	Facilities
Mittagong	Constructed in 1960 with gas heating provided in 1996	Three pools: • 50.3 x 15.2m • 23.1 x 15.2m • 15.2 x 7.6m
Bowral	Built in 1970 with heating added in 1988 and upgraded in 1998	Three pools: • 50 x 13.4m • 25 x 13.4m • 12.8 x 6.1m

Pool	Development	Facilities
Moss Vale	Built in 1965 with gas heating added in 1995	Three pools: • 33.6 x 12.8m • 16.8 x 9.1m • 9.1 x 5.8m
Bundanoon	Built in 1960 with heating added in 1995	Two pools: • 25 x 9.1m • 6.1 x 4.6m

Centre operations are managed directly by Council – with coaching and learn to swim programs provided under lease by Kidswim Pty Ltd.

The pools are open seasonally – from early October (Mittagong) or late October (Moss Vale, Bowral and Bundanoon) to early March (Moss Vale), mid-March (Mittagong) or early April (Bowral and Bundanoon) - each year.

Public access hours, for Bowral and Mittagong Pools, are between 6.00am-6.00pm from Monday to Friday and 9.00am-6.00pm on Saturday, Sunday and public holidays.

The Moss Vale Pool is also open between 6.00am-6.00pm from Monday to Friday but one hour less (10.00am-6.00pm) on Saturday, Sunday and public holidays.

The Bundanoon Pool is open for considerably less hours – 6.00-10.00am and 2.00-6.00pm on Monday and Wednesday and 10.00am-6.00pm on other days.

Pool programs and use

Admission details to each of Council's four pools for the 2004-05 season are summarised in Table 4.2.

Table 4.2: Visits to Council Pools, 2004-05

Visit Type	Visits/annum								
	Total	M'gong Pool		Bowral Pool		M Vale Pool		B'danoon Pool	
	(No.)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)
Adult	11,547	3,761	13	4,725	15	1,865	11	1,196	12
Child	32,927	11,288	38	11,624	36	6,777	39	3,238	33
Multi-entries	18,298	4,949	17	7,755	24	2,414	14	3,180	32
Child U3	1,016	216	1	273	1	303	2	224	2
Concession	2,460	752	3	1,069	3	421	2	218	2
Spectator	9,277	4,439	15	2,711	8	1,210	7	917	9
Schools	13,696	4,575	15	3,979	12	4,202	24	940	9
Total	**89,221**	**29,980**	**100**	**32,136**	**100**	**17,192**	**100**	**9,913**	**100**

The total visits of just under 90,000 were down significantly (33%) on the average annual visits of 135,000 between1997-2002 - as illustrated in Table 4.3.

Table 4.3: Use of the Shire's Swimming Pools – Visits per annum 1997 to 2005

Year	Mittagong Pool	Bowral Pool	Moss Vale Pool	Bundanoon Pool	Total
1997/1998	62,000	53,000	34,000	21,000	170,000
1998/1999	52,000	38,000	27,000	15,000	132,000
1999/2000	50,000	21,000	22,000	17,000	110,000
2000/2001*					
2001/2002	47,800	32,700	24,900	23,000	128,300
2002/2003	40,500	40,100	21,500	12,000	114,000
2003/2004	32,000	21,300	17,000	11,900	82,100
2004/2005	30,000	32,100	17,200	9,900	89,200
* Detailed use figures unavailable for this year – as advised by Council's Peter Byrne					

Much of this decline may be a consequence of seasonal factors - with the lower visits in 2002/04 and 2003/04 due to less favourable weather conditions. At least some of the fall, however, is likely to reflect the increasing inappropriateness of outdoor (cool climate) pools for a population that is rapidly ageing.

Coaching and learn-to-swim programs are provided under contract by Kids Swim Pty Ltd and include learn-to-swim for all age groups, adult fitness, stroke correction and squad training. There are no aquarobics programs at Council's pools.

All of the pools are important venues for school activities – including annual swim carnivals, intensive learn-to-swim, lifesaving and weekly sports programs.

Unfortunately, it is not possible to identify the relative size of the different markets (ie lap swimming, learn to swim, squad) for Council's pools because Council does not require Kids Swim to provide annual returns on program use and the proprietor of Kids Swim, Linda Sutherland, was not prepared to provide this study with usage statistics.

The overall use of Council's pools is relatively high on a national benchmark basis. Thus, based on the national facility use benchmarks produced by CERM[13], average participation within the catchment would generate around 68,000 visits

[13] The University of South Australia's Centre for Environmental and Recreation Management (CERM) produces annually a number of recreation/aquatic centre performance indicators. One of these is 'catchment multiple' – 'the number of visits per year divided by the estimated population size within 5 kms of the centre'.

The median national catchment multiple for 'outdoor wet centres' (such as Council's four pools) is 1.7. The product of these multiples and the respective catchment populations for the four centres (overlapping catchments of around 68,000) is around 114,000.

to Council's pools – around 25% less than the 89,000 visits actually achieved in 2004/2005. Prior to the last few years attendance at Council's pools was often *well-above* average – as illustrated in Table 4.3.

The greater-than-average visit levels probably reflect the absence of other summer season opportunities – particularly the beach and other activities for children and youth. The relatively high levels of use are surprising, given the following:

- unfavourable weather conditions during the swimming season,
- the relatively large number of 'competing' private pools within the Shire[14],
- the lower than average proportion of (lap swimming) young adults,
- the higher than average proportion of older people within the catchment,
- the age and condition of pool infrastructure (compared to the private facilities),
- the absence of a strong programming/marketing presence at Council's pools.

Cost-Effectiveness

Table 4.4 illustrates the variations in cost effectiveness – measured both by visits per day and visits per annum per square metre of pool space – between Council's pools. The average daily uses of the Bowral and Mittagong Pools during the 2004-05 season, for example, (at 207 and 191, respectively) were significantly higher than Moss Vale's 135 visits and Bundanoon's 64 visits.

However, when the *quantity of water space* is taken into consideration, Bundanoon Pool is clearly the most cost-effective of Council's pools (and by a wide margin). The pool, in effect, is 'worked harder' than the other pools – with its 39 annual visits per m^2 of water compared to less than 30 visits per metre for each of the other pools.

Table 4.4: Council Pools, 2004-05 – Visits per day and visits per year/metre

	M'gong Pool	Bowral Pool	M Vale Pool	B'danoon Pool	Total
visits	29,980	32,136	17,192	9,913	89,221
visits/ day	191	207	135	64	597
m2	1,231	1,083	606	256	3,176
visits/ yr/mt*	24.4	29.7	28.4	38.7	28.1
Visits per year per metre is a measure of the total annual visits divided by the m2 of relevant program space. In this table, this is the pool water area. The measure allows efficiency comparisons of centres of different sizes.					

Put another way, If Mittagong Pool, for example, had experienced the same level of visits per metre as Bundanoon Pool, it would have had 48,000 visits in 2004-05, rather than its actual count of just under 30,000 visits.

[14] Including the Jan-Dee Swim School, Berida Manor, Milton Park and Solar Springs Resort pools

Bundanoon Pool's visits per metre of nearly 39 are well above the national benchmark figure of 33. For the other three pools, however, the visits per metre are below the national average.[15]

It is noted also that both *visits per day* and *visits per metre/year* have declined at all pools in recent years, in line with lower levels of pool use. In 1997, for example, *visits per metre/year* at Bundanoon Pool were a very high 82 (which is the average national level for indoor heated pools) and were not less than 49 at the other three pools.

Detailed tables illustrating the changes in *visits per day* and *visits per metre/year* at the four pools since 1997 are provided at Attachment D.

The varying patterns of centre use are also reflected in the respective financial performance of the four pools – as illustrated in Table 4.5.

Table 4.5: Council Pools, 2002/03 to 2004/05 – Financial Performance

Year	Mittagong Pool			Bowral Pool			Moss Vale Pool			Bundanoon Pool		
	Net Cost ($)	Visits	Cost/ visit ($)	Net Cost ($)	Visits	Cost/ visit ($)	Net Cost ($)	Visits	Cost/ visit ($)	Net Cost ($)	Visits	Cost/ visit ($)
2002/03	174,400	40,461	4.31	180,800	40,053	4.51	127,500	21,508	5.93	101,400	11,975	8.47
2003/04	152,800	31,995	4.78	193,500	21,282	9.09	126,500	17,039	7.42	143,100	11,852	12.07
2004/05	214,600	29,980	7.16	219,500	32,136	6.83	151,000	17,192	8.78	124,600	9,913	12.57

The table clearly shows that all pools require substantial subsidies – with subsidies per visit in 2004/05 ranging from $6.83 at Bowral to $12.57 at Bundanoon. The table also shows that over the last three years, the required subsidies have also increased by far more than the inflation rate. While much of this is a consequence of seasonal factors (with higher visits in 2002/03 due to more favourable weather conditions), it is probable that, even allowing for the weather factor, pool costs are increasing faster than revenues.

4.3 PRIVATE AND COMMERCIAL SWIMMING POOLS

There are six private/commercial aquatic facilities in the Shire – the Jan-Dee Swim School, Berida Manor pool, Annesley Retirement Village Pool, Southern Highlands Private Hospital hydrotherapy pool and Milton Park pool (in the Bowral area) and the Solar Springs Health Retreat pool (in Bundanoon). All of these pools, however, provide only limited services to the swimming public.

Jan-Dee Swim School

[15] The CERM average visits per metre^2 for outdoor pools is 33

The Jan-Dee Swim School is located in Victoria Street, Bowral. The School was established in 1989, and comprises a 20 X 7m heated indoor pool, heated to 32^{o}.

The Swim School is open throughout the year and operates from 9.00–12.00am and 3.30-6.00pm Monday to Friday and between 8.00am-1.00pm on Saturday.

The School caters to all levels of learn to swim – with client ages ranging from 3 months to adult. The program includes babies water confidence, children's learn to swim and adult private lessons.

Classes are restricted to between 3 (tiny tots) and 6 students and hours of operation are expanded to meet demand rather than an increase in class sizes.

The swim school has up to 700 students in the warmer months. Students are drawn from throughout the Shire and as far as Goulburn (since the drought-induced closure of the Goulburn Pool) – although some potential patrons from the Robertson area access their learn-to-swim programs in Kiama.

The centre also provided aquarobics classes in the past but these were discontinued a couple of years ago.

While the pool had a disabled users' hoist for some time, there was little demand for frail aged and disability therapy, and this has since been removed.

Learn to swim class fees are $12.50 a class. Lap and leisure swimming is available, on a limited basis, for a $100 joining fee.

The centre operates at fairly full capacity during the peak morning and after school periods, Monday to Friday.

Typical weekly use, in the summer months, is around 700 visits – with a significant decline in the winter months. Annual visits are around 20,000 per year.

Berida Manor

The Berida Manor is a tourist resort, located at 6 David Street, Bowral. Its leisure facilities include a 16m X 4 lane heated indoor pool.

While the pool is primarily provided for resort guests, it is also available to the local community for lap swimming and learn-to-swim lessons.

The learn-to-swim program is provided by Kids Swim (which also provides the learn-to-swim and squad programs at Council's outdoor pools). Kids Swim leases 2 of the 4 lanes for up to 1.5-2 hours, 3-4 days per week.

Details on the number and type of program enrolments are not available as Kids Swim regards them as commercially confidential.

The pool is also available for lap swimming seven days a week between 7.00am and 7.00pm. Entry fees are $6 for adults and $4 for children under 12 years. Average use is around 15 per day or 5-6,000 per year.

Annesley Bowral

Annesley Bowral is a retirement village, located at the corner of Aitken Road and Westward Drive, Bowral. It has a Beauty and Wellness Centre which comprises a 17m x 4 lane heated indoor pool, a fully equipped gym and a range of group fitness programs.

While the pool is primarily provided for retirement village residents, it is also available to the local community for lap and general swimming on a membership package basis.

There are two available packages – 'pool and fitness class' for $1,000 per annum or 'pool, fitness class and gym' for $1,500 per annum. Casual access to the pool is not available.

The membership basis is currently around 150 – and with members visiting the centre an average 2-3 times per week, this translates to 18,000 visits per annum.

The pool is accessible to non-residential members seven days a week between 6.00am and 7.30pm, Monday to Friday, 8.00am and 4.00pm Saturday and 8.00am-2.00pm on Sunday.

Milton Park Country House Hotel

Milton Park is also a tourist resort, located off Hordern's Road, Bowral. The resort leisure facilities include a 12.5m X 7.5m heated indoor pool, hydrotherapy spa, sauna, steam room (and gym).

As with the other private resort facilities, the pool facilities are primarily provided for resort guests, but are also available to the local community on a membership package basis (along with the resort gym, tennis courts and health-related programs such as lifestyle assessments, fitness programs and massage/spa therapies).

Membership fees are $5,250 per couple ($2950 single) per annum. A 50% discount is available to Polo Club members (ie restaurant/bar/health spa package).

The membership package has only been available for a short time (since the 'state-of-art' gymnasium was completed in October 2005. To maintain the designated quality requirements for this small niche 'luxury' market, a membership ceiling has been set at 50 memberships. A total of 30 memberships had been taken up by December 2005.

Southern Highlands Private Hospital – Hydrotherapy Pool

The pool is located within the Hospital at 99 Bowral Street, Bowral. It is a small pool (10 X 3 metres) and is heated to between 33 and 35^0.

While the pool is primarily provided for rehabilitation and therapy patients, it is also available, for limited hours, to the local community for general bathing (but not for lap swimming).

Public access is generally available for 4 hours a day, Monday to Friday. Entry fees are $5. Average daily visits total around 30 and this translates to around 8,000 per year.

Most of the visits are by older (60 years+) men and women and, according to the proprietor of the pool, at least half the visits are for a 'social' rather than exercise or therapy purpose.

Solar Springs Health Retreat

The Solar Springs Health Retreat is also a tourist resort, located at 96 Osborne Avenue, Bundanoon. The resort leisure facilities include a 25m X 3 lane heated indoor pool (and gym).

As with Berida Manor, the pool is primarily provided for resort guests, but is also available to the local community for lap and leisure swimming. Learn-to-swim lessons are, however, not provided.

Access to the pool is available on a membership basis – with 1 to12 month options available. Membership fees are $106 per quarter.

The resort manager would not provide details on public membership numbers (for commercial confidentiality reasons) but he did indicate that members were drawn from as far as Moss Vale and Bowral .

4.4 INDOOR SPORTS CENTRES

There are three public indoor sports facilities in the Shire - the Moss Vale Basketball Stadium, the Mittagong Youth & Recreation Centre and the Hilltop

Recreation Centre. There are also 3 school indoor sports halls in the Shire – at Oxley College (2) and Chevalier College (1) that are used outside of school hours by community groups.

The **Moss Vale Basketball Stadium** is located at Parkes Road, Moss Vale. The stadium was built in 1971 (comprising two basketball courts) and expanded in 1983 to accommodate two international standard courts or four smaller courts. The centre also comprises small meeting rooms.

The Stadium is owned and managed by the Moss Vale Basketball Association. It is the major venue for basketball in the Shire and also accommodates volleyball, indoor soccer, martial arts and school sport.

Regular basketball competitions are held on Monday, Tuesday and Wednesday evenings (4.00-10.00pm) with training for senior teams on Friday evenings. The Independent Schools Association (ISA) conducts a basketball competition on Saturday mornings during Terms 1 and 4 (involving Chevalier and Oxley Colleges and their visiting opponents). The Barengary Conference basketball conducts a competition on several Sundays during winter,

The Moss Vale Basketball Association is also trying to re-establish mixed basketball at the Stadium on Thursday evenings.

Other regular activities at the Stadium include school sport on three days of the week during school terms (involving Moss Vale High, Oxley College and Chevallier College), volleyball on Thursday evenings (6.00-10.00pm) and indoor soccer on Friday evenings (3.00-9.00pm).

Special and occasional events include an annual hosting of a NBL game, 3-4 invitational basketball carnivals, an annual Tae Kwon Do tournament, a volleyball carnival and various community fundraising events.

Centre use is spread across all age groups. The Basketball Association has 200 senior members and 320 juniors (U8 to U18 years). The indoor soccer competition is all junior and the volleyball competition comprises adults and high school aged participants.

Basketball user fees include NSW Basketball Association registration fees and game fees ($42 for senior and $32 for junior teams). School sport fees are $15/hour for a small court or $30 for the whole stadium. Volleyball and indoor soccer fees are ‘on application’.

Typical weekly use (during school terms) is around 700 (not including special and major events) – comprising 300 for basketball competitions, 200 soccer, 100

volleyball and 100 for school program use. With the occasional weekend carnivals this translates to 35-40,000 visits per annum.

The Basketball Association reports that the facility is ageing and requires substantial refurbishment to bring it back to an acceptable standard. Priority works include replacement of the original stadium (1971) flooring, replacement of fibro cladding and raising the height of the mezzanine area ceiling (at a total estimated cost of $400,000).

As an alternative to upgrading the existing facility, the Association is keen to discuss options for developing a new sports hall in conjunction with the proposed leisure centre, in partnership with Council. The Association expects that existing users of the Moss Vale stadium would move to the new centre, thereby ensuring its viability. The Association would also expect to make a substantial contribution to the capital cost of the new hall through realising funds from the sale of the existing stadium.

The **Mittagong Youth & Recreation Centre** is part of a recreation precinct (together with the Mittagong Swimming Pool and Golf Course), off the Old Hume Highway, Mittagong.

The facility was built around 1975 and comprises one multi-purpose court, a gymnastics/wrestling studio and change/amenities on the upper level and a Pistol Club facility (with three rooms) underneath.

The Centre accommodates a wide range of sports and recreation activities - including basketball, indoor hockey, netball, martial arts, gymnastics, wrestling, kindygym, school sport, church youth groups and disability programs. A typical weekly program is as follows:

Day/Time	Indoor court	Gymnasium/wrestling studio
Mon AM		
Mon PM		Mittagong Gymnastics Club
Tue AM		
Tue PM	Indoor hockey	Mittagong Gymnastics Club
Wed AM	Oxley College - soccer	
Wed PM	GKR Karate; Indoor hockey; Netball (winter)	Mittagong Gymnastics Club
Thu AM		Tangara Special School (disabled)
Thu PM	Indoor hockey	Mittagong Gymnastics Club
Fri AM		
Fri PM	Basketball; Kempo for Kids	Mittagong Gymnastics Club
Sat AM	IGSSA Basketball (Term 2)	Moss Vale Gymnastics Club
Sat PM	Church youth groups	
Sun AM	Church youth groups	
Sun PM	Church youth groups	

The Centre is also planning to launch a volleyball competition next year.

The Centre is quite well used – particularly the gym - with close to capacity use in the peak use periods (after-school and evenings). Currently, Monday is the only night that the multi-purpose court is not used, although there is substantial spare capacity during mornings/early afternoons.

Typical weekly visits are around 650-700 – comprising 220 for gymnastics, 145 for indoor hockey, 70 netball, 50 martial arts, 50 wrestling, 40 basketball and around 100 for other activities. With the seasonal uses and once-off events, this translates to around 30-35,000 visits per annum.

Because of the specialist nature of some of its facilities (especially the wrestling and gymnastics studio), the Centre is of regional significance - drawing visitors from throughout the Shire and even beyond (with some users travelling from as far as Picton and Bargo)

The Centre Co-ordinator advises that facility upgrade requirements include a doubling of gym space and the provision of two additional indoor courts (one each for basketball and netball – with the existing court used for hockey and soccer). Other requirements include additional toilet facilities (for the Pistol Club), spectator seating, ventilation/heating and landscape improvements.

The **Hilltop Recreation Centre** is located at the corner of Rosina and Cumberteen Streets, Hilltop and has been open for ten years. It comprises a multi-purpose sports court, a function room, two meeting rooms, a computer room and the adjacent old war memorial hall.

The Centre is attended on Mondays and Wednesdays and Tuesday afternoons. Access to the centre facilities at these and other times is on a booking basis only.

Current activities and programs include indoor soccer, school sport, judo and recreation activities for special needs groups. The facility has considerable spare capacity – as illustrated in the following schedule of current use.

Day/Time	Indoor court	Function Room
Mon AM		Adult Day Care group (10.00am-2.00pm)
Mon PM		
Tue AM		
Tue PM	Indoor soccer (4.00-9.00pm)	
Wed AM		
Wed PM	Indoor soccer (4.00-9.00pm)	Judo (6.00-7.30pm)
Thu AM		
Thu PM		Judo (6.00-7.30pm)
Fri AM		Sunshine Lodge (disability group) –

Fri PM		
Sat AM		
Sat PM		
Sun AM		
Sun PM		

Centre users include adults and children and most live in the surrounding areas – Hilltop, Colo Vale, Balmoral and Buxton.

Typical weekly use is around 400 – comprising 300 for soccer, 60 for school sport and 40 for other groups. This translates to around 17,000 visits per year

Centre hire fees range from $8.80 per hour (for function room use by non-profit organisations) to $18 per hour for use of the stadium by a commercial organisation.

Council's management committee co-ordinator reports that the promotion of additional use is constrained by the Centre's isolated location and lack of storage space (which, because there is nowhere to store essential equipment, inhibits the multi-purpose use of the available spaces).

The **Chevalier College** has a single court sports hall which, currently, is used by only one non-school group – the Berrima Badminton Club on Thursday evenings. The School was also approached by a gymnastics group this year but an arrangement was not progressed due to a lack of suitable storage. Apart from this, there has been no other demand for the School's facilities.

The **Oxley College** has a 2-court sports hall marked for basketball, volleyball and netball. While the School has no formal arrangement for community use of the facilities, the courts are currently used on an occasional basis by the Netball Association and a cricket club for indoor (primarily) wet weather training.

4.5 FITNESS CENTRES/GYMS

There are six commercial health/fitness gyms in the Shire – with three in Bowral and one each in Mittagong, Moss Vale and Robertson. The Milton Park Resort and the Solar Springs Health Retreat also have fitness facilities that, while primarily provided for resort guests, are also available, on a limited basis, to local residents.

Additionally, various fitness programs (including pilates and martial arts) are provided in some of the Shire's school and community halls.

The ***Highlands Health Club*** is a new centre, located in the Monterey Centre, Lyall Street, Mittagong. The Club was established in February 2005. It has 480m^2 of activity space and comprises a stretch and cycle area (upstairs) and weights, circuit, aerobics/program and crèche (on the main level).

The Centre is open from 6.00 am to 8.00pm Monday to Thursday, 6.00am to 7.00pm Friday, 6.00-12.00am on Saturday and 5.30-7.30pm on Sunday. Programs include aerobics (step etc), gentle exercise, power bar, cardio boxing, cycle classes, pilates, yoga, belly dancing, personal training and teen gym club.

The majority of centre use is by members. There is some casual use - particularly during school holidays. Membership fees are customised according to the amount of guidance/assistance provided. There are joining and training fees and a range of monthly fee options (month-to-month, direct debit on 12 month contract, off-peak and student concessions etc). Casual use fees are $12 and teen gym is $7/session. Personal training is $60 per hour.

The current membership base is around 400 members although the centre is large enough to cater to up to 1,000 members.

Typical weekly use is around 1,000 – comprising 800 member visits and 200 casuals. This translates to around 50,000 visits per annum.

Being new, the Club has no current plans for expansion or reconfiguration.

The ***Bodyguard Health & Fitness Club*** is situated at 17 Parkes Road, Moss Vale. The centre was originally a squash complex established more than 25 years ago.

Three of the original courts are now used as a cardio studio (1) and a weights gym (2). One is still used as a court. The Club also has a cycling room, aerobics room and massage/beauty studios. Overall, there are 600m^2 of activity space.

The Centre is open from 6.00am-8.00pm Monday to Thursday, 6.00am 7.00pm Friday, 8.00-12.00am on Saturday and 4.00-6.00pm on Sunday. Programs include circuit, free weights, squash and group fitness classes (powerbar, circuit, x-trainer, TBT, bodybalance, fitkids, fit-teens, box trainer, cycling and pilates).

Support services include toilets, lockers, solarium and childminding.

The Centre caters both to members and casual users. Membership fees range from $125 per month ($70 concession) to $675 for 12 months for singles. Family memberships are also available. Casual fees are $13 per visit ($8.80) – with a range of multi-ticket options also available.

The current membership base is around 350-400 members although the centre is large enough to cater to up to 600 members.

Typical weekly use is around 900 – with 800 member visits and 100 casuals. This translates to around 45,000 visits per annum.

The current operator was not prepared to discuss any expansion or growth plans.

The ***Bowral Health Club*** is located at the corner of Station and Boolwey Streets, Bowral. The Club was established more than 20 years ago and comprises 350m^2 of activity space – including a cardio studio, free weights area and aerobics/group exercise studio.

The Centre is open from 6.00am-8.00pm Monday to Friday, 7.00-12.00am Saturday and 8.30-11.30am on Sunday. Programs include aerobics (Step, Les Mills programs), personal training, lifestyle evaluations and pilates.

The Club caters to members (with a current membership base of 450 people) and casual users. With a membership capacity of around 600 members, the Club is operating at 75% capacity.

Typical weekly use is around 870 – comprising 780 member visits and 90 casuals. This translates to around 44,000 per annum.

Nutristrength is located in the Highlands School of Performing Arts complex (corner Kirkham and Willow Roads) Bowral. The centre was established in 2004.

The Centre specialises in one-on-one personal training with a focus on a balanced program of strength training, aerobics and nutrition. There is no group fitness or casual gym activities. It is open between 6.00am-9.00pm Monday to Friday and 8.00am-4.00pm on weekends and public holidays.

Use of the centre is primarily on a membership basis although friends/family of members can receive casual instruction. The current membership base is about 200 (mainly older females but also children 11+ years, as the studio has suitable machines for children).

Typical weekly use is around 600 (200 x 3 times a week) or 30,000 per annum.

User fees are on a monthly basis only – with start up fees at $195 month or $149 concession (seniors, students, additional family members) and on-going fees at $89/month, $69/month (seniors, students, off-peak) or $20/month (additional family members).

The operator of the centre advises that there are no plans for expansion – that the program is now at the desired operating level.

The Bowral ***Curves Gym*** was established in mid-2005 and is part of a worldwide franchise of over 9,000 Curves gyms. It is for women only and comprises one activity space of 250-300m^2 (with hydraulic resistance equipment), a stretch area and change rooms.

The Centre is open from 8.30-8.00am and 3.30-7.00pm Monday to Friday – but plans to extend these hours next year (earlier opening plus weekend opening).

The program is self-directed with one-on-one assistance as required and involves a combination of circuit resistance training and cardio exercise. There are no group exercise classes.

There are no casual use options. The Centre caters to members only and the current membership base is 170 women. Typical weekly use is around 500 – which translates to around 25,000 per annum.

A range of user fee options are available – with the most popular being $59 per month direct debit on a 12 months contract.

The ***Annesley Bowral Beauty and Wellness Centre*** has a 'state of art' gymnasium and fitness class program (to complement its 17m indoor heated pool).

Classes are generally oriented to the older residential age group and include gentle exercise, heartmoves, pilates, tai chi and 'active over 50's' aerobics.

Some programs are more active and targeted at the community membership base. These include circuit training, fit ball and aerobics.

As indicated in Section 4.3 (in regard to the Centre's indoor pool) the facilities are available to the local community on a membership package basis and there are currently 150 non-residential members of the centre.

The ***Health Spa*** **at** ***Milton Park*** *Country House Hotel* has a fully equipped gym and stretch/aerobics studio (together with its indoor pools and spas)

As indicated in Section 4.3 (in regard to the Hotel's indoor pools) the facilities are available to the local community on a limited membership package basis – with a membership ceiling set at 50. There are currently 30 members.

The ***Solar Springs Health Club*** has a gymnasium (with a cardio circuit, free weights, aerobics studio and steam room). Programs include stretch, power bar, step, circuit training, tai chi and yoga.

As indicated in Section 4.3 (in regard to the Resort's indoor pool) the facilities are available to the local community on a membership package basis – but management would not provide any details on membership numbers (for confidentiality reasons).

4.6 COMPETITIVE SITUATION FOR PROPOSED CENTRE

Council Pools

Council's four pools are the main venues in the Shire for school and club swim carnivals, school sport, learn-to-swim and general/leisure swimming. They provide a broad range of well-patronised opportunities for the education, health, sport and fitness market segments for 4-5 months of the year.

Notwithstanding this use, the capacity of the pools to provide an *adequate* aquatic service to the Shire's residents is constrained by their exposure to the Shire's changeable summer weather and their configuration - they are traditional outdoor complexes without 'leisure pool' elements (such as slides) and indoor heated water.

Recreational use of the pools (as distinct from fitness, sport and teaching use) is therefore largely confined to hot summer days.

The existing pools are likely to have some competitive advantage in the summer months – particularly on hot days - because of their ambience (fresh air and large grassed areas) and closer proximity to many pool users.

But the proposed leisure centre (being indoor, modern and with a range of leisure facilities) would have a competitive advantage over the existing pools for most of the year – particularly when the weather is poor and particularly if a leisure pool is provided in conjunction with lap and program pools.

Private & commercial swimming pools

Most of the private and commercial aquatic facilities in the Shire are too distant and/or too limited in their program offerings to be a serious threat to the viability of the proposed leisure centre.

Most of the pools are only available on a membership basis and most are very expensive – and not affordable for much of the population. Some are also only available for limited hours.

Collective use of the pools is currently around 65,000 visits per annum. Together with the 90,000 seasonal visits to Council's pools, this is a substantial proportion of the potential swimming pool market in the Shire.

The pools are likely to provide significant competition – particularly for learn-to-swim and warm water therapy uses. However, the proposed centre is likely to have a competitive advantage over most of the pools due to its bigger size, ambience, newness and wider range of access options

Indoor Sports Halls

As detailed in Section 4.5, above, the Shire has a large number of indoor sports courts. There are 6 public/community courts - in Moss Vale (4), Mittagong (1) and Hilltop (1) – and 3 school courts (2 at Oxley College and 1 at Chevalier).

Only the Mittagong Recreation Centre court is used at close to full capacity. Most user groups are reasonably satisfied with their current arrangements (apart from a range of upgrading requirements) and it appears that most would prefer to remain at their existing centres – particularly if the upgrades (such as adequate heating and cooling systems) are implemented.

It is likely, therefore, that any indoor sports courts established within the proposed centre will face substantial competition from existing facilities. A one or two court facility, for example, would not be able to compete effectively with the Moss Vale Basketball Stadium for major events because of the latter's availability of four courts.

However, if the Moss Vale Stadium was closed and 'rebuilt' as part of the proposed leisure centre (with three or four courts as desired by the Basketball Association), the competitive environment would be completely different – with the new sports hall having a strong advantage over all other facilities.

Fitness centres/gyms

As detailed in Section 4.5, above, the Shire has a very large number of commercial fitness and exercise gyms and studios.

Most of these facilities are within a few kilometers of the proposed leisure centre – and most are operating at less than maximum capacity (due to the extent of competition already existing).

Collectively, the existing facilities offer the full range of gym/fitness centre activities – including casual circuit and weight training (for people who wish to work out independently), a large variety of group fitness classes, martial arts, yoga, tai chi and squash.

The extent of competition is difficult to quantify but it would be significant and would need to be addressed through quality programming, leadership and marketing.

Currently, the existing gyms are collectively attracting 220,000 visits per annum or more than 5 visits per head of the Shire's current population. This is a substantial proportion of the available market.

CHAPTER 5:

MARKET REVIEW – COMMUNITY CONSULTATIONS

5.1 INTRODUCTION

Community consultation is a critical element in identifying *the nature and level of community need and support* for major capital improvement projects such as the proposed pool.

A program of community consultation was undertaken to confirm specific service gaps, the appropriate type and scale of needed facilities and the nature and level of community support for the proposed pool.

Some of Council's recent community consultations (*Open Space, Recreation, Cultural and Community Facilities Study*) are relevant to the brief and have been taken into account in this study.

Additional consultations were required, however, both to identify views and concerns which were not tapped in the previous consultations. Accordingly, a consultation program was undertaken involving:

- local schools,
- community sports clubs (considered likely to have an interest in the provision and use of a heated pool/gym facilities), and
- Other key stakeholders.

5.2 PREVIOUS CONSULTATIONS

Needs for additional and/or upgraded swimming facilities in the Shire have been identified in several previous studies and consultations. Findings of particular relevance to swimming pools and indoor sports facilities in the Shire are summarised in Table 5.1.

Table 5.1 – Aquatic and leisure centre needs expressed in previous consultations

Year	Study/consultation	Finding/outcome
1995	IRIS - *Community Research into Swimming Pools, Libraries and the Proposed Leisure Centre*	• Many non-existing pool users – particularly amongst the older age groups - anticipated using a proposed leisure centre • Frequency of use was also anticipated to be much higher (than for existing pools)
1995	*Aquatic & Leisure Centre Feasibility Study*	• The survey of 56 clubs, schools and other organizations (included in this study) found that an indoor heated pool was the highest perceived need in the Shire

Year	Study/consultation	Finding/outcome
2004	*Open Space, Recreation, Cultural and Community Facilities Needs Study*	This study included public displays, calls for submissions, community workshops, surveys and stakeholder discussions. Key relevant findings included: • Pools not open long enough and not well maintained • Many respondents believe existing pools should be improved • Moss Vale Pool – well used and highly valued • The highest need facilities are an 'aquatic centre' and 'youth facilities' • There is a high perceived need in the community for a 'centrally located indoor sport and recreation centre' • There is a 'high level of community attachment' to existing pools • Accessibility is a key component of providing new facilities

5.3 COMMUNITY SURVEY

A community feedback sheet was included in the June 2005 edition of the Wingecarribee Today newsletter. Readers were invited to complete and return the form which included questions on where the proposed Centre should be located (Eridge Park or existing Mittagong Pool), what facilities it should include (of 10 suggested options) and the activities they anticipated they would participate in (again, of 10 options).

A total of 1,740 households (representing around 6,500 household members and 16% of the population) responded to the survey. The responses were somewhat skewed to the Bowral population so are not strictly representative of the total Shire population.

As well, some of the questions are poorly worded so the answers to them must be treated with caution. For example, the first question is a 'leading question': it asks respondents where they would like the leisure centre developed without first asking them whether or not they supported the proposal. As well, no rationale is provided for the two location options provided.

It would also have been far preferable to ask people which 'facilities' and 'activities' they would like to have in the centre (without prompts) rather than providing a list of items to be ticked or crossed. Because respondents will tick all items that they are 'not against', the results give an unrealistic impression of the demand for particular activities and facilities.

Nevertheless, the survey outcomes do provide some indication of community attitudes towards Council's centre proposal.

Table 5.2 illustrates the community's location preferences for the centre. While respondents were not specifically asked whether or not they supported the proposal, a small minority of respondents (3%) used the survey to declare their view that a leisure centre was not needed. Of the other 97%, most (69%) preferred Eridge Park, 24% preferred Mittagong and 2% did not mind which site was chosen. The remaining 2% wanted the centre at another location.

There were predictable geographical variations in the preferences – with only 25% of respondents in the Mittagong area preferring Eridge Park compared to 88% in Moss Vale. Conversely, only 14% of respondents in Bowral preferred the Mittagong site compared to 70% of respondents in Mittagong.

Table 5.2 – Community Survey – Preferred location of proposed Centre

	Mittagong		Bowral		Moss Vale		Bundanoon		Total
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)
Want the leisure centre at:									
Eridge Park	99	23.6	529	79.9	401	88.3	165	87.3	69.2
Mittagong Pool site	293	69.8	90	13.6	25	5.5	7	3.7	24.1
Either site	18	4.3	15	2.3	1	0.2	3	1.6	2.1
Elsewhere	2	0.5	12	1.8	11	2.4	4	2.1	1.7
Do not want a leisure centre	8	1.9	16	2.4	16	3.5	10	5.3	2.9

Survey respondents were asked to indicate which of 10 specified facilities they 'would like to see' in the leisure centre.

Not surprisingly, most of the specified facilities were popular – particularly the '50m pool', 'fitness centre' and 'café' which were supported by at least 80% of respondents. Some facilities however ('youth centre', 'climbing wall' and 'meeting rooms') were only supported by around half the respondents – as illustrated in Table 5.3.

There was little variation between districts in the levels of support for particular facility options – except that support from the Bundanoon area was lower across all facility options. This probably reflects the access distance and the view amongst more people in this area that the proposed facility will not be of much value to them.

Table 5.3 – Community Survey – Desired Facilities

	Mittagong		Bowral		Moss Vale		Bundanoon		Total
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)
50m pool	396	94	620	94	417	92	167	88	93
Fitness centre	338	80	554	84	361	80	147	78	81

Café	346	82	526	79	369	81	145	77	80
Toddlers pool	318	76	474	72	338	74	131	69	73
Indoor hall	272	65	440	66	301	66	106	56	65
Program pool	284	68	450	68	284	63	116	61	66
Child minding	254	60	376	57	252	56	101	53	57
Youth centre	240	57	357	54	246	54	97	51	54
Climbing wall	232	55	317	48	221	49	87	46	50
Meeting rooms	184	44	282	43	198	44	79	42	43

Survey respondents were also asked to nominate additional *facilities* 'they would like to see included in the centre' (that is, facilities other than those included on the prompt list). Around one-third of respondents made a suggestion for at least one additional facility. The most popular suggestions were for ten-pin bowling, a play/fun pool (with slides, fountains, toys, waves etc), spa/sauna and indoor sports facilities – as detailed in Table 5.4.

Table 5.4 – Community Survey – Desired Additional Facilities

Suggestion	Respondents	
	No.	%
Ten pin bowls	82	4.7
Play/fun pool (slides, fountains, lazy river etc)	71	4.1
Sauna/spa	71	4.1
Squash courts	66	3.8
Other indoor sports (netball, soccer, hockey, badminton)	36	2.1
Ice skating rink	29	1.7
Basketball courts	26	1.5
Physio/day spa/massage/sports medicine facility	23	1.3
Hydrotherapy pool	21	1.2
Skating/skateboard facility	19	1.1
Indoor cricket	18	1.0
Disabled ramp/hoist	17	1.0
Baby soft play/playground	16	0.9
Tennis courts	14	0.8
Sports equipment merchandising	10	0.6
Diving pool	10	0.6
Water polo pool	6	0.3
Other facilities	15	0.9
Total	550	31.6

Survey respondents were then asked to indicate which of 10 specified *activities* they 'would like to participate in' at the leisure centre.

The responses – summarised in Table 5.5 - were variable with over 50% of respondents expecting to participate in swimming and fitness activities but with much lower numbers for indoor sports, cultural activities, children's birthday parties and seniors' bowls.

The lower anticipated participation rates for some activities would reflect the age-specific nature of some of the activities and/or perceptions that such activities were not appropriate at a leisure centre.

Table 5.5 – Community Survey – Desired Activities

	Mittagong		Bowral		Moss Vale		Bundanoon		Total
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)
Aquarobics, hydrotherapy	287	68	470	71	315	69	126	67	69
Aerobics, weights, circuit	282	67	463	70	291	64	133	70	68
Yoga, tai chi, pilates	255	61	376	57	238	52	113	60	57
Swim school, squad	246	59	363	55	263	58	83	44	55
Gentle exercise	231	55	375	57	247	54	84	44	54
Volleyball, hockey, netball	155	37	242	37	185	41	63	33	37
Exhibitions, art shows	138	33	220	33	144	32	60	32	33
Soccer, racketball	131	31	196	30	140	31	53	28	30
Child birthday parties	133	32	177	27	135	30	47	25	29
Senior citizens bowls	99	24	132	20	98	22	33	17	21

Survey respondents were also asked to nominate additional *activities* (that is, activities other than those specified on the survey form). Around 40% of the respondents made a suggestion for at least one additional activity. The most popular suggestions were generally consistent with the answers for additional *facilities* – that is, the most requested additional activities included ten-pin bowling, squash, indoor sports and youth-specific activities (as detailed in Table 5.6).

Table 5.6 – Community Survey – Desired Additional Activities

Suggestion	Respondents	
	No.	%
Ten pin bowls	54	3.1
Squash	50	2.9
Indoor cricket	34	2.0
Basketball	28	1.6
Youth activities	26	1.5
Cultural activities	24	1.4
Meditation/massage/ therapy	23	1.3
Dance	21	1.2
Table tennis	21	1.2
Ice skating	20	1.1
Badminton	19	1.1
Tennis	18	1.0
Water polo	17	1.0
Gymnastics	15	0.9
Skating	11	0.6
Bridge/chess etc	10	0.6
Martial arts	10	0.6
Total	401	23.1

5.4 SCHOOLS SURVEY

A survey form was posted to 27 government and private schools in the Shire with responses received from 16 schools (with a total student population around 4,200). The schools were considered likely to have a strong interest in the provision of a leisure centre in the Shire (for their annual carnivals, learn to swim programs and/or school sports programs)

The purpose of the survey was to identify information critical to assessing the need for and broad feasibility of the proposal. The survey was designed to build on information gained in previous surveys and, specifically, sought to identify:

- The extent to which schools use existing aquatic and fitness facilities within the Shire and the purposes of that use,
- Problems and issues encountered in using existing pools and sports centres – and the impact of these problems on the use of facilities,
- Extent and strength of the perceived need for additional and/or upgraded swimming and indoor sports facilities, and
- The forecast school use of a leisure centre at Eridge Park, if provided.

The current use of Shire pools and sports/recreation centres by the schools is summarized in Table 5.2.

Mittagong and Bundanoon Pools are used by six of the schools and Bowral and Moss Vale Pools by five each. Ten of the schools use just one pool and five use two or three. The pools are used for annual school carnivals, intensive learn to swim programs and/or school sport programs.

Six of the schools also use community sport/recreation centres – particularly the Moss Vale Basketball Stadium and the Mittagong Recreation Centre. The main activities are basketball and gymnastics.

Table 5.2 – Current use of pools and fitness facilities by schools

School	Facilities Used	Purpose of use	Issues/problems
St Michaels Primary	Mittagong Pool	Annual carnival, LTS, water safety, weekly sport	Pool needs upgrading – repair leaks, upgrade change facilities, provide shade, maintain heating and grounds. Extend swim season
Mittagong PS	Mittagong Pool	Carnival and intensive LTS,	Pool needs upgrading (enclosure for winter use); improved bus transport to pools; improved program management (avoid conflicts between too many user groups)
	Victoria St Pool	Intensive LTS	

School	Facilities Used	Purpose of use	Issues/problems
	Mittagong Rec'n Centre	Basketball	Nil
Berrima PS	Moss Vale Pool	Intensive LTS	Pools needs upgrading (enclosure for winter use)
	Bundanoon Pool	Carnival	
Bundanoon PS	Bundanoon Pool	Carnival, LTS + Term 1 & 4 sports program	Pool needs upgrading (enclosure to extend season by several weeks – all Mar and Oct); major maintenance (pool painting, pool covers, repair of trip hazards)
	Bundanoon Memorial Hall	Gym; dance	Need for secure storage for equipment (to allow greater range of activities; cannot play ball games (due to lights, windows); too far to indoor sports facilities for viable regular use
Kangaloon PS	Bundanoon Pool	Carnival; LTS)in previous years)	Needs upgrading – although meets schools needs at present
Avoca PS	Moss Vale Pool	LTS	Serves our purpose as is
	Bundanoon Pool	Carnival	
Exeter PS	Moss Vale & Mittagong Pools	Carnivals, LTS at MV	Nil – all 3 pools meet our needs
	Bundanoon Pool	Party and Reunion Days	
Burrawang PS	Moss Vale Pool	LTS (10 days x 15 students)	Pool is a 'little small for serious swimmers but otherwise fine'
Wingello PS	Bundanoon Pool	Carnival, LTS + special events (2)	Large pool is great but small pool is 'too small' – can only accommodate 10
St Thomas Aquinas Bowral	Bowral Pool	Carnival (Term 1), Swim Safe (10 days x 400) in Term 4	Pool should be closed down and land sold – to part pay for proposed centre at Eridge Park; pools are under-used due to 'wintery' conditions even in summer
Tudor House	Mittagong & Bowral Pools	Annual carnival; water polo	Nil
	School pool (25m x outdoor)	School sport, LTS – terms 1 & 4	
Bowral Steiner School (to Year 8)	Bowral Pool	Carnival, LTS, school sport (60 x 6 weeks)	Needs upgrading – covering to protect against inclement weather
	Mittagong Rec'n Centre	Gymnastics	Nil 'meets our needs as is'
Bowral High School	Mittagong & Bowral Pools	Carnival, school sport	Need upgrading
	MV Basketball Stadium	Basketball and volleyball	Need upgrading
	Mittagong Rec'n Centre	Gymnastics	
Moss Vale High School	Moss Vale Pool	Carnival + life saving + school sport (1 term x 8 weeks x 300)	Need upgrading – 33m pool creates disadvantage for carnivals out of area which are mainly in 50m pools
	MV Basketball Stadium	Basketball	Needs upgrading. Cannot accommodate many indoor sport activities
Oxley College	Mittagong & Bowral Pools	Carnival + school sport in terms 1 & 2	Keep Mittagong Pool as is – 'beautiful pool in a beautiful setting' Need better spectator seating for carnivals
	MV Basketball Stadium	basketball	Needs upgrading – too hot in summer (needs ventilation)
	Mittagong Rec'n Centre	Soccer + m/arts gymnastics	Nil
	Bowral Gym	Weight training + aerobics	Nil

School	Facilities Used	Purpose of use	Issues/problems
	Uniting Church hall	Fencing	Nil

Table 5.2 also summarizes the issues and problems associated with the schools' use of existing pools and sports halls.

The main perceived need – expressed strongly by most of the schools - is the need to enclose the pools to extend the short swimming season and/or provide for year-round swimming.

This was the major upgrading suggestion. Others included pool expansions, painting, repair of leaks, shade, more storage and spectator seating.

Other issues and concerns included the need for improved/cheaper bus access to facilities and better visitor management (avoidance of user conflicts)

The schools' views on the need for the proposed leisure centre and details of their predicted use of it (if provided) are summarized in Table 5.2.

The schools were almost unanimous in expressing strong support for the proposal – with only the principal of Wingello Public School expressing some uncertainty as to the need for, and the School's potential use, of the facility.

Of the 14 schools that supported Council's proposal, 4 would use the new facility often (at least in the cooler months), 9 would use it occasionally and 1 was unlikely to use it at all. Most would continue to use their 'local' pools for annual carnivals (if the new pool was not 50m in length) but would transfer some of their aquatic and sport programs (LTS and weekly sport) to the proposed centre.

Most schools were concerned with the financial and time costs of travel to the centre – particularly where it was further from the school than currently used facilities. This is the reason that 10 of the respondent schools anticipated using the centre only occasionally or not at all.

Table 5.3: Schools Survey – Need for proposed leisure centre & issues

School	Support proposal?	Specific facility suggestions	Issues
Primary Schools			
St Michaels Primary	Yes	Squash courts, climbing wall, gymnastics, indoor court sports, child minding	Support proposal – but not economically viable to regularly transport children to Bowral - need on-going walk-to access to Mittagong Pool + affordable transport to proposed centre

School	Support proposal?	Specific facility suggestions	Issues
Mittagong PS	Yes	Multi-functional centre – for netball, indoor hockey and soccer, basketball	Eridge Park too far for regular school to use. Would use it occasionally but school 'down time' is biggest problem
Berrima PS	Yes	Indoor year-round swimming	Would transfer activities from MV and Bundanoon pools + would institute 10-week school sport program (x 80 students x 1 term)
Bundanoon PS	Yes	Climbing wall	Would not use on regular basis (travel distance too far – high cost of bus hire). Proposed centre 'cannot replace local pool' (important to promote 'local' connections). Only of marginal use – but would provide a OH&S compliant opportunity
Kangaloon PS	Yes	Nil	School cannot see much use for it – very small and long travel distance. But support in principle – for community
Avoca PS	Yes	Heated pool	Concern if it came with cuts to other valued services (eg mobile library); good to have as program option but big cost problem (bus hire) in getting to the facility
Exeter PS	Yes	Facility suitable for LTS	Would continue to use Mittagong Pool (for school and Bong Bong Association carnivals) but would transfer to indoor centre for LTS (due to inclement weather). Concern re impact on Eridge Park – Bong Bong Association uses for multi sports events 2 x each term (and needs all of the Park)
Burrawang PS	Yes (but not at Eridge Park)	Indoor swimming facility with waterslide or fun equipment; indoor sports courts; gym with sprung floor; ten pin; ice rink	Indoor pool is highest priority if existing pools are to close; proposed location in Bowral 'leaves southern end of Shire out in the cold'; will it be priced out of range of families?
Wingello PS	No	Not against the facility in principle. But against it if it requires closure of Bundanoon Pool. Too far (40m drive) to be of use to the School	
St Thomas Aquinas Bowral	Yes	50m x 10 lane indoor compet'n pool with boom and grandstand seating; multi-purpose gym; crèche; aerobics; 'healthy' café; program pool; water polo	Needed – ageing population (swimming is low impact); obesity No major competition pool between Sydney and Canberra
Tudor House	Yes	Indoor pool for year round use; gymnastics; upgraded basketball	Would use for year-round programs (have own heated pool, but outdoor)
Bowral Steiner School	Neutral		Generally happy with facilities used currently – although swim program can be difficult if summers are cold & wet
Secondary schools			
Bowral High School	Yes	Indoor court facilities (b'ball, volleyball); activities that are popular at similar sized facilities (indoor climbing ?); an indoor centre that provides a range of activities	Strong support in principle – but feel that it may be difficult to secure large group bookings and taking small groups to the facility would be cost-prohibitive. So need one of Bowral and Mittagong Pools to remain in order to have an 'effective swimming program' School sport currently involves swimming in Term 4 (3 weeks x 1 visit x 800 students)
Moss Vale High School	Yes	50m pool; multi purpose centre; climbing wall	In principle support for the proposal – but conditional on minimal impact on

School	Support proposal?	Specific facility suggestions	Issues
			present walk-to access to pool facilities (ie keep Moss Vale Pool open or build centre near School or subsidise bus transport to new centre) Need for large group bookings (whole width of pool)
Oxley College	Yes	Indoor year round pool; climbing wall	Strong supporter of proposal – would use facility for wed afternoon school sport (swimming = 50+ students x 40 weeks + other sports). Would transfer existing use of other pools and basketball stadium if cost-effective

5.5 SPORTS CLUBS SURVEY

Survey forms were also sent to swim clubs and other sports clubs that were considered to have at least a potential interest in the provision of indoor heated pool and/or sports facilities within the Shire.

The purpose of the survey was to identify issues in regard to the clubs' current use of swimming pools and/or indoor sports facilities (if any) and whether the proposed leisure centre had a potential role in the clubs' training programs and/or competitions and the extent of this role in terms of predicted use of the facilities.

Twelve clubs and associations (with a collective membership of nearly 2,000) responded – including four swimming clubs, a water polo club and seven others that use at least one pool or indoor facility.

The four respondent swim clubs are major users of Council's existing pools – as summarized in Table 5.4. They value the existing facilities highly, while recognizing their limitations (short season, lack of shelter) and need for upgrading and improved maintenance.

Table 5.4 – Current use of pools and fitness facilities by swim clubs

Club	Member No.	Facilities Used	Current use	Issues/problems
Mittagong Swimming Club	200	Mittagong Pool	Club Night on Fri – LTS for 40 kids at 5.00pm; Club races from 6.00pm for 150+ members	• Pool is in beautiful setting, is ideal for carnivals and has historic value • Need to improve maintenance • Shire needs an outdoor pool even if an indoor pool is built
Bowral Swimming	120	Bowral Pool	Club night Fri (all members), squad	• Apart from weather protection, 'facility is good for our needs'

Club	Member No.	Facilities Used	Current use	Issues/problems
Club			(35 members) x 3 times a week	• Current pools are 'failing'
Moss Vale Amateur Swimming Club	80	Moss Vale Pool	Club night Fri – about 60 members on a 'good night'	• Major issue is lack of year-round use • Therefore major priority is covering/ enclosure of pool
Bundanoon Swimming Club	41	Bundanoon Pool	Club night Wed (6-8.00pm); Club squad swimmers with Kids Swim	• Major issue is level of maintenance – need to repaint pool, provide benches in change room, repair trip hazards around pool, tile repairs, starting blocks require numbers
Bowral Water Polo Club	343	Mittagong Pool	Summer seasonal use	• Need indoor 50m pool – to play year round + ability to host national and international events
		Wollongong Uni Pool	Weekly during winter	

The other respondent sports clubs use a range of indoor sports facilities in the Shire. Details on their current use of these facilities – and problems encountered in this use - are summarized in Table 5.4.

The main issues and problems concern the suitability of facilities (in terms of size and/or configuration), the lack of heating and cooling, lack of storage and lack of sufficient access to courts.

Table 5.5 – Current use of pools and fitness facilities by sports clubs

Club	Member No.	Facilities Used	Current use	Issues/problems
Moss Vale Volleyball Association	60	M Vale Basketball Stadium	2 courts each Thurs evening + 2 invitation events each year with 4 courts	• Existing indoor centres are old, too small, low-roofed, poor parking, non-central
Moss Vale Gymnastics	110	Mittagong Rec'n Centre	30 members x Sat morning weekly	• Requires storage + office facilities + spectator area + desirably sprung floor area
Highlands Wrestling Club	50	Mittagong Rec'n Centre	Tues evenings (2 hrs) during school terms	• Centre is old, with limited heating/ cooling – requires upgrade
International Budo Federation	35	Hilltop Recreation Centre	Judo – 1.5 hrs each Wed, Thur and Fri evenings	• Happy with facility except mats are old and thin and need to be replaced (safety issue)
Bowral Rugby Inc	340	Victoria St Pool		•
Southern	500	Mittagong	Indoor Netball social	• Minimal number of indoor sports

Club	Member No.	Facilities Used	Current use	Issues/problems
Highlands Netball Association		Rec'n Centre	comp (1 x week x 3hrs)	facilities in the Shire – need to cater for wider range of sports
		Oxley College	Rep team training (5 teams x twice a week x winter months) + wet weather use during finals season	
Bowral Pistol Club Inc		Mittagong Rec'n Centre	Exclusive use of room under gym – built by Club	• Happy with facility – except need for heating upgrade

The predicted use of the proposed facility by swim and sports clubs - and their specific facility requirements - is summarised in Table 5.6.

Two of the swim clubs and five of the sports clubs have indicated that they would definitely move all or some of their activities to the proposed centre.

Two of the swim clubs (Bundanoon and Mittagong) anticipate making only minor use of the proposed facility – partly because they are happy with their present location and partly because of the considerable travel distances involved.

Two of the sports clubs (Bowral Pistol Club and Highlands Wrestling Club) are satisfied with their 'residence' at the Mittagong Recreation centre and do not anticipate using the proposed facility.

All of the swimming clubs specified a preference for a 50m pool (in conjunction with smaller pools) at the new centre.

Table 5.6: Sports Clubs Survey – Predicted use of proposed leisure centre

Club	Predicted level of use	Facility requirements/priorities
Mittagong Swimming Club	Has considered possibility of an amalgamated (M'gong/M Vale/Bowral) swim club for colder months – but to remain at Mittagong in summer	• 50m x 10 lane pool, 25m program pool & toddlers pool
Bowral Swimming Club	Would move Club activities to new pool – would expect to grow current m'ship from 120 to 200+ (partly by attracting back swimmers who are currently travelling to Picton for squad training)	• Indoor 50m pool for year–round use ('even if it means closing one or more pools) + small gym + indoor program pool
Moss Vale Amateur Swimming Club	Club likely to continue summer use at MV – with possibility of club amalgamation for winter use of new centre. Club membership expected to increase significantly with indoor pool provided	• Indoor 50m pool, water polo facilities, leisure pool, diving, fitness centre, meeting rooms

Club	Predicted level of use	Facility requirements/priorities
Bundanoon Swimming Club	Support proposal but not if coupled with closure of Bundanoon Pool. Not many members would be able to make the regular trip to Eridge Park. Around 6 Club swimmers would travel to the new centre for winter training	• Retention of Bundanoon Pool for summer Club activities – with keener swimmers doing winter training at the new centre • 50m pool – wide enough for water polo with play/fun features (waves, slides)
Bowral Water Polo Club		• 50m indoor pool
Moss Vale Volleyball Association	Would use 2 courts every Thurs evening with current players. But central location would enable attraction of players from Bowral and Mittagong. Also, 2 invitational events per year requiring 4 courts	• 4 –court venue in central location • Fees for non-profit associations must be kept low
Moss Vale Gymnastics	The facility would 'definitely' be used by the Club. Minimum of 150 higher grade players would use for pre-season and wet weather training	• Not specified
Highlands Wrestling Club	Generally happy with shared use (with gymnastics) of Mittagong Rec'n Centre	• N/A
International Budo Federation	Would welcome opportunity to develop judo and ju jitsu programs at the centre – would anticipate minimum of 50 participants	• Storage for mats • Access to sufficient space in program room or main hall
Bowral Rugby Inc	Support proposal -	• Indoor winter training area, gym, spa, crèche, sports medicine, heated pool, extended hours
Southern Highlands Netball Association	Would use 2 courts at least 3 times per week (and possibly more during colder weather)	• At least 2 indoor netball courts • All year-round pool • Adequate parking facilities
Bowral Pistol Club Inc	No anticipated use – happy at Mittagong Recreation centre	• N/A

5.6 PHYSIO/REHABILITATION INTERVIEWS

Interviews were also held with physiotherapists and other stakeholders involved in the physiotherapy and rehabilitation markets within the Shire.

The purpose of the interviews was to explore issues of relevance to the leisure centre proposal, viz:

- The perceived adequacy of existing warm water therapy and rehabilitation facilities in the Shire,
- The potential role of the proposed leisure centre in catering to the Shire's therapy and rehabilitation needs, and
- The facility and program components perceived as the major priorities.

The major outcomes – in terms of the problems/issues and service opportunities identified - are summarised in Table 5.7.

Table 5.7 – Identified warm water therapy/rehabilitation needs

Stakeholder	Issues/problems/needs	Possible solutions
Southern Highlands Private Hospital – Physio-therapy Unit	• The physiotherapist proprietor of the hydrotherapy pool believes that most of the people who use the pool can afford it as well as other available private pools in the Shire (such as Annesley and Solar Springs) • Therefore, focus of the new centre should be on the 'general market' – not therapy.	• N/A
Highlands Physiotherapy (Bowral)	• Many clients have back, neck, shoulder or knee problems – swimming is best exercise remedy (non weight bearing) • Refer many of these clients each year to available indoor pools – for regular swimming activity • But lack of suitable pools since Heritage Park closed down 12 months ago • Problems with other available pools (Jan-Dee pool and Council pools too busy; Hospital hydro pool very small and many clients unwilling to share with people who have had operations; Berida Manor pool ok for cost but not very clean; other private pools too expensive	• Inclusion of suitable therapy pool in proposed leisure centre

5.7 CONCLUSIONS ON CONSULTATIONS

The stakeholder and community consultations have identified strong support for the provision of the proposed leisure centre.

The stakeholder groups included schools, swim clubs, other sports clubs and therapy/rehabilitation providers in the Shire – consistent with the main ''structured' market segments for indoor aquatic and sports facilities.

Collectively, the respondent organizations have more than two thousand students/members and, provide a significant body of potential regular users for the proposed centre. Their views on the strengths and weaknesses of existing facilities and future needs – together with the views expressed in Council's community survey - are a key consideration in this feasibility assessment.

The key needs and demands identified both in the community and stakeholder consultations included the following:

- A year-round heated indoor laned pool – suitable for lap swimmers, schools, learn to swim, squad training, swim club activities and other sports club training
- A play/leisure pool with fun elements for children and youth (slides,

fountains, lazy rivers etc)

- Program/therapy pool suitable for an ageing population
- A social/community centre ambience – an attractive meeting place for young mothers and older people in particular

Council's community survey also identified modest demands for ten-pin bowling, squash and indoor sports court facilities to be included in the proposed facility.

There was not, however, much demand for fitness/gym facilities. In fact, many respondents to Council's community survey made the specific point that there were already sufficient gyms within the Shire.

The needs expressed in the consultations are generally consistent with the more general needs identified through the assessment of aquatic recreation trends (Chapter 2) and the review of the Shire's population (Chapter 3).

CHAPTER 6:

DEVELOPMENT RATIONALE & CONCEPT BRIEF

6.1 INTRODUCTION

In reviewing the Council's proposal and addressing the specific needs for indoor pool and sports facilities in the Shire, this study has taken into account:

- relevant aquatic and indoor sport and recreation trends,
- the size and structure of the Shire's population,
- the specific aquatic recreation and indoor recreation/fitness needs of the population – including the need for year-round facilities for schools, swim clubs, sports people, fitness swimmers and recreational swimmers,
- the need for year-round warm water for the area's growing (older person) therapy and rehabilitation markets,
- the current lack of public year-round water space in the Shire,
- the provision of private/commercial pools, commercial gyms and existing indoor sports centres in the Shire and the implications for Council's proposal (in terms of competitive threats), and
- the travel distances to the proposed facility from various locations within the Shire.

This chapter summarises the key identified issues – particularly, the strengths and weaknesses of existing public and commercial pools – and proposes a rationale for developing the proposed centre.

6.2 EXISTING POOLS – STRENGTHS & WEAKNESSES

Council's four swimming pool centres have a number of strengths and weaknesses as summarised in Table 6.1.

Table 6.1: Strengths and weaknesses of existing swimming pools

Pool	Strengths	Weaknesses
Mittagong	• Existing facility highly valued by the community • Safe bicycle access from Colo Vale and other 'young family' areas • Part of a high profile recreation precinct (also including Mittagong Golf Course and Mittagong Recreation Centre • Attractive natural ambience • Good spectator facilities • 50m pool	• Outdoor-only facility (short season, no weather protection) • Ageing facility (45 years) • Substantial water loss from pool tank • Pool is located in a floodway • Annual net operating costs of over $200,000 or $7 per visit • Perceived levels of maintenance

Pool	Strengths	Weaknesses
Bowral	• Existing facility highly valued by the community • Close to Bowral town centre • Visible location on main access road to Bowral • 50m pool	• Outdoor-only facility (short season, no weather protection) • Ageing facility (35 years) • Annual net operating costs of over $200,000 or $7 per visit
Moss Vale	• Existing facility highly valued by the community • Close to town centre/Council chambers (ie working population fitness market) • Ample car parking	• Outdoor-only facility (short season, no weather protection) • Ageing facility (40 years) • Remote from residential development areas • Annual net operating costs of $150,000 or $9 per visit
Bundanoon	• Existing facility highly valued by the community • Part of a recreation precinct (also including a park, playground and lawn bowls club) • Safe bicycle access from all areas of Bundanoon • Attractive, quiet setting	• Outdoor-only facility (short season, no weather protection) • Ageing facility (27 years) • Located at southern tip of Shire remote from main population centres • Annual net operating costs of $125,000 or $12 per visit
Private/ commercial pools	• Year-round heated pools • Existing facilities highly valued by sections of the community • Range of niche markets provided for (eg warmer water for specialist needs - babies water confidence, rehabilitation) • Good spread throughout the Shire (ie in the central area as well as in the south of the Shire – Bundanoon)	• Small pools – not suitable for a range of activities (squads, leisure swimming, school activities) • High user fees and not affordable to average families

It is important for Council's leisure centre proposal to address the weaknesses and build on the strengths of these existing facilities.

6.3 DEVELOPMENT/UPGRADING RATIONALE

The Shire's population has an age structure that typically generates *average* use of swimming and fitness facilities.

It is therefore not surprising that, because there are no year-round public swimming facilities in the Shire, there is a high level of expressed need for such facilities.

Some of the Shire's keener swimmers are travelling outside the area in the cooler months to access pool facilities (at Picton, Kiama and/or Goulburn) but it

is likely that most potential year-round pool users are either not using pools or using them less regularly than desired.

It is concluded that there is a demonstrated need for year-round aquatic facilities in the Shire. This conclusion is also supported by traditional planning benchmarks, the experience of other communities with similar sized populations and the needs and aspirations expressed in the consultations undertaken for this study.

Forecast population growth will further underpin this conclusion.

It appears however that the indoor fitness market is well provided for. There are already eight commercial gyms established in the Shire and while, collectively, they have more than 2,000 members (or 5% of the population), most are operating at well under full capacity. There is intense competition between these gyms.

The indoor sports court market is also fairly well provided for – particularly for basketball (at the 4-court Moss Vale Basketball Stadium) – although there are some unmet demands for some sports (specifically, netball and indoor soccer).

The main facility for indoor sport (the Moss Vale Basketball Stadium) is, however, ageing and in need of major refurbishment. With respect to this, the Basketball Association has released a discussion paper which canvasses the possibilities and benefits of demolishing the existing centre and rebuilding at Eridge Park in conjunction with the proposed leisure centre. This concept has merit – as long as the proposed hall is accessible to all indoor sports within the Shire and large enough to accommodate them.

In the event of the Moss Vale Stadium closing down, the requirement at the new centre – based on existing demand only – would be for 3-4 full size courts. Potential benefits would include 'cross-selling' opportunities, shared management economies and shared use of support infrastructure (car parking, change rooms, toilets, kiosks etc).

6.4 WHAT SIZE POOLS ARE REQUIRED?

There are two questions to address here: 'how much heated water (m^2) is needed given the existing and forecast size of the population?' and 'how should it be configured (number x size x shape of pools) in order to best meet the (often conflicting) current and future needs and demands for indoor pool activities?'

Amount of water

A 1997 report prepared by the SA Department of Recreation and Sport[16] developed a research-based model for identifying the characteristics that make an aquatic facility viable (in terms of not requiring operational subsidies).

The most important viability factors were found to be facility location, size/type of pools (and program range) and centre management.

The appropriate pool size was found to be directly related to the population catchments. In urban areas, these are generally regarded as a five kilometre radius for the primary catchment (50% of users) and a further 5 kilometres for the secondary catchment. The catchments are larger in country areas – up to a half-hour travel time for regular users (but this also depends to a large extent on alternative opportunities).

Based on the analysis of use at 30 indoor pools, the study found that a factor of 0.003m^2 pool space per visit can be used to determine both the appropriate size of a new, future facility or the use capacity of an existing facility[17].

The formula for identifying the appropriate size of a new facility (in terms of operational viability and avoiding significant under-utilisation) is:

Size of facility = annual user visits x 0.003

The difficulty is in forecasting the likely *annual user visits*. These will vary from place to place, according to population structure, local traditions, the attractiveness of alternative recreation opportunities, the skills of management and the type of pool(s) actually provided.

However, it is possible to generate reasonable forecasts of *annual user visits* through the use of CERM benchmarks[18] - specifically by applying the Australian

[16] *The Provision of Public Aquatic Facilities -Strategic Directions*, May 1997, Hassell Pty Ltd in association with JA Nicholas & Associates, KPMG Management Consulting for local councils in South Australia and SA Department of Recreation and Sport

[17] The factor (0.003) was the most common at the 30 pools studied. But it should still only be seen as a guideline design capacity level - as there are other facilities that either exceed or fail to achieve it.

[18] The Centre for Environmental and Recreation Management (CERM), at Adelaide University, commenced a performance indicators project for public sports and leisure centres in 1991. One of the project's key indicators - *catchment multiple* - provides a basis for predicting the use of new centres.
'Catchment multiple' is a measure of 'the number of visits a year divided by the estimated population size within 5 kilometres of the centre'.
The CERM research has demonstrated that 'indoor wet/dry centres' (such as the proposed leisure centre) have average catchment multiples of 5.9.

average *catchment multiple* for indoor, heated aquatic centres (5.9) to the proposed centre's catchment population.

The formula for identifying the appropriate pool size then becomes:

Size of facility = (5.9 x catchment population) x 0.003

It is not appropriate – due to the rural location of the proposed centre – to apply the 5 kilometre catchment population to this formula. This would result in an under-estimate of the requirement. Use of a 20-minute travel time catchment population, instead, would provide a more accurate estimate. This catchment has a population of around 32,000.

However, the population is expected to increase by around 25% between 2001 and 2016. Given the expected life of the facility, it is appropriate to factor at least some of the forecast growth into the analysis. Accordingly, using a forecast population catchment of 40,000, the requirement becomes:

Size of facility = (5.9 x 40,000) x 0.003 = 708m^2

This implies that if the Shire population uses the proposed centre at the Australia-wide average level and if the population increases as anticipated, there is a requirement for 700m^2 of pool space – which is equivalent to one 25m x 8 lane pool and a 200m^2 program or leisure pool.

The further implication is that, if significantly more pool space than this is provided, the centre may be under-utilised and may face much larger than necessary costs and ratepayer subsidies.

The above scenario may not occur. The Shire population, for example, may use the centre at a greater than average rate - or a lower than average rate. Or the population may not grow as fast as anticipated.

It is prudent to consider a range of possible scenarios - lower than average use, average use and higher than average use.

It is possible – due to the Shire's climate and the availability of competing commercial pools in the Shire – that participation may be lower than average, possibly up to 25% lower. But if the pool is designed to meet the needs of all market segments, and if future management is successful in promoting broad use of the centre, then use may be above average – perhaps 25% higher.

With this range of low, average and high use possibilities, the pool size requirement falls within the following range:

Size of facility = (4.4 x 40,000) x 0.003 to (7.3 x 40,000) x 0.003 = 528m^2 to 876m^2

The lower end of the range is equivalent to a 25m x 6 or 8 lane pool and very small program pool. The upper end of the range is equivalent to a 25m x 10 lane pool (625m^2) and 250m^2 of program or leisure pool(s).

Even the upper end of the range is not sufficient to justify the provision of an indoor 50m pool. This normally requires a catchment population of around 70,000 – as implied in Table 6.2.

Table 6.2 summarises the research undertaken in the 1997 South Australian study. It indicates the required catchment populations, pool sizes and per annum visits for various levels of facilities (from international to small rural).

Level 6, for example, with a catchment population of 65,000 requires 775-1,200m^2 of pool space. The upper end (ie 1,200m^2) is equivalent to a 50m x 8 lane pool plus a 200m^2 program or leisure pool.

Table 6.2: Pool types x required catchment populations and visits/annum

Type of Pool/Description		Population Catchment Required		Size in Square Metres	Visits per Annum Required
		Primary	Secondary		
Level 1	International FINA/State	150,000	150,000	3,000 +	700,000 - 1,000,000+
Level 2	Regional sport/leisure	100,000	100,000	1600-2300	530,000-770,000
Level 3	Large dist metro/country	80,000	75,000	1625-2100	540,000-700,000
Level 4	Medium/large dist/country	70,000	60,000	1150-1650	380,000-550,000
Level 5	Medium district metro/country	65,000	50,000	750-1250	265,000-370,000
Level 6	Small district/country	45,000	20,000	775-1200	300,000-330,000
Level 7	Small country	30,000	20,000	675-900	225,000-300,000
Level 8	Neighbourhood/small country	20,000	10,000	375-500	125,000-165,000
Level 9	Small rural	10,000-	-	500 and <	up to 125,000

The Shire's proposal is most akin to Level 7 (small country) in Table 6.2 – with a maximum of 900m^2 pool space and a requirement for 225,000 to 300,000 visits to ensure close to capacity use and financial viability.

Pool configuration

As described in Section 3.2, there are multiple market segments for aquatic facilities (including recreation, fitness, education and sport).

To respond adequately to the differing needs of these segments – in terms of size, shape, depth and temperature of pool - multiple pools are required. It is not possible to meet the various needs in just one pool and it is very difficult in two.

Accordingly, at least three pools are desirable in order to cater to all market segments at the one time *and* to adequately meet the desired (and differing) pool attributes of all potential user groups.

6.5 PREFERRED CONCEPT

Specifically, the research conducted during this Study indicates the need to provide:

- Heated water for year round lap swimming and club/school programs,
- Indoor heated water (for warm water therapy and learn to swim),
- Indoor fun pools (for family fun and leisure), and
- Support services including change/amenities and café/kiosk facilities.

As indicated above, gym and fitness facilities are already well provided for in the Shire. However, they are normally a valuable component of integrated leisure centres and, along with learn-to-swim programs, are usually the biggest centre revenue earners. Council may need to clarify its position on competition with the private sector before committing to including fitness facilities in the proposed centre.

The question of whether or not a sports hall should be included in the centre depends entirely on the short-medium term future of the Moss Vale Stadium. If the Stadium is refurbished and retained, a sports hall should *not* be included in the preferred model. If, on the other hand, the Stadium is demolished, then a 3 or 4 court sports hall should be included.

Specifically, the preferred concept would entail:

- 25m x 8 or 10 lane pool (in conjunction with keeping Mittagong 50m Pool open)
- separate leisure and program pools
- sauna/spa
- 3-4 court stadium (but only if the Moss Vale Stadium is closed down)
- Modest sized gym (subject to compliance with Council's competition policy)
- reasonable size café

The strengths and weaknesses of this concept are summarized in Table 6.3.

Table 6.3: Strengths and weaknesses of preferred leisure centre concept

Components	Strengths	Weaknesses
• 25m x 8 or 10 lane pool • Program pool (150m^2) • Leisure pool (150m^2)	• Lower cost of operating and maintaining 25m pool compared to a 50m pool • Good balance of provision between the different market segments (with fitness, health, sport, education and leisure markets all provided for)	• 25m pool less suitable than 50m pools for swim carnivals and swim club events – so important to keep Mittagong open to cater to this need (all

• 300m^2 gym • 3-4 court stadium • Combined crèche/ meeting room • Café (40m^2)	• Three separate pools and 10 lanes in 25m pool should minimize user conflicts • 3-4 court stadium should meet needs of all indoor sports in the Shire and facilitate conduct of major events • Café facilitates secondary spend potential	school carnivals are in Feb/Mar)

At its meeting of 7th March 2006, Council's Pools and Leisure Committee resolved to prepare a business plan model for two centre concepts – as summarised in Table 6.4.

Table 6.4: Strengths and weaknesses of preferred leisure centre concept

25m pool option	**50m pool option**
25m x 8 lane pool	50m x 8 lane pool
Combined program/leisure pool (300m^2)	Combined program/leisure pool (300m^2)
Gymnasium (300m^2)	Gymnasium (300m^2)
Combined crèche/ meeting room	Combined crèche/ meeting room
Café (40m$^{2)}$	Café (40m^2)
Multi-court stadium in later stage	Multi-court stadium in later stage

6.6 MARKET FORECASTING

Predicting the size of the potential market for the proposed centre – in terms of actual use by various target markets – is a difficult exercise.

Visitor numbers will be influenced by many variables (most importantly by the proposed facility's quality of management and staffing, ease of access, availability of convenient parking, marketing and customer service initiatives) and by the breadth and strength of competition.

A model business plan – with management and other assumptions built into it – has been developed and is outlined in the following chapter.

6.7 IMPACT ON & FUTURE ROLE OF EXISTING POOLS

As indicated in Section 4.6, Council's pools - because of their age, traditional configurations and relatively short seasons - have a limited capacity to provide a comprehensive and *adequate* aquatic service.

Visits to the pools appear to be in long term decline – with visits over the past two seasons being 30% down on the average annual visits between 1997 and 2002, despite significant population growth in this period.

As indicated in Section 4.2, part of this decline can probably be attributed to the increasing unsuitability of outdoor pools for an ageing population, particularly in cooler climates. Other causes could include increasing concern about exposure to the sun, increasing expectations of pool quality and/or substitution of other activities (eg fitness classes, walking, computers/internet).

Nevertheless, the pools are still the main venues for swim carnivals, school sport, learn-to-swim and general/leisure swimming in the Shire and are highly valued by their respective communities.

Construction of the leisure centre, however, will draw many of these activities away from the pools – particularly at the beginning and end of the season and on other cooler, wet and/or windy days.

While the existing pools may have some competitive advantage over the proposed centre in the summer months – particularly on hot days - the proposed centre will be preferred most of the time by many current users of the outdoor pools. Use of the pools will therefore decline further – and perhaps significantly – following opening of the new centre.

For this reason – together with the significant increase in operational subsidies that would accompany reduced use – the two pools closest to Eridge Park (Bowral and Moss Vale) should be closed. This will have a revenue-positive effect on the new centre as well as significantly reducing the net cost of the existing pools (currently $18 per year per capita).

While there is strong local support and attachment to the pools, their case for continuation – on cost-effectiveness criteria – is weak. Most potential users within the primary catchment areas of these pools will be within the primary catchment area of the new centre. Many – perhaps most – will prefer to use the new centre.

The case for non-closure is much stronger for the Bundanoon and Mittagong Pools – because many users of these facilities (those in Colo Vale and the other northern villages and those in the Bundanoon area and further south) will be well outside the primary catchment area of the proposed facility.

Additionally, the Mittagong Pool has unique locational qualities – an attractive site and co-location within a vibrant recreational precinct. It is also important to keep at least one large outdoor complex - to cater to the traditional, mid-summer outdoor pool/picnic experience that cannot be duplicated in a modern indoor leisure centre.

Finally, keeping and upgrading the Mittagong 50m pool eliminates the need to provide a 50m pool within the new centre. The major need for 50m pools is for the conduct of carnivals and most of these are held in the warmer months – when

the Mittagong Pool would be open. Moreover, if the weather was unfavourable, it may be possible to transfer the event to the indoor 25m pool – not ideal but better than event cancellation.

CHAPTER 7:

OPERATING FORECASTS

7.1 INTRODUCTION

Financial performance forecasts have been prepared for both the 50m pool and 25m pool options.

The forecasts are based on estimates of the market potential and operating costs of the proposed facility and the visitation, revenue and expenditure data for existing centres both in Wingecarribee Shire and other similar areas.

Expenditure forecasts are reasonably straightforward and can be made with a reasonable degree of confidence. There are, however, inherent difficulties in preparing *revenue* projections for the proposed centre. These difficulties include the diverse and somewhat unpredictable nature of the markets for heated indoor pools and the presence of factors in the market that cannot be controlled (such as the provision and marketing of other heated pools and indoor recreation space in the region by other agencies).

Despite the difficulties, demand and revenue forecasts have been made based on a detailed assessment of the existing pools, industry experience and knowledge (re use of heated pools and fitness gyms elsewhere) and management's understanding of the local market.

It is stressed that these forecasts are estimates, based on best available knowledge of the Shire's pool markets, assumptions that the markets will behave 'typically' and a series of operational assumptions (staffing, user fees, opening times etc). In the event that the markets do *not* behave 'typically' and/or where, following centre commissioning, the actual operational practices deviate from the assumed ones, the realised results may be higher or lower than those forecast.

7.2 REVENUE FORECAST ASSUMPTIONS

Centre management

It is assumed that management will aim to achieve an annual profit or break even position while providing a wide range of aquatic, fitness and recreational opportunities for residents of the Shire and surrounding areas.

The Council and centre management must ensure that the new centre has a strong focus on:

- Providing programs relevant to demonstrated community needs

- Customer service
- Continually improving the quality of programming
- Continually improving the depth of programming
- Revenue generation
- Professional marketing
- Staff development
- Ongoing market research, and
- Benchmarking to assess performance and success against similar services.

Marketing Assumptions

The main focus of centre management will be to identify, understand and meet the needs of residents and attract sufficient visitation levels to deliver value for money, quality programs and an accessible and affordable service.

The core markets for the proposed centre will be:

- **Recreation and leisure:** providing an attractive and welcoming environment for social interaction and relaxation,
- **Education**: including learn to swim, water safety, swimming competency training and certificates, life saving, coaching courses,
- **Fitness**: provision of programs and activities to improve fitness levels of participants, and
- **Health**: provision of rehabilitation programs and opportunities for people requiring the benefits of water therapy and movement. This includes people of all ages with arthritis, asthma, injuries or any other disability that may be improved by exercise in a warm water environment.

The success of each 'market' will be dependant on offering appropriate and innovative programs, the pricing structure, marketing and promotion strategies, and, most importantly, the skills and attitudes of staff.

Entry Fees

The proposed fees are based on the 'going rate' for indoor leisure centres in the region (specifically, the Wollondilly, Eagle Vale and Kiama Leisure Centres).

Opening Hours

The forecasts are based on typical operating hours for indoor aquatic/leisure centres (of 90 to 95 hours per week – or around 5.30am-8.30pm week days and 7.00am-5.00pm weekends).

Visitation levels

The Centre for Environmental and Recreation Management (CERM), at Adelaide University, commenced a performance indicators project for public sports and leisure centres in 1991. One of the project's key indicators - *catchment multiple* - provides a basis for predicting the use of new centres.

'Catchment multiple' is a measure of 'the number of visits a year divided by the estimated population size within 5 kilometres of the centre'.

The CERM research has demonstrated that 'outdoor wet centres' (such as Council's existing four pools) and 'indoor wet centres' (such as the Wollondilly Community Leisure Centre at Picton and the proposed Eridge Park facility) have average catchment multiples of 1.7 and 5.9, respectively.

Council's outdoor pools, with existing catchment multiples of around 2.2, have a higher than average utilisation – reflecting the lack of access to alternative activities (such as the beach) and their central locations. Wollondilly Leisure Centre, on the other hand, with an existing multiple of around 5.0, is a little under average. The lower than average result would mainly reflect the very limited amount of dry fitness space at the Centre.

Based on CERM's research, the proposed Eridge Park leisure centre would generate 190,000 visits per annum (catchment population of 32,000 x 5.9 = 190,000) if it performed at the average level.

Sensitivity Analysis

The estimated visitation levels using CERM's average catchment multiple (of 5.9) represents the 'baseline' scenario for the purposes of the business plan analysis. However, due to the inherent uncertainties in forecasting visits to new leisure centres, we have also identified 'best case' and 'low case' scenarios in terms of projected visitor levels.

Best Case

With its proposed range of fitness, program *and* leisure facilities (making it more attractive to a greater range of potential clients than just a small indoor pool) and the lack of competing facilities within the Shire – it is possible for the centre to perform at an above-average multiple in its first year of operation.

Many well designed and managed indoor centres perform well above the average levels. The Great Lakes Leisure Centre[19], for example, has a catchment population of 19,200 (or 40% less than that for the proposed Eridge Park facility) and generated 205,000 visits in 2004-05 – a catchment multiple of nearly 11.

[19] The Centre comprises a 25m x 8 lane pool, a leisure/program pool, gym and indoor sports courts

For climatic reasons, the proposed leisure centre is unlikely to emulate the Great Lakes results. However, due to the lack of competition in the Shire (apart from the moderate competition provided by the Wollondilly and Kiama Leisure Centres for some sections of the Wingecarribee population), the proposed centre *could* attract visits up to 25% higher than the average multiple in its first year and grow those levels in years two and three[20]. This would however require excellent management and a vigorous and very successful marketing campaign.

The assumed catchment multiple for the **best case** scenario is 7.3 and the first year annual visits 234,000 (ie 32,000 x 7.3 = 234,000).

Low Case

The proposed centre may, conversely, attract lower than average visits. There could be several reasons for this – including a failure to attract visitors who currently use other facilities (Council's outdoor pools and/or commercial pools and gyms) in the Shire and the 'dampening' effect on demand, for much of the year, of the area's relatively cold climate.

The Wollondilly Leisure Centre in Picton provides useful guidance here. It has a similar sized population and operates in a similarly cold climate. However, the proposed centre at Eridge Park will be closer to the bulk of its catchment population. Offsetting this, in part at least, are the lower levels of facility competition faced by the Wollondilly Centre. The latter's current catchment multiple of 5.0 therefore provides a suitable benchmark for the proposed centre's 'low' case scenario.

The assumed catchment multiple for the **low case** scenario is 5.0 and the first year annual visits 160,000 (ie 32,000 x 5 = 160,000).

Catchment Population Growth

In the life of the project, the catchment population is expected to increase significantly (40,000 by 2016). That would raise the forecast annual visits for the three scenarios to 236,000 292,000 and 200,000, respectively.

[20] This is consistent with the current 25% higher-than-average use of Council's outdoor pools

Market Segment Analysis

The forecast market segment breakdowns – for the 'baseline', 'best' and 'low' case scenarios - are summarised in Table 7.1.

Table 7.1 – Proposed Leisure Centre – Forecast market segments x size

Market segment	Forecast Visits (%)	Baseline Scenario (No.)	Best case Scenario (No.)	Low case Scenario (No.)
Adult general entry	17	32,130	39,780	27,200
Child general entry	17	32,130	39,780	27,200
LTS	20	37,800	46,800	32,000
Squad	15	28,350	35,100	24,000
Gym/'dry' programs	22	41,580	51,480	35,200
Schools	7	13,230	16,380	11,200
Aquafit	2	3,780	4,680	3,200
Total	100	189,000	234,000	160,000

The market segment break down is based on typical user patterns at the type of facility proposed for Eridge Park. The adult-child 50:50 distribution of general entries is assumed on the basis that a leisure/program pool is included in the proposal. If such a pool is not included, general entry use will be more skewed to the adult market segments.

7.3 EXPENDITURE FORECAST ASSUMPTIONS

The expenditure forecasts are based on recent budgets for similar centres (particularly those in cool winter climate locations), existing staffing and facility management policies and relevant assumptions (on opening hours etc).

Forecast staffing levels are in accordance with current approaches, industry best practice and public safety guidelines (Practice Note 15, *Swimming Pools on Public Land*, Department of Local Government).

Staff wage and salary on-costs have been calculated in accordance with Council's current policies.

7.4 THE FINANCIAL OPERATING FORECASTS

Operating forecasts have been prepared for the two centre options (50m and 25m main pool) and according to the three visitation scenarios – 'baseline', 'best' and 'low'.

The forecasts are based on the assumptions detailed above. It is also noted that the analyses concern the *operating* projections for the facility once fully commissioned. No allowance has been made for:

- capital costs (with these to be covered by government grants, community funds and/or Council funds),
- post-construction budget for any anomalies which may occur, and
- facility pre-commissioning expenses.

Forecasts have been provided for the first three years of operation. The year 2 and 3 forecasts assume a continuation of current CPI movements of 2.0 to 2.5% per annum, expenditure increases in line with CPI movements and revenue improvements resulting from a combination of CPI based fee increases and modest (3% per annum) business growth.

Achieving the projected outcomes – particularly for the 'best' and 'baseline' case scenarios - will require skilled management, including:

- effective marketing and provision of programs to meet the needs of the *whole* community,
- promotion of access for all residents,
- attracting a substantial proportion of the 'dry' fitness market from the large number of private gyms in the region,
- Attracting a substantial proportion of the summer 'wet' markets from Council's existing pools and from the small commercial pools in the region, and
- appropriately balanced pricing policies (which tap the commercial potential of the proposed venue whilst also recognizing its role in meeting a wide range of social capital and community development objectives).

The detailed financial calculations are included at Attachment D and summarised below. All operating costs, including a non-cash expense (of $50,000 per annum for the 50m pool option and $40,000 for the 25m option) for asset depreciation, have been included in the estimates.

Baseline Scenario

Table 7.2 summarises the projected revenue and expenditure for the 'baseline' scenario for the first three years of operation.

Table 7.2 – Proposed Leisure Centre – 'Baseline' Revenue & Expenditure Forecasts

	50m Option			25m Option		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
INCOME						
Aquatics						
General admissions	209,440	219,912	230,908	202,870	213,014	223,664
LTS	331,130	347,687	365,071	331,130	347,687	365,071
Squad	175,450	184,223	193,434	175,450	184,223	193,434
Aqua fit	30,720	32,256	33,869	30,720	32,256	33,869
Schools	65,760	69,048	72,500	65,760	69,048	72,500
Other	10,875	11,419	11,990	10,875	11,419	11,990
Total aquatics	823,375	864,544	907,771	816,805	857,645	900,528
Other						
Health and fitness facilities	377,960	396,858	416,701	377,960	396,858	416,701
School holiday program	22,500	23,625	24,806	22,500	23,625	24,806
Ancillary income	201,200	211,260	221,823	199,200	209,160	219,618
TOTAL INCOME	**1,425,035**	**1,496,287**	**1,571,101**	**1,416,465**	**1,487,288**	**1,561,653**
EXPENDITURE						
Staff/salaries	872,800	894,620	916,986	863,160	884,739	906,857
Administration/office expenses	65,000	66,625	68,291	65,000	66,625	68,291
Trading (cost of sales)	151,700	155,493	159,380	150,100	153,853	157,699
Facilities	370,000	379,250	388,731	260,000	266,500	273,163
Programs	99,000	101,475	104,012	99,000	101,475	104,012
TOTAL EXPENDITURE	**1,558,500**	**1,597,463**	**1,637,399**	**1,437,260**	**1,473,192**	**1,510,021**
NET RESULT	**-133,465**	**-101,176**	**-66,298**	**-20,795**	**14,097**	**51,631**

With the baseline scenario, it is anticipated that the 50m pool option will require an operational subsidy of around $130,000 in year one, reducing to $100,000 deficit in Year 2 and around $65,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

The 25m pool option will require an operational subsidy of around $20,000 in year one, but should return a modest surplus in Year 2 and grow this to around $50,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

The forecast first year operating result entails a subsidy of around 70c per centre visit for the 50m pool option and 10c per centre visit for the 25m pool option.

Best Case Scenario

Table 7.3 summarises the projected revenue and expenditure for the 'best case' scenario for the first three years of operation.

Table 7.3 – Proposed Leisure Centre – 'Best Case' Revenue & Expenditure Forecasts

	50m Option			25m Option		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
INCOME						
Aquatics						
General admissions	261,800	274,890	288,635	253,588	266,267	279,580
LTS	413,913	434,608	456,339	413,913	434,608	456,339
Squad	219,313	230,278	241,792	219,313	230,278	241,792
Aqua fit	38,400	40,320	42,336	38,400	40,320	42,336
Schools	82,200	86,310	90,626	82,200	86,310	90,626
Other	13,594	14,273	14,987	13,594	14,273	14,987
Total aquatics	1,029,219	1,080,680	1,134,714	1,021,006	1,072,057	1,125,659
Other						
Health and fitness facilities	472,450	496,073	520,876	472,450	496,073	520,876
School holiday program	28,125	29,531	31,008	28,125	29,531	31,008
Ancillary income	251,500	264,075	277,279	249,000	261,450	274,523
TOTAL INCOME	**1,781,294**	**1,870,358**	**1,963,876**	**1,770,581**	**1,859,110**	**1,952,066**
EXPENDITURE						
Staff/salaries	916,440	939,351	962,835	906,318	928,976	952,200
Administration/office expenses	65,000	66,625	68,291	65,000	66,625	68,291
Trading (cost of sales)	189,625	194,366	199,225	187,625	192,316	197,124
Facilities	388,500	398,213	408,168	273,000	279,825	286,821
Programs	123,750	126,844	130,015	123,750	126,844	130,015
TOTAL EXPENDITURE	**1,683,315**	**1,725,398**	**1,768,533**	**1,555,693**	**1,594,585**	**1,634,450**
NET RESULT	**97,979**	**144,961**	**195,344**	**214,888**	**264,525**	**317,616**

With the 'best case' scenario, it is anticipated that the 50m pool option will return an operational surplus of around $100,000 in year one, improving to nearly

$200,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

The 25m pool option will return an operational surplus of around $200,000 in year one, increasing to around $300,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

Low Case Scenario

Table 7.4 summarises the projected revenue and expenditure for the 'low case' scenario for the first three years of operation.

Table 7.4 – Proposed Leisure Centre – 'Low Case' Revenue & Expenditure Forecasts

	50m Option			25m Option		
	Year 1	**Year 2**	**Year 3**	**Year 1**	**Year 2**	**Year 3**
INCOME						
Aquatics						
General admissions	178,024	186,925	196,271	172,440	181,061	190,115
LTS	281,461	295,534	310,310	281,461	295,534	310,310
Squad	149,133	156,589	164,419	149,133	156,589	164,419
Aqua fit	26,112	27,418	28,788	26,112	27,418	28,788
Schools	55,896	58,691	61,625	55,896	58,691	61,625
Other	9,244	9,706	10,191	9,244	9,706	10,191
Total aquatics	699,869	734,862	771,605	694,284	728,998	765,448
Other						
Health and fitness facilities	321,266	337,329	354,196	321,266	337,329	354,196
School holiday program	19,125	20,081	21,085	19,125	20,081	21,085
Ancillary income	171,020	179,571	188,550	169,320	177,786	186,675
TOTAL INCOME	**1,211,280**	**1,271,844**	**1,335,436**	**1,203,995**	**1,264,195**	**1,327,405**
EXPENDITURE						
Staff/salaries	846,616	867,781	889,476	837,265	858,197	879,652
Administration/office expenses	65,000	66,625	68,291	65,000	66,625	68,291
Trading (cost of sales)	128,945	132,169	135,473	127,585	130,775	134,044
Facilities	358,900	367,873	377,069	252,200	258,505	264,968
Programs	84,150	86,254	88,410	84,150	86,254	88,410
TOTAL EXPENDITURE	**1,483,611**	**1,520,701**	**1,558,719**	**1,366,200**	**1,400,355**	**1,435,364**

	50m Option			25m Option		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
NET RESULT	**-272,331**	**-248,858**	**-223,283**	**-162,205**	**-136,160**	**-107,959**

With the 'low case' scenario, it is anticipated that the 50m pool option will require an operational subsidy of around $270,000 in year one, reducing to around $220,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

The 25m pool option will require an operational subsidy of around $160,000 in year one, reducing to around $100,000 by year 3. It should stabilise there in the absence of population growth or improve further in line with any increase in the catchment population size.

The forecast first year operating result entails a subsidy of around $1.70 per centre visit for the 50m pool option and $1.00 per centre visit for the 25m pool option.

Conclusion on Forecasts

Operating forecasts have been provided for the two centre options (50m and 25m main pool) and according to the three visitation scenarios – 'baseline', 'best' and 'low'. The forecasts have been provided for the first three years of operation.

The bottom line forecasted results for the two options - and for the three scenarios – are summarised in Table 7.5.

Table 7.5 – Proposed Leisure Centre – Net Financial Results - All Scenarios

Scenario	50m Option			25m Option		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Baseline case	**-133,465**	**-101,176**	**-66,298**	**-20,795**	**14,097**	**51,631**
Best case	**97,979**	**144,961**	**195,344**	**214,888**	**264,525**	**317,616**
Low case	**-272,331**	**-248,858**	**-223,283**	**-162,205**	**-136,160**	**-107,959**

Table 7.5 illustrates the variable forecast performance of the two options over the three visitation scenarios. The forecast financial performance of the 25m pool option is around $115,000 better than that forecast for the 50m pool option – across all scenarios.

Thus, for the **baseline** case scenario, the 25m pool option is forecast to return a $50,000 surplus by year 3 compared to a deficit of just under $70,000 for the 50m pool option. For the **low** case scenario, both options are forecast to return deficits – but by year 3 the deficit for the 25m option, at $108,000, is much less than the $220,000 for the 50m option.

ATTACHMENT A

PAST REPORTS

ATTACHMENT A: PAST REPORTS

Previous studies and documents of relevance to the current study include the 1995 *Community Research into Swimming Pools, Libraries and the Proposed Leisure Centre*[21], the 1995 *Aquatic & Leisure Centre Feasibility Study*[22], the 2001 *Swimming Centres Strategy*[23] and the 2004 *Open Space, Recreation, Cultural and Community Facilities Needs Study*[24]

The purposes, relevant recommendations and major implications of these studies are summarized below.

Community Research - Swimming Pools, Libraries & Proposed Leisure Centre (1995)

This random community survey was undertaken by the Illawarra Regional Information Service (IRIS). The survey included two questions of relevance to the current study - re visits to Council's pools between Dec'94-Feb'95 and forecast visits to a leisure centre (comprising indoor heated pool, aerobics, weight training, sports hall etc) if provided.

Table A1.1 illustrates the potential attractiveness of the proposed leisure centre compared to the existing pools – with 22% of non-pool users expecting to use the proposed centre and the expected *frequency* of visits also being much higher.

Table A1.1: 1995 Community Survey – Use of pools & expected use of a leisure centre

No. of visits	Actual visits to pools – summer 94-95	Estimated annual visits to leisure centre
None	57.1	35.0
Once a month or less	6.1	8.6
Up to once a fortnight	8.3	1.8
Up to once a week	10.9	32.0
Up to twice a week	8.3	13.4
More than twice a week	9.4	9.2

Table A1.2 shows that the proposed leisure centre is likely to attract more current non-users from the *older* age groups. For example, less than 8% of those aged 65+ years currently use Council's outdoor pools but 33% of survey respondents within this age group expect to use the proposed indoor centre – a 400% increase. While the survey identified visitor growth for all the age groups, this was less so, proportionately for the younger age groups. For example, around 54% of respondents aged 15-24 years currently use Council's pools and nearly 90% of

21 Illawarra Regional Information Service, 1995 *Community Research into Swimming Pools, Libraries and the Proposed Leisure Centre*

22 Barry Hall & Associates (November 1995), *Aquatic & Leisure Centre Feasibility and Sport & Recreation Strategic Issues*

23 Facilities Design Group (2001), *Wingecarribee Swimming Centres Strategy*

24 Parsons Brinkerhoff (2004), *Wingecarribee Open Space, Recreation, Cultural & Community Facilities Needs – Study, Strategy, Action Plan*

them expect to use the proposed centre. This is an increase of 65% - significant but less than that for the older age groups.

Table A1.2: Use of pools & expected use of leisure centre – At least one use x age group

Age group	Actual visits to pools – summer 94-95	Estimated annual visits to leisure centre
0-4 years	59.0	68.4
5-14	83.0	86.2
15-24	54.4	89.6
25-39	45.9	76.8
40-54	21.4	60.6
55-64	15.0	48.7
65+	7.6	32.8

Aquatic and Leisure Centre Feasibility Study (1995)

The purpose of this study was to review aquatic and recreation needs in the Shire, in general, and the need for an indoor wet-dry leisure centre in particular.

The study based its findings on a review of the outcomes of previous studies – including the IRIS survey – and new research including a clubs and organisations survey.

Findings of relevance to the current study included the following:

- The existing outdoor pools are in need of upgrading (heating, general presentation, shade, seating)
- The pools are not providing the full range of opportunities expected at modern pools (particularly leisure swimming, hydrotherapy, year-round fitness and learn to swim, creche, quality café/kiosk and associated 'dry' fitness facilities)
- The Shire's major recreation facility need, as identified in the consultations for the study, was an indoor heated pool/leisure centre to serve the whole Wingecaribee community
- The provision of such a facility would present an on-going viability dilemma with respect to the existing pools
- To avoid the inevitable duplication of facilities and viability problems, the existing facilities would need to be rationalised
- A multi-purpose sports hall should *not* be included in Stage 1 of the proposed Leisure centre – because the need appeared to be adequately met by the Moss Vale Basketball Association Stadium, the Mittagong Recreation Centre and the soon-to-be-completed Hill Top Recreation Hall

The study made the following strategic recommendations:

- A regional Aquatic and Leisure Centre be built at the corner of Kangaloon Road and Old South Road in East Bowral

- Stage 1 to include combined 50 and 25m indoor pools (with the 25m pool 2m deep to accommodate water polo), a leisure pool, spa, sauna, therapy/program pool, spectator seating for 500
- Stage 2 to include gym/fitness facilities and consider inclusion of sports hall
- Close Bowral pool and refurbish Bundanoon, Moss Vale and Mittagong Pools (with the Mittagong Pool being redeveloped to a 'destination park' – with lazy river and slides)

Wingecarribee Swimming Centre Strategy (2001)

The purpose of this study was to review the operations of all existing pools in the Shire and options for a new indoor aquatic/leisure centre.

The study reviewed the population size and structure, aquatic facility needs (focus groups), market potential for a new facility, the condition of existing facilities and options for upgrading those facilities.

The study concluded that the existing pools required a range of 'essential' and 'desirable' upgrades (at a cost of $270,000 for the 'essential' and $1,800,000 for the 'desirable') and that the development of an indoor centre was warranted and 'affordable'.

Three options for a new centre were proposed – ranging in cost from $5.5m to $9.475m. The preferred option – $5.5M at the existing Bowral Pool site - was expected to produce an operating deficit of $105,000 by the end of Year 2.

The study made the following strategic recommendations:

- Retain all pools in the short term
- Build a new indoor pool at the Bowral Pool site
- Do not include an indoor sports hall (already well provided for)
- Provide (if possible) an outdoor water polo pool (50 x 20m)

Open Space, Recreation, Cultural and Community Facilities Needs (OSRCCF) Study and Strategy (2004)

The purpose of this study was to identify open space, recreation and cultural needs (including aquatic recreation needs) and to develop a policy framework – including strategies - for addressing the needs.

Findings and issues identified of relevance to the current study – and the proposed responses – are summarised in Table A1.3

Table A1.3: OSRCCF Study – Key relevant findings & proposed responses

Broad Finding	Specific issues	Proposed responses
Demand for an integrated 'wet-dry' leisure centre	Community consultation identified 'a leisure centre' as one of the major unmet needs in the community	Investigate suitable sites and commission concept designs for preferred site. The Centre to be central in the Shire, an adequate distance from competing facilities and to include: • Main pool - 25m lap pool (population not big enough for 50m) • Child pools/play areas • Aquatic programs and services • Indoor sports courts (soccer, gymnastics, volleyball, netball) • Gym/fitness centre • Ten-pin bowling lanes (3-5) • Indoor rock climbing • Sports clothes store • Support facilities (crèche, café, change, storage) Centre likely to cost $6-9m with substantial operating subsidy
	Demand for the centre is 'reinforced' by projected growth of the Shire (to 50,000 by 2021), ageing population, trends, climate, cost of maintaining existing facilities	
Quality and adequacy of swimming pools	Oversupply of outdoor pools in the Shire – but high level of 'community attachment'	Rationalise pools – Close 'at least two' pools following opening of proposed leisure centre. Which two will depend on final location of proposed centre and relative levels of pool use, cost and travel distances. To prepare for this, implement a 'patronage monitoring plan' (daily attendance x age breakdowns), comparative catchment (travel distance) assessment. Develop strategy for existing pools in conjunction with proposed leisure centre strategy
	Use of pools is weather dependant – although pools are heated, not used once the air temp gets cold	
	Patronage likely to fall once proposed leisure centre opens	
	High cost of maintaining and operating the pools	
	Issues raised in community consultations - pools not adequately maintained; not open long enough	
Adequacy of indoor sport and recreation facilities	Shire 'appears to be lacking' in a good venue for indoor sports such as cricket and soccer	Hilltop Recreation Centre is 'fairly flexible' as a potential venue – but not centrally located
	Indoor sports facilities only available in north of Shire (Mittagong and Hilltop)	
	Mittagong Recreation Centre is 'well used' but needs a 'significant upgrade' to meet user needs	
	Hill Top Recreation Centre – poor quality floor – limits usability - underutilised	

ATTACHMENT B

RECREATION TRENDS

ATTACHMENT B: AQUATIC RECREATION TRENDS

CHANGES IN THE FACTORS WHICH INFLUENCE RECREATION PARTICIPATION

Recreation participation patterns vary from place to place and over time – in accordance with differences and changes in demographic characteristics, environmental and socio-economic conditions, product and opportunity innovations and local/regional cultures.

There have been significant shifts in many of these factors, in recent years, and these, in turn, have brought about change in recreation participation needs and demands.

These changes have had (and are having) significant impacts on sport and recreation participation (including swimming, other aquatic activities and indoor sports) although the impacts are not uniform across the country – due to different local cultures, political priorities and economic conditions.

Some of the key trends and their impacts on recreation needs and demands are summarised in Table AB.1.

Table AB.1: Key social, economic & industry trends and impacts on recreation demands

Key trend	Impact on recreation demands
Continuing population growth	Continuing *rise in the demand* for recreation opportunities
Rising educational levels and increasing cultural complexity and sophistication	Demands for a greater *diversity* of opportunities Demands for *higher quality* facilities (and for quality programming and management) Increasing demands for modern indoor leisure and fitness facilities, quality outdoor arenas, attractive trails and linkages and more adventurous youth recreation facilities
Access to cheaper travel – and the associated opportunities for 'leisure education' and the observation of good models of recreation facility provision in a range of different places	
Media-driven 'globalisation' of sport and leisure cultures (eg skateboarding and other youth cultures and growth in popularity of North American sports such as baseball)	
Conduct of major events (eg Sydney 2000 Olympic Games; Melbourne 2006 Commonwealth Games)	Flow-on impacts of major events – stimulating participation in popular events (such as swimming, hockey, athletics)
Supply and technology-driven shifts in the quality and availability of recreation opportunities (modern leisure centres, wave pools, synthetic surfaces etc)	Increasing willingness and ability to try new activities and to pay higher user fees for novel and/or quality provision
Change in personal interests and capacities (age, education, health and fitness, skills)	Demand for improved balance in the provision of 'structured' and 'unstructured' recreation Increasing demand for *non-competitive*, cultural and passive leisure opportunities

Key trend	Impact on recreation demands
Changes in time and money availability – with increasing work hours and commuting for some (more money, less time) and under/unemployment (more time, less money) for others	Greater *reliance on local and lower cost* opportunities by those without the resources to travel or pay for more expensive pursuits Demand for more flexible programming – including week day, evening and weekend leisure activities
Increasing recognition of the rights and needs of all members of the community (including those with special needs - women, aged, people with disabilities and indigenous peoples)	Increasing demand for *indoor aquatic and sports facilities* – to broaden program offerings and to provide activities with protection from solar radiation (and poor weather) Higher expectations of access for less mobile members of the community, including children, people with prams, the aged and people with movement, sight, intellectual or other disabilities Increasing *demand for leisure programming and* leadership and for facilities which ensure personal safety and minimise risk
Government driven initiatives in health promotion (eg Active Australia, 'slip slop, slap'), access and equity (eg minimum standards for physical access to facilities, targeted programs for population groups with special needs) and other policy areas	
Increasing concern with obesity and overweight trends in the community and recognition of the potential role of physical recreation in reversing these trends	Increasing focus on facilities, activities and services that respond to the obesity 'epidemic' Demand for public domain environments that facilitate 'incidental physical activity'

Many of these broad changes (and their associated impacts) are reflected in the aquatic recreation 'industry' – both in the participation trends in aquatic recreation activities and in the provision of aquatic recreation facilities. These trends are summarised in the following two sub-sections.

TRENDS IN RECREATION PARTICIPATION

Some of the key themes in the review of sport and recreation trends in NSW over the past 10-15 years include the very strong growth of swimming and individual fitness and physical recreation activities and the modest (but continuing) growth of indoor court sports.

Between 1995 and 2003, for example, swimming was amongst the four most popular sport/physical recreations for adults in Australia (along with other traditional activities – golf and tennis).[25]

Fitness activities

The very high growth in individual fitness activities – including walking (for pleasure and fitness), bike riding, aerobics/fitness programs, weight training and swimming – has been one of the most prominent trends.

[25] ABS, *Participation in Sport and Physical Activities,* 1995/96 to 1999/2000

Swimming and aerobics have increased in popularity as attractive year round aquatic/recreation centres have become more widely available. Similarly, cycling has become more popular with the widespread provision of safe riding routes. Rising awareness of the health benefits of exercise – partly driven by government programs such as Active Australia – would also have been a catalyst.

It is also probable that the trend to smaller (and later) families have given more people in the younger age groups (up to 35-40 years) the leisure time and therefore the opportunity to pursue these activities.

Indoor court sports

A parallel trend has been the substantial growth, in the last twenty years, in *indoor* sport and recreation – particularly between the early 1980's and the mid-1990's. This has been reflected in an indoor facility provision 'boom' throughout Australia and the growth in popularity of indoor sports – particularly basketball - in those locations where such facilities were provided.

Basketball, for example, was the second most popular organised sport for children (5-14 years) until the later 1990's and the third most popular participatory sport (behind aerobics and netball) for young people aged 15-24 years (with 5.4% of this age group participating in the sport).

Basketball has also been popular with adults. It had become, by 1995, the ninth most popular sport/physical recreation (behind aerobics, golf, tennis, netball, lawn bowls, soccer, touch football and swimming).

In more recent years there has been an apparent decline in basketball participation rates amongst children. By 2000, for example, basketball had dropped from second to fifth most popular organised sport for children (behind swimming, soccer, netball and tennis). This decline, however, has been more than offset by increasing participation by adults[26].

There has, additionally been modest growth or stability in a range of other indoor sports – including indoor soccer, indoor cricket, volleyball, badminton and indoor hockey. Netball, while primarily an outdoor sport, is also a user of indoor sports hall facilities (for elite competitions and wet weather use and training at district levels).

Older people

[26] Based on the *ERASS* and *Children's Participation in Cultural and Leisure* surveys, Australia-wide participation in 'organised' basketball would have increased modestly between 1995 and 2003 – from around 560,000 to 580,000 participants (with a 100,000 fall in child participation offset by a 120,000 gain in adults)

Participation rates appear to be increasing amongst *older people*. The 1996/97 *Sports Participation* survey found, for example that 18.9% of people over 65 years participated in at least one 'organized' sport or physical activity.[27] This was 73% of the overall (ie for all ages) participation rate for 'organized' activities of 25.8%.

Seven years later, the 2003 ERASS survey found that a significantly higher 32.5% of 65+ year olds participated in at least one 'organized' sport or physical activity (and that there was a smaller gap between this and the overall participation rate for 'organized' activities of 41.6%). In other words, there appears to be a slowing of the decline in participation with increasing age.

If this trend continues, the use of public recreation facilities may *not* decline significantly as the population grows older. To some extent, at least, this will depend on the on-going initiatives of sporting organisations to encourage the participation of older people and the continuing assistance of Government programs (such as Active Australia and the Masters Games).

TRENDS IN NON-PARTICIPATION

Despite the benefits of this growth (in terms of recreation enjoyment and the associated health and welfare benefits) there is also evidence that health problems (eg increasing body weight and obesity) and social problems (eg the detachment of large numbers of youth from structured recreation) are increasing in the community.

It appears that a recreation participation 'polarisation' is occurring – with some sections of the community becoming more recreationally active and involved and others becoming less active.

Rising inactivity and obesity

While there is increasing levels of sports and physical activity participation within some sectors of the child and youth population there also appears to be increasing inactivity amongst others.

With respect to this, it is relevant to note that, according to the 2003 *Participation in Cultural and Leisure survey,* 38% of children did not participate in any organized sport or physical activity and a further 32% only participated in one. As well, more than half of the 62% who participated, did so only once a week or less. In other words, 70% of children are either not participating or participating only once a week or less.

The communique from the 2002 *NSW Childhood Obesity Summit* focused on this issue and included the following observation:

[27] Most likely walking, aerobics, golf, lawn bowls, swimming or tennis

Although physical activity trend data is lacking it is apparent that children and adolescents are less physically active. They now spend more time watching television or playing electronic games than they do in more physically active pursuits. The 2001 NSW Child Health Survey revealed that among 5-12 year-olds, 40% reportedly watched two hours or more of television or videos a day on average while 15% reportedly played computer games for an hour or more a day on average[28].

The 2000 and 2003 *Children's Participation surveys* support this observation. The surveys identified the very high and increasing levels of TV, video and internet activity and the declining or stagnant participation in many physical recreation activities (including skateboarding). It is probable that some degree of substitution is occurring here – with the large recent increases in time spent on internet access being at the expense of involvement in physical activities.

Other causes of this trend to inactivity include parental fears for child safety (ie not allowing children to walk or ride to school or leisure activities due to perceptions of risks from strangers, gangs etc), the lack of safe and/or accessible facilities (for riding, play and other active pursuits) in some places and lack of awareness and knowledge (by parents and children) of the importance of regular physical activity (and nutrition) to positive health outcomes.

Youth participation in 'organised' recreation

Another parallel trend is the decreasing involvement by some *young people* (adolescents and young adults) in 'structured' activities.

While *young people*, as a whole, have the highest participation rates in sport, cultural and recreation activities[29], a sizeable minority (around 40%) are not particularly attracted to mainstream or structured recreation forms.

The Australian Sports Commission's 2001 study, *Sport for Young Australians*, found for example that 36% of 13-18 year olds were not involved in sport at all and a further 26% were involved in sport only at school.

And it seems that the proportion of young people not interested in structured sport is increasing. The *1997 Time Use Survey* found, for example, that between 1992 and 1997 there was "a marked decline in Australians' involvement in formal and informal sport". This was "most noticeable" for those aged 15-24 years where the average time spent on sport fell from 22 minutes to 16 minutes a day.

[28] Communique - NSW Childhood Obesity Summit, Parliament House Sydney, 12th September 2002

[29] For example, 15-24 year olds allocate considerably more of their time to social life and entertainment than do older people. In the 1992 *Time Use Survey*, young males and females reported spending on average 2.3 hours per day on socialising and entertainment, compared with 1.5 hours per day for persons 25 years and over.

Participation in organised sport and physical activities is highest amongst young people and declines steadily with age. In 1999-2000, nearly half of all 18-24 year olds were involved in organised sport and physical activities. However, among 25-34 year olds, the participation rate had dropped to below 40%.

Additionally, the number of young people actually involved in organised sport fell by 25%.

The 2000 to 2003 ERASS surveys suggest that this trend may have stabilised or reversed. The 2003 survey shows, for example, that the 15-24 year age group is the highest participating age group for both 'organised' and non-organised' activities – with an overall participation rate of over 90% and an average participation frequency of 3.7 sessions per week.

Nevertheless, a significant proportion of young people dislike organised activities and prefer to spend their recreation time with friends (hanging out, skating, pursuing adventure activities etc)[30].

Two income families

Another significant 'lifecycle' trend is the increase in the proportion of families with two parents working full time. While there is no definitive study on the impacts of this, it is likely that such families will have less time for leisure and recreation activities.

TRENDS IN AQUATIC SPORT AND RECREATION FACILITY PROVISION

The last 15-20 years has witnessed a revolution in the design and development of aquatic and indoor sports facilities. There are now many indoor multi-purpose leisure centres serving different types of communities and various sizes of catchment area.

Indicators derived from the actual performance of these facilities can be used in the planning of new facilities.

For example, it is now generally accepted that conventional 50 metre outdoor pools are less cost-effective than modern alternatives. Such pools, for example, incur large operating deficits in the order of $50,000 to $200,000 per annum (P Fitzgerald and S Dreyfus, Drowning by Numbers, 1994; Centre for Environmental & Recreation Management (CERM), Performance Indicators Project, Annual Surveys 1995-2004).

Lack of shallow and heated water, weather, the short season and the usual heavy commitment to club and lap swimming activities limits the range and flexibility of programming at traditional, outdoor facilities. Substantial operating subsidies are the inevitable result.

[30] Several recent studies highlight the widely held view in many communities that there are not enough accessible, low cost recreation and social opportunities for young people - particularly affordable, youth-friendly places for young people to gather and socialise.

Indoor heated pools, on the other hand, have the potential to break even financially – but this requires entrepreneurial management, minimum size catchment populations (more than 50,000 for fifty metre pools and 20,000 for twenty-five metre pools) and integration with other leisure facilities such as sports halls, fitness facilities and catering/merchandising.

Health and fitness facilities – comprising aerobics/program space and weights/circuit training equipment – were, until the 1990's, mainly provided by commercial gyms and youth organizations (such as the YMCA and PCYC's). They are now a commonly included component of aquatic leisure centres.

A client base of around 350 to 400 regular users is required to achieve break-even financial operation of a typical fitness centre incorporated into a larger leisure complex. Once the break-even point is achieved the contributions from additional patrons flow almost entirely to profits as overhead staffing costs are not directly proportional to the number of user visits.

Catering and merchandising facilities – including cafes serving an array of beverages and light, healthy snacks and shops with a range of modern attire and equipment – have also become more sophisticated in recognition of the increased demand for such services and their importance in □rèche□ed□ the "secondary spend" dollar.

This combination of facilities – indoor heated pool(s), gym/aerobic space, catering (and, in larger centres, sports halls) – in the one integrated centre provides extensive synergies in use and the potential for "cross marketing" between activities. The twin benefits of this are greater levels of participation in recreation and a far better financial performance than would be possible for an outdoor pool only facility (as demonstrated in the annual CERM centre performance surveys).

Additionally, an integrated centre would provide a major focus (identity) for recreation in the community.

The relative success and demonstrated (financial and service) benefits of integrated centres provides an important planning context for the consideration of aquatic needs within the Shire – especially in regard to the particular needs of specific target markets.

The key changes in the provision of aquatic facilities over the past 10-20 years (together with explanations for the changes) are summarized in Table AB.2:

Table AB.2: Trends in Aquatic Facility Provision

Change/trend	Rationale/reason for change
Older outdoor 50 metre pools are increasingly being *replaced by new* indoor 25 metre facilities rather than being updated, enclosed and/or replaced with a new 50m indoor pool. (No new 50m indoor pools have been built in recent years except those provided specifically for State/National/International competition levels - such as the Sydney International Aquatic Centre).	• High cost of 50 metre facilities • the escalating cost of providing ageing swimming pool facilities in conjunction with the reducing 'marketability' of these facilities, and • Difficulties in achieving financial viability with 50 metre pools, • Changing community preferences and needs • Emergence of 'short-course' swim competitions and record • greater awareness of sun exposure and skin cancer risks (and the public liability issues associated with this), • Increasing inability of older pools to meet contemporary health and risk management requirements
Many outdoor cold water pools are, however, being converted to heated pools - with some being enclosed (such as the Narooma Pool in Eurobodalla Shire) but most remaining outdoors (such as Council's Bowral and Mittagong, Moss Vale and Bundanoon Pools).	• Changing community preferences (year-round fitness) • Increasing recognition that having major facilities idle for large parts of the year is wasteful of limited resources
Very few cold water outdoor facilities are being built (particularly in areas with cooler winter climates) *unless* they are being provided in association with new or existing indoor heated facilities.	• Changing preferences – less community acceptance of cold water ,weather exposure and what are perceived as 'outdated' facilities - and greater range of alternative recreation opportunities (indoor and outdoor) has caused significant falls in user numbers at older pools • Cost effectiveness – higher efficiency of indoor venues (that can be used all year and in all weather conditions). • Economic viability - where provided in association with indoor venues, outdoor facilities can be cross-subsidized by the indoor operations
Substantial growth in the number and diversity of water spaces (with varying temperature, length, width, depth and shape) at new aquatic centres.	• A range of pool types and sizes can better address the wide range of different user demands (eg elite training, squad training, school and club championships, lap swimming, water polo, underwater hockey, learn to swim, stroke and other remedial programs, aqua-aerobics, gentle exercise and other health activities and accident/illness rehabilitation) in terms of both timetabling and pool temperatures.
A range of technical innovations – such as pool tank movable floors in which the temperatures and depth can be adjusted across a wide range	• Improved cost-effectiveness – with reduced need for several different individual water bodies.
Integration of facilities – with many new aquatic facilities being components of combined 'wet'- 'dry' centres (including one or more of cafes, restaurants, social and informal games areas, meeting and activity rooms, user club rooms, program rooms, fitness gymnasia, aerobics rooms, indoor sport courts and spaces for dances,	• Increasing recognition of the synergy and cross-marketing benefits of co-location – and potential to reduce operating deficits or build surpluses • Improved cost-effectiveness – minimising duplication of infrastructure and management systems.

Change/trend	Rationale/reason for change
concerts, markets, school programs and assemblies).	
A stronger focus on centre management, employment of professional staff, centre marketing and programming of all spaces (to maximize community use, user benefits and financial outcomes).	• to maximise the diversity of program offerings – in line with community expectations • to ensure centre viability – through optimising use and income generation
A more strategic approach in the provision and management of multiple pool/leisure centres (both within municipalities and across municipal boundaries).	• Benefits of co-ordinated rather than competitive facility and program provision – with positive use and financial outcomes for all stakeholders (such as Wyong/Gosford Council joint contributions to the Mingara Leisure Centre).
Few swimming facilities have been closed down – unless replaced by improved facilities.	• Reflection of high levels of community 'ownership' of pools and involvements in pool developments
Heated indoor pools are increasingly being seen as elements of the health/welfare – not just recreational – infrastructure of the community. Many centres provide rooms for physiotherapists, masseurs and other health providers as well as change facilities for disabled and groups	• Increasing recognition of the contribution that aquatic facilities can make to improved community health
Increased focus on financial viability, cost-recovery, cost-effectiveness and the need for a marketing approach to the provision of swimming (and other recreation) facilities.	• Increasing competition for limited public funds

Collectively, the above changes have led to the development of more integrated, market oriented aquatic facilities. Some of these operate with substantial operating surpluses while many others operate at close to break-even or have per capita subsidies considerably less than those experienced at cold water and/or outdoor pool-only venues.

IMPLICATIONS OF THE TRENDS FOR COUNCIL'S PROPOSAL

Many of the trends outlined above have implications for Council's proposal (and any other proposals to extend and/or upgrade aquatic facilities in the Shire). It is critical therefore that the proposal be evaluated within the context of these key recreation and aquatic industry trends.

The participation trends provide evidence that swimming is and will remain a popular and growing activity and that many activities that can be accommodated in modern wet/dry leisure facilities are also popular and growing.

The trends also provide:

- evidence of the markets which could be tapped through provision of *a diversity* of opportunities (particularly for the non-peak time markets including older people and parents with pre-school children).
- evidence of the amount of money spent on sport and physical activities and the main areas of expenditure. (A merchandising shop, for example, would provide a service for users and generate secondary income for the centre), and
- support for the provision of opportunities and incentives for older residents (such as customized programs and concession fees) if these residents are to reap the personal and health benefits of participation in recreation programs.

These and other relevant changes need to be taken into account in considering an appropriate response to the demand for swimming facilities in the Shire – to ensure that the response is relevant to demonstrated contemporary needs

ATTACHMENT C

POPULATION REVIEW

ATTACHMENT C: POPULATION REVIEW

POPULATION SIZE and GROWTH

In 2001 the Shire had a population of 40,840 persons – up 23% (or 2.3% per annum) from just over 33,000 in 1991. This was significantly higher than the 11.2% growth, in the same period, for NSW overall.

Growth has slowed only marginally in more recent years – with the 1996-2001 average annual population rise still a high 2.2%.

If the current rate of growth continues beyond 2001, the population will grow to 50,000 by 2011.

POPULATION DISTRIBUTION

The distribution of the population within the Shire catchment is a critical factor in the location of facilities and in the marketing and promotion of activities and programs.

With respect to this, it is noted that the population is concentrated within the central developed area bounded by Mittagong in the north, Moss Vale (south), Berrima (west) and East Bowral (east) - with 24,000 people (or 60% of the Shire population) in this area.

POPULATION CHARACTERISTICS

Age Profile

The Shire has higher proportions of children/youth *and* older people than NSW as a whole – with an above-average proportion of children/youth 0-19 years (30.3% compared to 27.7% for NSW) and well above-average proportions of people aged 55+ years (26.4% compared to 22.3%).

On the other hand, the Shire has below average proportions of young and middle aged adults (aged 20-54 years).

There are notable differences between the sub-catchments within the population. The Mittagong area (and to a lesser extent, Moss Vale) has, for example, a much higher than State average child/youth population and a lower than average seniors (65+ years) population. Mittagong also has a much closer to NSW-average population of adults – as summarised in Table A.C1.

Table A.C1 – Age Profile of Pool Catchments, Shire & NSW (2001 Census)

Age	Mittagong		Bowral		Moss Vale		Bundanoon		WSC		NSW
(Yrs)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)
0 to 4	962	7.6	734	6.1	839	7.0	229	5.8	2,760	6.8	6.7
5 to 14	2,322	18.4	1,751	14.6	1,975	16.5	616	15.5	6,697	16.4	14.2
15 to 19	918	7.3	774	6.4	963	8.0	215	5.4	2,897	7.1	6.8
20 to 24	527	4.2	425	3.5	544	4.5	117	2.9	1,605	3.9	6.4
25 to 54	5,256	41.7	4,295	35.7	4,716	39.4	1,484	37.3	15,847	38.9	43.0
55 to 64	1,194	9.5	1,478	12.3	1,325	11.1	589	14.8	4,600	11.2	9.3
65+	1,430	11.3	2,568	21.4	1,615	13.5	726	18.3	6,230	15.2	13.0
TOTAL	**12,609**	100.0	**12,025**	100.0	**11,977**	**100.0**	**3,976**	**100.0**	**40,636**	**100.0**	**100.0**

A population's *age structure* is a key determinant of the level and type of demand for recreation opportunities and services. Very youthful populations have a greater need for child and family oriented opportunities while those with a large proportion of families with teenagers seek sporting and social opportunities to a greater extent.

Ageing populations may well use many of the same facilities but will also require more support services and programs and participate at far lower rates than young people.

Overall, the Shire's population is likely to generate an average demand for recreation facilities – with the high participation levels of the child and youth populations offset by the lower rates for the high proportion of older people..

Household Characteristics

The catchment area has a slightly lower than average proportion of *couple families with children* (as illustrated in Table A.C2) but this is partly offset by the above-average proportion of one-parent families.

The overall average proportion of *families with children* implies an average need for family-oriented activities (such as visits to parks and playgrounds, picnicking and trips to the local pool).

Table A.C2 – Household Type, Pool Catchments, Shire & NSW (2001Census)

Household Type	Mittagong		Bowral		Moss Vale		Bundanoon		WSC	NSW
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)	(%)
Couple family with children	1,651	37.8	1,381	30.6	1,428	34.3	416	27.8	33.6	35.7
Couple family without children	1,172	26.8	1,507	33.3	1,182	28.4	547	36.5	30.3	23.6
One parent family	542	12.4	385	8.5	527	12.7	138	9.2	10.8	10.1
Lone person	936	21.4	1,148	25.4	898	21.6	345	23.0	23.1	22.2

house hold										
Other	70	1.6	99	2.2	131	3.1	52	3.5	2.2	8.4
TOTAL	**4,371**	**100.0**	**4,520**	**100.0**	**4,166**	**100.0**	**1,498**	**100.0**	**100.00**	**100.0**
At same address 5 years ago									48.8	55.9

There is an above average proportion of *couple families without children* – suggesting an above-average demand from adults with the time to engage in fitness activities such as lap swimming and gym programs.

Again, there are differences in the Shire's sub-catchments – with Mittagong having a significantly higher proportion of 'households with children' (50.2% compared to 44.4% and 45.8% for the Shire and NSW, respectively).

On the other hand, Bowral and Bundanoon both have much higher proportions of 'couple families without children' and Bowral has an above-average proportion of 'lone person households'.

Resident stability in the Shire is lower than average – with nearly 49% of residents living at the same address five years previously compared with 56% for NSW. This would reflect the Shire's high growth – with a high proportion of residents moving to the Shire in the past five years.

Ethnicity

The *ethnicity* of the population is important because people from different cultural backgrounds have different preferences and interests in recreation and leisure activities. This has been identified in both national and local level surveys[31].

With respect to this, the catchment area has a very low level of ethnic diversity – with just over 2,000 (or 5.4%) of the catchment's residents born in non-English speaking countries (compared to 16.7% in NSW overall).

Table A.C3 – Place of Birth, Pool Catchments, Shire & NSW (2001Census)

Place of Birth	Mittagong		Bowral		Moss Vale		Bundanoon		WSC	NSW
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(%)	(%)
Born Australia	10,521	80.8	9,654	79.2	9,627	80.7	3,150	79.8	79.7	70.5
Born overseas										
English speaking	1,181	9.1	1,218	10.0	975	8.2	438	11.1	9.2	6.7
NESB	636	4.9	664	5.4	672	5.6	204	5.2	5.4	16.7
Total	1,754	13.5	1,882	15.4	1,647	13.8	642	16.3	14.6	23.4
Not stated	747	5.7	652	5.3	652	5.5	155	3.9	5.2	6.0

[31] The ABS *1993 Survey of Involvement in Sport* found, for example, that people born in Australia were far more likely to play sport than people born overseas (40% of men and 27% of women born in Australia compared to 24% of men and 13% of women born overseas). The more recent 2003 *Children's Participation in Cultural and Leisure Activities* (ABS) found that children living with parents born in NESB countries were the 'least likely' to participate in recreation activities.

There is little variation across the Shire – except that diversity is slightly lower in the north of the Shire (Mittagong to Hilltop and Yerrinbool).

While ethnic diversity is low, the cultural needs of minority groups still need to be recognized in facility and program planning and management. That is, the special cultural needs of particular groups should be taken into consideration in facility management.

Additionally, the apparent different participation rates of NESB people in recreation activities (lower in aquatic recreation but with generally strong preferences for indoor court sports) needs to be reflected in the design (facility mix) and distribution of centres.

Socio–Economic Characteristics

An area's socio-economic status is a reflection of its residents' education levels, occupations and incomes. High-income earning households have larger disposable incomes and a greater ability to engage in a wider array of leisure and recreation activities. More options are available across a wide activity spectrum - including home-based recreation, culture and entertainment and travel and tourism. (There may, of course, be time constraints due to the busy work and family lives of many people in these groups).

People in lower socio-economic groups have fewer options. Relatively small disposable incomes may limit the affordability of many recreation activities (including public activities). This may restrict some residents to team sports and lower cost social and home-based activities.

Key economic indicators for the catchment area are compared with those for the Shire and NSW in Table AC.3.

Table A.C4 – Social Indicators – Pool Catchments, Shire & NSW (2001Census)

INDICATOR	Mittagong		Bowral		Moss Vale		Bundanoon		WSC	NSW
Income	**(No.)**	**(%)**	**(No.)**	**(%)**	**(No.)**	**(%)**	**(No.)**	**(%)**	**(%**	**(%)**
Personal income < $200/week	2,492	26.5	2,192	22.5	2431	26.9	913	28.9	25.8	36.0
Personal income > $700/week	1,919	20.4	2,484	25.5	1684	18.7	1,015	32.1	21.6	15.3
Total persons over 15 years	9,392		9,737		9,027		3,158			
Household income < $500/week	1,230	28.1	1,221	27.1	1245	30.1	467	31.6	28.5	35.4
Household income > $1,500/week	666	15.2	984	21.8	582	14.0	187	12.6	16.7	12.2
Total Households	4,371		4,508		4,143		1,480			

INDICATOR	Mittagong		Bowral		Moss Vale		Bundanoon		WSC	NSW
Labour Force status										
Employed	5,264	58.8	5,024	54.4	5,024	58.2	1,566	52.0	54.1	57.7
Unemployed	320	3.6	217	2.4	265	3.1	83	2.8	2.8	4.5
Total in Labour Force	5,584	59.9	5,241	54.9	5,289	57.7	1,649	52.7	57.0	62.2
Not in Labour force	3,371	36.2	3,987	41.8	3,350	36.6	1,361	43.5	38.9	37.8
Unemployment rate	5.7		4.1		5.0		5.0		5.0	7.2

In 2001, individuals and households in the Shire had *incomes* that were well-above average compared to NSW as a whole. This was despite the Shire – particularly the Bundanoon area - having a relatively low proportion of people in the labour force.

Table A.C3 shows that 16.7% of *households* (21.8% in Bowral) earned more than $1,500 per week in 2001 – compared to only 12.2% for NSW.

While participation in the labour force is lower than the average in the Shire, those in the labour force are more likely to be employed (with only 5.0% of the labour force unemployed in 2001 (compared to 7.2% in NSW).

The income and labour force indicators imply that the Shire's residents have a well-above average financial capacity to travel to or pay for more expensive pursuits.

But they may be relatively 'time-poor' due to the still high labour force participation rates. This, together with the large number of dependent children, suggests that the Shire's residents may have a more than average reliance on *'time-accessible'* (that is, local) opportunities.

Additionally, a significant minority of households have lower than average incomes. Because councils have *community service obligations* to provide basic recreation opportunities to all members of the community, these households are an important target market for Council's recreation services. The implication is that fee structures for the proposed facility should incorporate appropriate concessions (for at least some activities) for those with a limited ability to pay.

Vehicle Ownership

Car ownership is an important issue with respect to *access* to recreation facilities - particularly for people who live at some distance from regular public transport services.

Households without a car are particularly constrained but households with more than one adult and only one car may not be much better off. If a main breadwinner uses the car to travel to and from work every day, those left at home

become, essentially, members of a household without a car. Only in households with two or more cars can a high level of mobility be guaranteed.

Table A.C4 indicates that vehicle ownership is higher in the Shire (than it is in NSW generally). Only 6.6% of households in the catchment have no car (compared to 12% in NSW and 49% of households own two or more vehicles compared to the State average of 41%.

Table A.C4 – Motor Vehicles, Pool Catchments, Shire & NSW, 2001 (ABS Census)

Number of Cars	Mittagong		Bowral		Moss Vale		Bundanoon		WSC	NSW
	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)	(No.)	(%)
Nil	283	6.0	350	7.6	282	6.5	73	4.7	6.6	12.0
1	1,686	35.8	1,814	39.3	1,685	38.6	637	40.7	38.6	39.8
2	1,775	37.7	1,696	36.7	1,503	34.4	582	37.2	35.8	30.2
3 or more	646	13.7	541	11.7	621	14.2	196	12.5	13.2	10.8
Not Stated	314	6.7	217	4.7	273	6.3	76	4.9	5.8	7.3
Total	4,704	100.0	4,618	100.0	4,364	100.0	1,564	100.0	100.0	100.0

A relatively large proportion of households - the 45% that have only one or nil cars - may experience access difficulties – particularly given the lack of regular public transport services in many parts of the Shire.

There are no significant differences in vehicle ownership between the Shire's sub-catchments.

Implications for the planning of the proposed leisure centre include car parking, public transport routing and timetables and the possible provision of subsidised transport services for users with special access needs.

ATTACHMENT D

COUNCIL POOLS – ATTENDANCE TRENDS

ATTACHMENT D: COUNCIL POOLS – ATTENDANCE TRENDS

Table 4.3: Use of the Shire's Swimming Pools – Visits per day

Year	Mittagong Pool		Bowral Pool		Moss Vale Pool		Bundanoon Pool		Total
	visits	Visits/ day*	visits	Visits / day*	visits	Visits/ day*	visits	Visits/ day*	Visits
1997/1998	62,000		53,000		34,000		21,000		170,000
1998/1999	52,000		38,000		27,000		15,000		132,000
1999/2000	50,000		21,000		22,000		17,000		110,000
2000/2001**									
2001/2002	47,800		32,700		24,900		23,000		128,300
2002/2003	40,500		40,100		21,500		12,000		114,000
2003/2004	32,000		21,300		17,000		11,900		82,100
2004/2005	30,000	191	32,100	207	17,200	135	9,900	64	89,200

** Visits per opening day* (ie 155 days at Bowral and Bundanoon Pools; 157 days at Mittagong Pool ; 127 days at Moss Vale Pool)

*** Detailed use figures unavailable for this year – as advised by Council's Peter Byrne*

The utilisation of water space at Bundanoon Pool - in terms of visits per square metre of water space, is significantly higher than that achieved at the other pools – and has been consistently every year for at least the past ten years.

Table 4.4: Use of the Shire's Swimming Pools – Visits per day

Year	Mittagong Pool		Bowral Pool		Moss Vale Pool		Bundanoon Pool		Total
	visits	visits/ yr/mt*	visits	visits/ yr/mt*	visits	visits/ yr/mt*	visits	visits/ yr/mt*	Visits
1997/1998	62,000	50.4	53,000	48.9	34,000	56.1	21,000	82.0	170,000
1998/1999	52,000	42.2	38,000	35.1	27,000	44.6	15,000	58.6	132,000
1999/2000	50,000	40.6	21,000	19.4	22,000	36.3	17,000	66.4	110,000
2000/2001									
2001/2002	47,800	38.8	32,700	30.2	24,900	41.1	23,000	89.8	128,300
2002/2003	40,500	32.9	40,100	37.0	21,500	35.5	12,000	46.9	114,000
2003/2004	32,000	26.0	21,300	19.7	17,000	28.1	11,900	46.5	82,100
2004/2005	30,000	24.4	32,100	29.6	17,200	28.4	9,900	38.7	89,200

* *Visits per year per metre* is a measure of the total annual visits divided by the m2 of relevant program space. In this table, this is the pool water area. The measure facilitates efficiency comparisons of centres of different sizes.

ATTACHMENT E

OPERATING FORECASTS

ATTACHMENT E: OPERATING FORECASTS

INCOME AND EXPENDITURE ASSUMPTIONS & ANALYSIS – PROPOSED LEISURE CENTRE

1. 50metre Pool Option

Revenue Forecast

Facility components	Program	Classes /week	No. weeks	No. per class	Unit sales	Fee	Average discount	Achieved rate	Income	Assumptions
HEALTH & FITNESS										
300m2 gym 150m^2 activity space (includes crèche)	Memberships								231,000	Average 350 members month x net yield $55
	Fitness assessments and re-assessments				100			40.00	4,000	Average for initial assessments (including program) and reassessments
	Casual gym				6,250	12.00	20%	9.6	60,000	Average 125 casuals per week
	Casual aerobics/pump /circuit				3,000	12.00	20%	9.6	28,800	Average 60 casuals per week
	Pilates/yoga/tai chi/gentle exercise	6	50	10	3,000	12.00	20%	9.6	28,800	
	Fit kids/kindygym /gymnastics	4	40	12	1,920	8.00		8.00	15,360	
	Space hire (martial arts, dance etc)								10,000	5 hours week x $40 hour
	Total health & fitness								**377,960**	
AQUATICS										
50 x 8 lane pool and 300m2 leisure/ program pool	**General admissions**									
	Adults				29,000	4.00	10%	3.60	104,400	45% of estimated 64,000 admissions in year one
	Children				32,000	3.00	10%	2.70	86,400	50% of estimated 64,000 admissions in year one
	Pensioners				3,200	3.00	10%	2.70	8,640	5% of estimated 64,000 admissions in year one
	Spectator				5,000	2.00		2.00	10,000	
	Learn to Swim									
	School terms									
	Tiny tots	20	40	3	2,400	8.00		8.00	19,200	
	Pre-school	20	40	4	3,200	8.00		8.00	25,600	
	School aged	135	40	5	27,000	9.00		9.00	243,000	
	School holidays									
	Pre-school	12	10	4	480	9.00	5%	8.50	4,080	
	School aged	50	10	5	2,500	9.00	5%	8.50	21,250	
	Private LTS				600	30.00		30.00	18,000	Average fee (fees vary with type (term or casual) and length (15m or 30m lesson)
	Squad									
	Squad program (sharks to seniors)								175,450	Average 290 squad members month x net yield $55month x 11 months
	Aqua-fitness									
	Aquarobics	8	48	10	3,840	10.00	20%	8.00	30,720	Includes gentle, moderate aquafit and rehabilitation classes
	School programs									

Facility components	Program	Classes /week	No. weeks	No. per class	Unit sales	Fee	Average discount	Achieved rate	Income	Assumptions
	Intensive LTS (10 days)				8,400	6.00		6.00	50,400	3 schools/term x 4 terms x average 70 students x 10 visits x $60/student
	School sport				3,840	4.00		4.00	15,360	Average 4 schools x 4 terms x 8 weeks x average 30 students x $4/student
	Other									
	Lane hire				125	15		15	1,875	100 hours x average $12 hour
	Birthday parties				600	15		15	9,000	50 parties x 10 children x $15 child
	Total Aquatic								**823,375**	
WET/DRY PROGRAMS										
	School holiday programs				750	30.00		30.00	22,500	50 days x 15 children per day x $30
	Total wet/dry								**22,500**	
ANCILLARY FACILITIES										
Min 40m2 dedicated space	**Trading Income**									
	Café								133,000	
	Merchandising								55,000	
	Telephone/lockers								2,000	
	Total trading income								190,000	Average $1 per visit secondary spend – based on existing spend at outdoor pools
75m2 shared space	**Occasional care**				3,200	3.50		3.50	11,200	10 hrs week x 40 weeks x average 8 children/hour
	Total Ancillary								**201,200**	
	TOTAL INCOME								**1,425,035**	

Expenditure Analysis

Expenditure Item	$	Assumptions
Management/Staffing		
Operations – salary/wages	632,600	Detailed in staff schedule (below)
Programs – salary/wages	225,200	Detailed in staff schedule (below)
Staff non-wage costs	15,000	Training and uniforms
	872,800	
Administration		
Office expenses	50,000	Telephone, post, printing, stationery, office equipment, corporate costs
Advertising/promotion	15,000	
	65,000	
Trading		
Café and merchandise COS	150,000	

Telephone/locker COS	1,700	
	151,700	
Facilities		
Energy	155,000	Electricity and gas
Chemicals	25,000	
Water rates	25,000	
Repairs, maintenance, cleaning	80,000	
Buildings insurance	25,000	
Security	5,000	
Minor equipment	5,000	
Refurbishment provision	50,000	
	370,000	
Programs		
Cardio fitness equipment – lease	80,000	
Program materials/equipment	15,000	
Maintenance - equipment	4,000	
	99,000	
Total	**1,558,870**	

Staff Schedule

Staff Position	EFT	Salary	Hrs/week	Hr/rate	Weeks/ annum	Expend ($)
Share - Recreation Facility Management/Corporate Salaries						
Parks and PropertyManager	0.10	75,000				7,500
Civic Services Coordinator	0.20	58,000				11,600
Administration Overhead Allocation		25,000				25,000
Staff on-costs (30%)						5,700
Total staff o/heads						**49,800**
Permanent staff						
Centre Supervisor	1.00	50,000				50,000
Program facilitator	1.00	40,000				40,000
LTS Co-ordinator	1.00	38,000				38,000
Squad Co-ordinator/Head Coach	1.00	40,000				40,000
Receptionists	2.5	32,000				80,000
Staff on-costs (30%)						74,400
Total F/T Staff						**322,400**
Casual staff						

Staff Position	EFT	Salary	Hrs/week	Hr/rate	Weeks/ annum	Expend ($)
Lifeguards, reception			[32]145	18	52	136,000
Gym supervision			90	24	52	112,000
Casual staff on-costs (5%)						12,400
Total Casual Staff						**260,400**
Program Staff						
Term Learn to swim			95	25	40	95,000
Holiday Learn to swim			38	25	10	9,500
Squad			60	25.00	48	72,000
Aquarobics			9	42.00	48	18,000
Gym/dry programs			10	42.00	48	20,000
Casual staff on-costs (5%)						10,700
Total program staff						**225,200**
Total						**857,800**

2. 25metre Pool Option

Revenue Forecast

Facility components	Program	Classes /week	No. weeks	No. per class	Unit sales	Fee	Average discount	Achieved rate	Income	Assumptions
HEALTH & FITNESS										
300m2 gym 150m^2 activity space (includes crèche)	Memberships								231,000	Average 350 members month x net yield $55
	Fitness assessments and re-assessments				100			40.00	4,000	Average for initial assessments (including program) and reassessments
	Casual gym				6,250	12.00	20%	9.6	60,000	Average 125 casuals per week
	Casual aerobics/pump /circuit				3,000	12.00	20%	9.6	28,800	Average 60 casuals per week
	Pilates/yoga/tai chi/gentle exercise	6	50	10	3,000	12.00	20%	9.6	28,800	
	Fit kids/kindygym /gymnastics	4	40	12	1,920	8.00		8.00	15,360	
	Space hire (martial arts, dance etc)								10,000	5 hours week x $40 hour
	Total health & fitness								**377,960**	
AQUATICS										
25 x 8 lane pool and 300m2 leisure/ program	**General admissions**									
	Adults				28,000	4.00	10%	3.60	100,800	45% of estimated 62,000 admissions in year one
	Children				31,000	3.00	10%	2.70	83,700	50% of estimated 62,000 admissions in year one

[32] 135 hours required if main pool was 25m in length. Allowance for additional 10 hours at peak use times due to possible visibility/site line issues when pool is particularly busy

Facility components	Program	Classes /week	No. weeks	No. per class	Unit sales	Fee	Average discount	Achieved rate	Income	Assumptions
pool	Pensioners				3,100	3.00	10%	2.70	8,370	5% of estimated 62,000 admissions in year one
	Spectator				5,000	2.00		2.00	10,000	
	Learn to Swim									
	School terms									
	Tiny tots	20	40	3	2,400	8.00		8.00	19,200	
	Pre-school	20	40	4	3,200	8.00		8.00	25,600	
	School aged	135	40	5	27,000	9.00		9.00	243,000	
	School holidays									
	Pre-school	12	10	4	480	9.00	5%	8.50	4,080	
	School aged	50	10	5	2,500	9.00	5%	8.50	21,250	
	Private LTS				600	30.00		30.00	18,000	Average fee (fees vary with type (term or casual) and length (15m or 30m lesson)
	Squad									
	Squad program (sharks to seniors)								175,450	Average 290 squad members month x net yield $55month x 11 months
	Aqua-fitness									
	Aquarobics	8	48	10	3,840	10.00	20%	8.00	30,720	Includes gentle, moderate aquafit and rehabilitation classes
	School programs									
	Intensive LTS (10 days)				8,400	6.00		6.00	50,400	3 schools/term x 4 terms x average 70 students x 10 visits x $60/student
	School sport				3,840	4.00		4.00	15,360	Average 4 schools x 4 terms x 8 weeks x average 30 students x $4/student
	Other									
	Lane hire				125	15		15	1,875	100 hours x average $12 hour
	Birthday parties				600	15		15	9,000	50 parties x 10 children x $15 child
	Total Aquatic								**816,805**	
WET/DRY PROGRAMS										
	School holiday programs				750	30.00		30.00	22,500	50 days x 15 children per day x $30
	Total wet/dry								**22,500**	
ANCILLARY FACILITIES										
Min 45m2 dedicated space	**Trading Income**									
	Café								133,000	
	Merchandising								55,000	
	Telephone/lockers								2,000	
	Total trading income								190,000	Average $1 per visit secondary spend – based on existing spend at outdoor pools
75m2 shared space	**Occasional care**				3,200	3.50		3.50	11,200	10 hrs week x 40 weeks x average 8 children/hour
	Total Ancillary								**201,200**	
	TOTAL INCOME								**1,418,465**	

Expenditure Analysis

Expenditure Item	$	Assumptions
Management/Staffing		
Operations – salary/wages	622,960	Detailed in staff schedule (below)
Programs – salary/wages	225,200	Detailed in staff schedule (below)
Staff non-wage costs	15,000	Training and uniforms
	863,160	
Administration		
Office expenses	50,000	Telephone, post, printing, stationery, office equipment, corporate costs
Advertising/promotion	15,000	
	65,000	
Trading		
Café and merchandise COS	150,000	80% forecast revenue – based on typical 20-25% net profit
Telephone/locker COS	1,700	
	151,700	
Facilities		
Energy	100,000	Electricity and gas – water and air heating
Chemicals	15,000	
Water rates	15,000	
Repairs, maintenance, cleaning	60,000	
Buildings insurance	20,000	
Security	5,000	
Minor equipment	5,000	
Refurbishment provision	40,000	
	260,000	
Programs		
Cardio fitness equipment – lease	80,000	
Program materials/equipment	15,000	
Maintenance - equipment	4,000	
	99,000	
Total	**1,438,860**	

Staff Schedule

Staff Position	EFT	Salary	Hrs/week	Hr/rate	Weeks/ annum	Expend ($)
Share - Recreation Facility Management/Corporate Salaries						

Staff Position	EFT	Salary	Hrs/week	Hr/rate	Weeks/ annum	Expend ($)
Parks and PropertyManager	0.10	75,000				7,500
Civic Services Coordinator	0.20	58,000				11,600
Administration Overhead Allocation		25,000				25,000
Staff on-costs (30%)						5,700
Total staff o/heads						**49,800**
Permanent staff						
Centre Supervisor	1.00	50,000				50,000
Program facilitator	1.00	40,000				40,000
LTS Co-ordinator	1.00	38,000				38,000
Squad Co-ordinator/Head Coach	1.00	40,000				40,000
Receptionists	2.5	32,000				80,000
Staff on-costs (30%)						74,400
Total F/T Staff						**322,400**
Casual staff						
Lifeguards, reception			135	18	52	126,360
Gym supervision			90	24	52	112,000
Casual staff on-costs (5%)						12,400
Total Casual Staff						**250,760**
Program Staff						
Term Learn to swim			95	25	40	95,000
Holiday Learn to swim			38	25	10	9,500
Squad			60	25.00	48	72,000
Aquarobics			9	42.00	48	18,000
Gym/dry programs			10	42.00	48	20,000
Casual staff on-costs (5%)						10,700
Total program staff						**225,200**
Total						**848,160**