

MACKAY PARK, BATEMANS BAY
REGIONAL AQUATIC & ARTS/ CULTURAL
PRECINCT - BUSINESS CASE

FINAL DRAFT REPORT

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TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	1
2. STUDY BACKGROUND	7
3. STUDY SCOPE AND METHODOLOGY	9
3.1 BUSINESS CASE SCOPE	9
3.2 STUDY APPROACH	9
4. STRATEGIC CONTEXT	11
4.1 POPULATION ANALYSIS	11
4.2 PLANNING AND TOURISM CONTEXT	11
5. KEY FINDINGS OF DRAFT AQUATIC STRATEGY	13
5.1 PREVIOUS RESEARCH.....	13
5.2 TARGETED ENGAGEMENT	13
5.3 EUROBODALLA SHIRE AQUATIC STRATEGY RECOMMENDATIONS.....	14
6. KEY FINDINGS OF ARTS & CULTURAL NEEDS ASSESSMENT	16
6.1 PREVIOUS RESEARCH.....	16
6.2 BENCHMARKING OF ARTS/ CULTURAL FACILITIES	17
6.3 TARGETED ENGAGEMENT	18
6.4 ARTS & CULTURAL FACILITY RECOMMENDATIONS	19
6.4.1 <i>Centre Programming</i>	20
6.4.2 <i>Operating Principles</i>	20
7. CONCEPT DESIGN	22
7.1 AQUATIC AND LEISURE CENTRE COMPONENTS.....	22
7.2 ARTS & CULTURAL CENTRE.....	23
7.3 OTHER PRECINCT ELEMENTS	23
7.4 DESIGN OPTIONS	23
7.4.1 <i>Option 1: Integrated Aquatic, Visitor Centre, Arts & Cultural Southern Precinct</i>	23
7.4.2 <i>Option 2: Aquatic & Visitor Centre Southern Precinct and Arts & Cultural Northern Precinct</i> .	24
7.5 INDICATIVE CAPITAL COSTS	25
8. FACILITY OPTIONS OPERATING PROJECTIONS MODELLING	26
8.1 INTRODUCTION	26
8.2 FACILITY OPTIONS - FINANCIAL 10 YEAR OPERATING PROJECTIONS	26
8.2.1 <i>Option One: Integrated Aquatic, Visitor Centre, Arts & Cultural in South of Precinct</i>	27
8.2.2 <i>Option Two: Aquatic and Visitor Info Centre in Southern Precinct</i>	29
8.2.3 <i>Option Two: Arts & Cultural Centre Northern Precinct</i>	31
8.2.3.1 <i>Summary of Combined Facility Option 2 Financial Models</i>	33
8.2.4 <i>Summary of Facility Option Financial Models</i>	34
9. OPTION COMPARISONS AND RECOMMENDED DEVELOPMENT OPTION	36
9.1 PROJECT AND REPORT OVERVIEW.....	36
9.2 FACILITY OPTION COMPARISONS	36
9.3 RECOMMENDED FACILITY OPTION	37
10. WARRANTIES AND DISCLAIMERS	39



APPENDICES

APPENDIX 1: CURRENT TRENDS AND GOOD PRACTICE IN AQUATIC AND ARTS/ CULTURAL VENUES	40
10.1 ARTS & CULTURAL VENUES.....	40
10.1.1 <i>Success Factors</i>	40
10.1.2 <i>Touring Shows</i>	40
10.1.3 <i>Centre Programming</i>	41
10.1.4 <i>Operating Principles</i>	42
10.1.5 <i>Management of Arts & Cultural Facilities</i>	43
10.2 AQUATIC CENTRES.....	44
10.2.1 <i>Social and Leisure Trends Impacting on Aquatic Facilities</i>	44
10.2.2 <i>Aquatic Facility Market Model</i>	45
10.2.3 <i>Aquatic Facility User Markets</i>	46
10.2.4 <i>Health and Fitness Activity Areas</i>	47
10.2.5 <i>Ancillary Services and Activity Areas</i>	47
10.2.6 <i>Innovations and New/ Redevelopment Considerations</i>	48
10.2.7 <i>Aquatic Facility Management Options</i>	48
APPENDIX 2: COMPONENT BRIEF (DESIGN OPTION 1)	54
APPENDIX 3: COMPONENT BRIEF (DESIGN OPTION 2)	60
APPENDIX 4: CONCEPT PLANS (DESIGN OPTION 1)	64
APPENDIX 5: CONCEPT PLANS (DESIGN OPTION 2)	67
APPENDIX 6: INDICATIVE CAPITAL COST ESTIMATES - DESIGN OPTIONS 1 & 2.....	71
APPENDIX 7: FINANCIAL MODELLING ASSUMPTIONS - DESIGN OPTION 1.....	74
APPENDIX 8: FINANCIAL MODELLING ASSUMPTIONS - DESIGN OPTION 2.....	77
APPENDIX 9: MANAGEMENT AND STAFFING STRUCTURE - DESIGN OPTION 1.....	80
APPENDIX 10: MANAGEMENT AND STAFFING STRUCTURE - DESIGN OPTION 2	81



1. Executive Summary

1. BACKGROUND

Council's purchase of the former Batemans Bay Bowling Club site settled in July 2016. In doing so Council secured all of the land west of the Princess Highway across from the town centre in public ownership. The balance of the site is a Crown Reserve under Council control. Council resolved to pursue the development of formal proposal documents for a preferred mix of development outcomes within the Precinct, including the development of a business case for the redevelopment of the pool and establishment of an arts and cultural facility. Council's preferred development outcomes for the remainder of the Precinct include Gateway Visitor centre, conference and event space, tourist accommodation, residential accommodation, restaurants and cafes.

2. STUDY PURPOSE

The report responds to Council's objective to:

Prepare a detailed Business Case for an Aquatic & Recreation Centre and Arts & Cultural Facility Mackay Park Batemans Bay

The Business Case is required to determine the most appropriate mix of facilities, support infrastructure and related commercial services for an aquatic and arts/ cultural centre; inform the preparation of architectural concept plans and site layout for these facilities; analyse the capital and operational costs of concept plan options; and dovetail with the separate preparation of Business Case principles for the remainder of the Precinct that are consistent with Council's preferred development outcomes.

The Aquatic and Arts/ Cultural Precinct Business Case is aimed at meeting the Business Plan requirements of a NSW Government PPP Stage 1 report and/ or positioning Council to seek funding from other levels of government.

3. STUDY APPROACH

Otium Planning Group was engaged to undertake the preparation of the Eurobodalla Aquatic Strategy, Assessment of Preferred Arts & Cultural Facilities Study, Business Case for the Mackay Park Aquatic, Recreation and Arts/ Cultural Facility, preparation of concept plans, and Business Case Principles for the Remainder of the Precinct. It was assisted in this process by specialist sub-consultants Facility Design Group (architectural concept plans), Turner & Townsend (capital cost estimates), Outside the Square Creative Consulting (arts and cultural planning), and MRCagney (PPP advice).

The study process included a review of background reports/ plans (in particular the Draft 2017 Eurobodalla Aquatic Strategy and the Draft 2017 Assessment of Preferred Arts & Cultural Facilities Study); review of aquatic operational data; site inspections; review of population and tourism profile, catchment analysis; analysis of aquatic and arts/ cultural facility trends; preparation of component briefs for two design and site location options (incorporating relocation of Visitor Centre and Community Centre); preparation of architectural concept plans; quantity surveyor estimates of capital costs; preparation of usage, pricing and revenue assumptions; base case modelling of operational financial projections; benchmarking to test the robustness of financial modelling; and targeted engagement with external stakeholders and Council officers.

4. STRATEGIC CONTEXT

The Shire's 2016 population was 38,025, projected to grow to 44,774 by 2036 (source Forecast.id). However, when non-residents, equivalent full time residents from tourist accommodation, visitors staying with friends/ family, and day visitors are taken into account, the likely figure is much higher (daily average estimated at 48,978 in 2011¹). The immediate catchment population for Batemans Bay is estimated at 18,201, increasing to an estimated 21,702 by 2036 (refer Table 1, p11), but would likely be much higher for the same reason outlined above. The Shire has a vastly higher median age than NSW as a whole (54 vs 38) suggesting a likely higher demand for indoor, heated aquatic facilities that support therapy and fitness activity.

¹ University of Adelaide. "National Sea Change Taskforce. Time and tide: moving towards an understanding of temporal population changes in coastal Australia." April 2013. P143.



Batemans Bay is designated as a Major Regional Centre in the Draft SE and Tablelands Regional Plan (2017). Tourist visitation has a significant impact on the Eurobodalla population, particularly during Summer months and accounts for around one third of the total Eurobodalla economy². For the 5 years from 2012 to 2016 there was an average of 1.3M visitors to Eurobodalla Shire³. The main destination is Batemans Bay, which accounts for 59% of overnight visitors and 45% of day visitors. In order to increase overnight visitor expenditure by 25% and the number of overnight stays by 25% the Draft Eurobodalla Destination Action Plan⁴ identifies a number of challenges to overcome, including to “...revitalise Batemans Bay as an appealing gateway for the community and visitors to Eurobodalla.”

5. KEY ISSUES RAISED IN PREVIOUS RESEARCH AND TARGETED STAKEHOLDER ENGAGEMENT

As outlined above, the Business Case is informed by the Draft 2017 Aquatic Strategy, Draft 2017 Arts & Cultural Facility Needs assessment, and targeted stakeholder engagement. Key aquatic findings include:

- Built in 1966, Batemans Bay Pool is an aging, outdated facility
- There has been community demand for year-round aquatic facilities dating back to a Strategic Review of Pools in 2005
- Research undertaken for the Draft 2017 Eurobodalla Recreation and Open Space Strategy found:
 - Over two-thirds of residents in the northern planning precinct feel that the overall quality of aquatic facilities is poor
 - There is strong support for the development of an indoor aquatic facility in the Batemans Bay area, and
 - When residents were asked their opinion on what the top three open space priorities should be over the next ten years, a year-round indoor aquatic facility was consistently mentioned
- Targeted engagement for the Draft 2017 Aquatic Strategy identified:
 - A demand for year-round, indoor, heated water
 - Potential future redevelopment of Mackay Park should ensure that facilities, programs and services are multi-use
 - Provision of adequate car parking and access arrangements needs to be addressed

Key research and consultation findings in relation to arts and cultural facilities include:

- A 2010 arts study⁵ for Eurobodalla Council reported the following:
 - There are an estimated 6,500 residents participating in the arts in Eurobodalla Shire, excluding people who attend performances/ events/ films
 - The “overwhelming consistency” of consultation inputs was that although arts organisations are adept at utilising any space available, a “...lack of suitable spaces for arts practice in the Shire is hindering the capacity for participation in, and development of, the arts in this community”
 - Specifically, for Batemans Bay, the consultation process for the 2010 study revealed:
 - A lack of specific purpose exhibition, performance and storage space
 - Lack of sufficient workshop spaces for rehearsals and visual arts
 - Need for a suitably designed venue for performing arts suitable for visiting performers
 - Need for a centrally located exhibition space
 - Recommendation for three small arts hubs of clustered activity in the three major towns of Batemans Bay, Moruya and Narooma, as opposed to the creation of a single arts hub. A 150 seat performance venue, with community gallery, workshop and dance spaces in Batemans Bay was recommended.

² Eurobodalla Shire Council. “Business Development Strategic Plan 2014-2018” (p11)

³ Jo Mackellar, Destination Research. Eurobodalla Tourism Monitor. Dec 2016.

⁴ Dr Meredith Wray. “Draft Eurobodalla Destination Action Plan”. (2017-2021)

⁵ Susan Conroy and Mandy Hillson. “Eurobodalla Shire - Situation Analysis: Arts and Cultural Infrastructure Report”. Feb 2010



- Targeted engagement for the Draft 2017 Assessment of Preferred Arts & Cultural Facilities study found that:
 - Existing venues are ‘make-do’ for exhibitions and performances
 - Most felt that a performing arts/ cultural facility in Batemans Bay should be a hub for the Shire as it is the main gateway to the Shire from Canberra and Sydney
 - A 150 seat venue is seen as too small by the arts community
 - An arts/ cultural facility should be multi-purpose and contain a large open space for exhibitions/ performances with seating for around 400-500, stage, lighting, sound, plus ancillary spaces, food and beverage, wet/ dry workshop space, meeting areas, storage, and good disability access.
 - There is a concern about linking an arts/ events facility with high rise apartments, hotel or retirement accommodation due to potential noise conflicts
- In 2016, Council established a Citizens Jury which identified nine opportunities for improvement or refinement in the Shire including a recommendation that “...Council should ensure that the potential for a performing arts base is considered in the redevelopment of the MacKay Park precinct.”

6. TRENDS AND GOOD PRACTICE IN AQUATIC FACILITIES

Traditionally, many local authority swimming pools were built for specialist or limited market users (i.e. competitive swimmers or high level sport participants). In many cases 60% to 70% of users of contemporary aquatic facilities come from the recreation/ leisure/ adventure sector. Most successful aquatic centres cater for a range of market segments and allow people to participate in a variety of activities at the one site. The addition of health and fitness facilities, spas, saunas and socialising areas have been very successful as they add to the user experience and contribute to people being attracted to attend more often.

A detailed summary of aquatic facility trends and good practice is outlined at Appendix 1.

7. TRENDS AND GOOD PRACTICE IN ARTS & CULTURAL FACILITIES

A performing arts centre is possibly the most complex facility a municipality is likely to own and manage. Their usage changes frequently, often daily⁶. Successful performing arts centres have highly skilled arts industry practitioners; have a high level of technical and functional operation; supplement programs already in the community; and are driven by vision and strong leadership. Best practice of a performing arts venue is not only what show is on in the theatre, but includes a wide variety of business, civic and other community uses. In addition, best practice venues have an active community engagement program that may consist of work outside of the venue and programs that support the development of local artists and their work.

A detailed summary of arts and cultural facility trends and good practice is outlined at Appendix 1.

8. OVERALL DESIGN RATIONALE - MACKAY PARK AQUATIC AND ARTS/ CULTURAL FACILITIES

The components of the proposed Mackay Park aquatic and arts/ cultural facilities respond to:

- Recommendations of the Draft 2017 Eurobodalla Aquatic Strategy, the Draft 2017 Assessment of Preferred Arts & Cultural Facilities Study, and other previous research
- Trends in the design of successful aquatic and arts/ cultural facilities
- Stakeholder needs expressed in targeted engagement and/ or previous studies
- The profile of the estimated catchment and visitor population
- Other strategic planning studies undertaken by, or relevant to, Eurobodalla Shire
- The need for inclusion of commercially driven elements to reduce operating deficits

9. AQUATIC DESIGN ELEMENTS

The components of the **aquatic** centre are described in detail at Appendices 1 and 2, and illustrated in concept plans attached at Appendices 3 and 4. The key elements comprise:

- Indoor 25m x 20m (8 lane) heated pool with ramp access

⁶ “Oh You Beautiful Stage - Australian Design and Technical Benchmarks for Performing Arts Centres.” 3rd Edition 2012 VAPAC. p43



- Indoor warm water/ program pool with access ramp, and spa
- Free form indoor leisure pool with interactive water features
- Heated indoor learn-to-swim pool
- Health & fitness gym, group fitness and wellness area
- Waterslides
- Amenities, plant and support services

Successful, contemporary aquatic facilities are characterised by design and management that targets multiple market segments including recreation/ leisure adventure; competition/ training/ fitness; education; and health and therapy (refer Appendix 1). It is imperative that redevelopment of the Batemans Bay Pool incorporate contemporary and commercial features that will maximise usage and reduce operating deficits. The proposed different bodies of water with varying depths and temperatures will service a range of demographics and community needs.

It should be noted that a 50m pool has not been included for the following reasons:

- It is inconsistent with the recommendations of the Draft 2017 Aquatic Strategy which positions Batemans Bay Pool as a Program and Aquatic Leisure Centre for the shire and recommends that the existing enclosed 50m pool in Narooma be retained and positioned to accommodate the Shire's swimming carnival and event needs;
- There is a limited market for traditional 50m pools and the additional capital cost is substantial (estimated at \$6.5m);
- There is a high likelihood that other much more heavily patronised and commercially viable water spaces may be sacrificed if a 50m pool is included;
- It would incur higher operating costs and deficits (estimated at between \$260,000 and \$305,000pa, ie an additional \$2.6m to \$3.05m over the first 10 years of operation); and
- The principal community demand is for a heated, year round aquatic facility and a 25m x 8 lane pool can adequately service the training needs of swim club members, lap swimmers and short course competitions

10. ARTS & CULTURAL DESIGN ELEMENTS

The key features of the **arts/ cultural facility** are described in detail at Appendices 1 and 2, and illustrated in concept plans attached at Appendices 3 and 4. The key elements comprise:

- Flexible black box performance space with capacity to seat (approx) 500 people
- Retractable seating to enable access to large flexible, flat floor area
- Performance/ stage area and loading dock
- Green room/ dressing rooms
- Gallery/ exhibition space
- Rehearsal/ dance studio
- 'Wet' arts workshop space and 'Dry' arts workshop space
- Multi-purpose room capable of range of uses, and other meeting rooms
- Storage and support amenities

Suggested vision, purpose and operating principles for the arts/ cultural facility are outlined at section 6.4.2.

11. OTHER DESIGN ELEMENTS

Other key design components include:

- Shared foyer/ reception (option 1 only)
- Offices/ administration
- Food and beverage/ merchandising areas



- Gateway Visitor Centre (relocated from existing Batemans Bay site) incorporating theatrette and integrated into foyer design
- Community centre (relocated from existing Batemans Bay site) and integrated into arts/ cultural centre design
- Relocation of mini-golf to south of site
- Car parking and long vehicle parking

12. CONCEPT PLAN OPTIONS AND INDICATIVE CAPITAL COST

Architectural concept plans were prepared for two design and site layout options:

- Option 1: Integrated Aquatic, Arts & Cultural, Visitor Centre in South of Precinct (see Appendix 4)
- Option 2: Aquatic and Visitor Centre in South of Precinct and Arts & Cultural Centre in North of Precinct (see Appendix 5)

Both options were examined in terms of their estimated capital costs (see Appendix 6) and projected usage and operating performance (see section 8). The recommended concept design option is Option 1 for the following reasons:

- It has a lower estimated capital cost at \$46.1M compared with \$48.8M for Option 2
- The projected operating loss is \$2.97M lower than Option 2 over 10 years. This is due to reduced operating costs by sharing infrastructure, services and front of house staffing across aquatic, arts & cultural and visitor information components
- Consolidating all community facilities in the south of the Precinct frees up the entire northern part of the Precinct as a potential PPP opportunity for Council's preferred development outcomes
- The combination of community and commercial activities in the integrated design creates a one stop shop community hub to attract a broader range of user markets
- Clustering and connecting facilities maximises the attraction of the facility and provides opportunities to cross sell activities
- Avoids the loss of land and development value as part of a potential PPP if the Council freehold land (former Bowling Club) was encumbered by the provision of an arts & cultural facility
- Avoids concerns raised during the targeted engagement about having an Arts & Cultural Centre co-located with possible residential accommodation.

13. MODELLING OF PROJECTED OPERATING PERFORMANCE

A detailed 10 year model of operating performance for both design options was prepared. As in all financial modelling, it is underpinned by a range of robust assumptions tested against similar facilities. A cross section of key assumptions includes:

- General (eg 2.3% CPI, business growth - assumed full operation by year 3)
- Aquatic/ health & fitness centre business activity (visitation, membership and programming modelled on similar facilities in similar population areas and benchmarked with CERM standards (refer section 8.1) and case study reviews)
- Arts & cultural facility business activity (activity types and levels modelled from similar facilities identified in case studies)
- Food, beverage and merchandising (per visit spend for food and beverage and merchandising based on CERM averages for similar centres)
- Visitor information (utilises similar sales of visitor merchandise and commissions on travel and accommodation services as current centre, but significant operating savings due to shared staffing in integrated model)
- Management structure (staffing models for both design options are outlined at Appendices 9 and 10)
- Centre management and staffing costs (base case assumes either a commercially operated Council model eg Council-formed company limited by guarantee, or contract management model)
- Fees and charges (based on similar facilities in regional locations by activity type)



Section 8 summarises the projected base case operating performance for both design options based on the modelling assumptions by activity component area, utilisation by activity component area, net contribution by activity area and net financial result. The recommended design and location option (Option 1) projects a total of 276,083 user visits in Year One increasing to 320,558 visits in Year 10.

A net operating deficit of \$969,787 reducing to \$748,215 by Year 10 is projected. Council's combined operating deficit for Batemans Bay Swimming Pool, Visitor Centre and Community Centre in 2015/ 16 was \$634,591 (excluding depreciation) so the projected base case additional annual cost to Council for Option 1 is \$335,196 in Year One reducing to an additional \$113,624 by Year 10.

It should be noted that the financial model does not incorporate sensitivity analysis or depreciation at this stage. This will be done after the base case assumptions and preferred design option have been approved by Council. Further, once the preferred design option and financial modelling has been approved and finalised, an assessment of the economic impact of the facility should be undertaken by Council to support an application for external funding.

It is worth noting that current visitation of Batemans Bay Pool is well below benchmarks for pools of similar configuration, however the development of a contemporary indoor aquatic leisure facility is projected to significantly increase patronage levels in line with higher visitation enjoyed by similar aquatic centres.

14. COMMUNITY RESEARCH - LONG TERM RESOURCE PLANNING

Late in the study process, the study team became aware of a 2012 study⁷ undertaken by Micromex Research which involved the recruitment of 733 residents and rate paying non-residents to collect feedback on Eurobodalla Shire Council's proposed resourcing strategies. The sample size of 507 residents provided a maximum sampling error of approximately +/- 4.4% at 95% confidence, while the sample size of 226 non-residents provided a maximum sampling error of approximately +/- 6.5% at 95% confidence. The study asked residents and non-residents about their views on the importance of both a Regional Aquatic Centre and Regional Performing Art Centre being built in the next 10 years.

41% of residents and 25% of non-residents rated a Regional Aquatic Centre as 'important' or 'very important' while 39% of residents and 49% of non-residents rated it as 'not very important' or 'not important at all'.

30% of residents and 24% of non-residents rated a Regional Performing Arts Centre as 'important' or 'very important' while 44% of residents and 49% of non-residents rated it as 'not very important' or 'not important at all'.

When 'somewhat important' responses are included, 61% of residents and 52% of non-residents have a positive disposition toward the development of a Regional Aquatic Centre and 55% of residents and 51% of non-residents have a positive disposition toward the development of a Regional Performing Arts Centre.

⁷ Micromex Research. "Long Term Resource Planning for Eurobodalla Shire Council. Community Research Report." Jan 2012



2. Study Background

Eurobodalla Shire Council is seeking to establish a public private partnership for the redevelopment of Batemans Bay Mackay Park Precinct. Mackay Park Precinct (refer Figure 1 below) incorporates:

- Batemans Bay Swimming Centre;
- Batemans Rugby League Fields and Clubhouse;
- Former Batemans Bay Bowling Club (closed); and
- Bay Mini-golf



Figure 1 Mackay Park, Batemans Bay



Council's purchase of the former Batemans Bay Bowling Club site settled in July 2016. In doing so Council secured all of the land west of the Princes Highway across from the town centre in public ownership. The balance of the site is a Crown Reserve under Council control.

Council has since resolved to pursue the development of formal proposal documents for the preferred mix of development outcomes within the Precinct, including the development of a business case for the redevelopment of the pool and the establishment of an arts and cultural facility.

The preferred development outcomes sought by Council for the Precinct as a whole are:

- New aquatic and recreation centre;
- Arts and cultural facility;
- Conference and event space;
- Tourist accommodation;
- Residential accommodation;
- Restaurants and cafes;
- Gateway visitor centre; and
- Integration of existing sporting fields into future development.

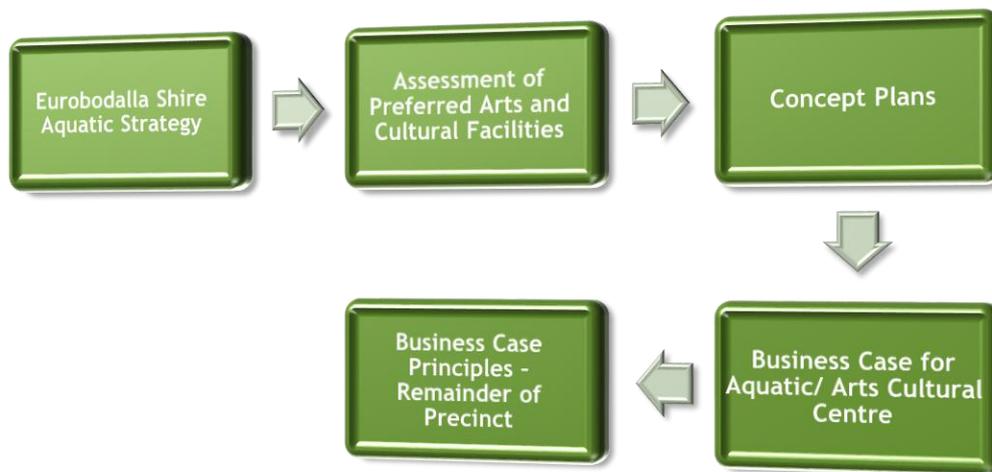
The preparation of a Business Case for the redevelopment of the existing swimming pool and establishment of an Arts & Cultural Centre will enable Council to seek funding from other levels of government and/ or inform invitations for potential public/ private partnership in redeveloping the Mackay Park Precinct.



3. Study Scope and Methodology

The development of Batemans Bay Mackay Park Precinct Concept Plan and Business Case comprises five key interrelated components as follows:

Figure 2 Batemans Bay Mackay Park Precinct Concept Plan & Business Case Process



3.1 Business Case Scope

The scope of Aquatic and Arts & Cultural Business Case includes:

- Analysis of background research and assessment of facility design elements
- Preparation of concept plan options
- Preparation of capital cost estimates
- Assessment of demand and potential usage
- Modelling of operating income and expenditure
- Liaison with Eurobodalla Shire Council and Sunset Committee

3.2 Study Approach

The preparation of this Eurobodalla Aquatic Strategy has encompassed the following:

1. Review of the findings of the 2017 Aquatic Strategy and 2017 Assessment of Preferred Arts & Cultural Facilities
2. Preparation of two component brief options for aquatic, recreation, arts & cultural, and visitor centre elements to inform architectural concept plans:
 - i) Integrated development of facilities in the south of the Precinct
 - ii) Arts & cultural facility in the northern part of the Precinct and other components in the southern part of the Precinct
3. Development of architectural concept plans



4. Quantity surveyor estimates of capital costs
5. Analysis of usage and financials for Visitor Centre and Community Centre
6. Benchmarking of arts & cultural centres and targeted stakeholder engagement to inform usage and financial projections
7. Preparation of usage, pricing and revenue assumptions
8. Modelling of income and expenditure
9. Business Case projections for two development options.



4. Strategic Context

4.1 Population Analysis

Eurobodalla Shire Council had an estimated 2016 population of 38,025⁸. This is projected to increase to 44,474 persons by 2036. These estimates would be much higher when non-residents and visitors are taken into account. A 2013 report⁹ for the National Sea Change Task Force sought to quantify the temporary populations associated with holiday homes along the Australian coastline, situated in so called sea change localities. These were defined generally as those areas becoming increasingly popular as retirement centres for baby boomers in particular - of which Eurobodalla Shire is one.

The report notes that sea change localities experience a substantial influx of holiday makers during weekends and holidays as well as those who stay overnight. When the non-resident population, total equivalent full time residents from tourist accommodation, a percentage of visitors who stay with friends and family, plus day visitors are taken into account, the study estimated Eurobodalla Shire Council's daily average population in 2011 at 48,978 (p143).

The estimated 2016 catchment population for Batemans Bay is 18,201 increasing to an estimated 21,702 by 2036 (refer Table 1), but this catchment figure is likely to be much higher on a daily average basis for the same reasons outlined above.

Table 1: Immediate catchment population and projected growth

Area	2016 Population	Estimated 2036 Population	Change 2016-2036
Batemans Bay			
Batemans Bay - Catalina	4,045	4,524	+479
Batemans Bay Rural Hinterland	2,584	2,950	+366
Malua Bay - Lilly Pilli - Rosedale - Guerilla Bay	2,524	3,625	+1,101
Surf Beach - Batehaven - Sunshine Bay - Denhams Beach	5,891	6,526	+635
Surfside - Long Beach - Maloneys Beach - North Batemans Bay	3,157	4,077	+920
Total	18,201	21,702	+3,501

The Shire has a vastly higher median age (54 vs 38 for NSW) suggesting a likely higher demand for indoor, heated aquatic facilities that support therapy and fitness activity. Median weekly household income in Eurobodalla is much lower than NSW (\$939 compared to \$1,486) and the Shire has a higher index of disadvantage than both Regional NSW and NSW as a whole - this suggests a likely price sensitivity toward engaging in recreation activities. It is worth noting that approximately 38% of rateable properties are owned by residents outside the Shire who may have much higher household incomes.

4.2 Planning and Tourism Context

Batemans Bay is designated as a Major Regional Centre in the Draft SE and Tablelands Regional Plan (2017). Up to 50% of business turnover occurs in the Christmas and Easter holiday periods.

Tourist visitation has a significant impact on the Eurobodalla population, particularly during Summer months. Key points to note include:

- Tourism's accounts for around one third of the total Eurobodalla economy¹⁰
- Data contained in the 2016 Eurobodalla Tourism Monitor¹¹ indicates the following:

⁸ <http://forecast.id.com.au/eurobodalla>

⁹ University of Adelaide. "National Sea Change Taskforce. Time and tide: moving towards an understanding of temporal population changes in coastal Australia." April 2013.

¹⁰ Eurobodalla Shire Council. "Business Development Strategic Plan 2014-2018" (p11)

¹¹ Jo Mackellar, Destination Research. Eurobodalla Tourism Monitor. Dec 2016



- For the 5 years from 2012 to 2016 there was an average of 1.3M visitors to Eurobodalla Shire.
- 57% were domestic overnight visitors - mostly families with children or older retired couples, mostly from Canberra or Sydney, staying an average 3.7 nights
- 41% were domestic day visitors, mostly older retired couples or families with children, mostly from the South Coast or, to a lesser extent, Canberra.
- The main destination is Batemans Bay (59% of overnight visitors and 45% of day visitors).
- Comparatively few overnight visitors and day trippers (<5%) were engaged in arts/ heritage activities (categorised as attending theatre, concerts, other performing arts, festivals, fairs or other events, visiting museums/ art galleries, art/ craft studios, historical/ heritage buildings, sites or monuments)

In order to increase overnight visitor expenditure by 25% and the number of overnight stays by 25% the Draft Eurobodalla Destination Action Plan¹² identifies a number of challenges to overcome, including:

- Revitalise Batemans Bay as an appealing gateway for the community and visitors to Eurobodalla
- Overcome aging accommodation infrastructure
- A need to attract new investment for infrastructure and tourism product development
- Arts and cultural related objectives include:
 - Work with relevant local groups and stakeholder agencies to develop heritage, arts and cultural, and wellness tourism experiences to complement nature based and regional food experiences (S5.3), and
 - Support event organisers to create new, innovative and brand-aligned events and festivals that complement Eurobodalla's unique aspects (nature-based, regional food, recreation, sports, heritage, arts and culture) that appeal to visitors and residents, and identify opportunities to refresh and enhance successful, existing events and festivals
 - Pursue and support new and existing festivals and events that are key drivers of visitation to help overcome seasonality and generate increased visitor awareness of Eurobodalla and its experiences

¹² Dr Meredith Wray. "Draft Eurobodalla Destination Action Plan". (2017-2021)



5. Key Findings of Draft Aquatic Strategy

5.1 Previous Research

Previous research undertaken for Eurobodalla Shire Council has identified the following:

- Batemans Bay Swimming Pool is an aging seasonal pool built in 1966. It comprises an outdoor 6 lane x 50m pool, toddlers pool and small wading pool. While assessed as being in fair condition, the pool has needed major repairs due to subsidence in recent years.
- There has been strong support for the development of a year round indoor aquatic facility in the Batemans Bay area, dating back over ten years
- The main dissatisfaction with aquatic facilities generally are:
 - Lack of indoor and warm water
 - Poor quality and not enough pools
 - Inappropriate opening hours
 - Quality of amenities.
- Research undertaken for the Draft 2017 Eurobodalla Recreation and Open Space Strategy found:
 - Over two-thirds of residents in the northern planning precinct feel that the overall quality of aquatic facilities is poor
 - There is strong support for the development of an indoor aquatic facility in the Batemans Bay area, and
 - When residents were asked their opinion on what the top three open space priorities should be over the next ten years, a year-round indoor aquatic facility was consistently mentioned
- Batemans Bay Swimming Pool does not reflect contemporary aquatic facility trends, and patronage at this pool is below the benchmark performance of similar pools
- The pool has had an average of 23,227 user visits per annum in the 5 years to 2016 and an average operating deficit over the last 2 financial years of \$111,178
- A 2012 study for Council found that 61% of residents saw the development of a Regional Aquatic Centre as either ‘very important’ (24%), ‘important’ (17%) or ‘somewhat important’ (20%). 52% of non-residents saw the development of a Regional Aquatic Centre as either ‘very important’ (10%), ‘important’ (15%) or ‘somewhat important’ (27%).
- Adequate parking, disability access and incorporation of a range of aquatic and recreation elements are desired if the pool is to be upgraded
- With Batemans Bay attracting the highest proportion of the 1.3M tourist visits to Eurobodalla per annum, many of whom comprise families with children, there is likely to be a higher demand for leisure and adventure water at this pool during the peak tourist season periods.

5.2 Targeted Engagement

Key themes that emerged from targeted consultation with key stakeholders identified by Council for the Eurobodalla Aquatic Strategy (including Council’s Sunset Committee, venue managers, commercial operators, community groups, and Council officers) were as follows:

1. There is a demand for year-round, indoor, heated water.
2. The future potential redevelopment of Mackay Park should ensure the facilities, programs and services are multi-use.
3. The provision of adequate car parking and access arrangements for any potential Mackay Park redevelopment is critical.



An overview of comments and issues raised in targeted consultation is as follows:

- There is an increasing demand for better accessibility within Council's swimming pools.
- It is difficult to service the optimal temperature needs of different pool users within the one body of water.
- All of Council's swimming centres are used for carnivals and regional swim events.
- There is high demand for lane access during peak times at Council's swimming centres.
- Swim Clubs are based at all three of Council's swimming centres.
- While the primary demand is for a year-round, heated facility in Batemans Bay, a 50m pool is sought by some in order to support carnivals, high level training and swim squad/ club activities
- Council's three swimming centres are ageing and tired in appearance and do not meet the full needs of the community.
- There is a high demand for a hydrotherapy pool due to the older population in Eurobodalla.
- An indoor aquatic facility should consider opening walls to spill out to adjacent greenspace in the warmer months.
- Any future facility improvements at Council's swimming centres should incorporate improved spectator seating, shade, allied health, crèche and improved food and beverage facilities.
- If a major redevelopment of Mackay Park occurs, the co-location of a range of sporting facilities should be considered including aquatic, indoor court, health and fitness, outdoor sport and mini-golf.
- If the Batemans Bay Swimming Centre was upgraded to include a gym, indoor heated pool and allied health services, these elements would likely be supported by local sporting clubs.
- There needs to be adequate car parking at Mackay Park if the facilities are improved/ expanded.
- Road access into the Mackay Park precinct should be improved. Traffic banks up on exit to the highway especially during major events.
- The Batemans Bay Village Shopping Centre is constrained for future expansion. Lack of car parking is a major issue for the Shopping Centre. Whilst it may be an expensive solution, the future potential connectivity between the Shopping Centre and Mackay Park could be mutually beneficial.
- Up to 50% of turnover for businesses occurs in the Christmas and Easter holiday periods and leisure related businesses can struggle outside of the peak tourist season (e.g. recent closure of the Batemans Bay Cinema)
- It can be difficult to secure learn-to-swim instructors
- Development of the Mackay Park precinct should be a tourism-driven site which is a catalyst for growth in Batemans Bay, but needs to be consistent with a broader vision for Batemans Bay as a whole and the updated Destination Management Plan.
- The demographics of the region means good disability access and internal mobility must be taken into account in design

5.3 Eurobodalla Shire Aquatic Strategy Recommendations

The Draft 2016 Eurobodalla Aquatic Strategy recommends a clear differentiation between the Council's three swimming centres in order to service the full range of aquatic uses, maximise usage and viability, and avoid duplication and competition between centres.

It recommends the Batemans Bay pool be positioned as a "Program and Aquatic Leisure Centre" with a contemporary leisure centre facility mix featuring different program, leisure, fitness, and adventure water options, health & fitness facilities, retail, food & beverage, and co-location with visitor information centre, community, and arts & cultural facilities.



The Draft Aquatic Strategy recommends that Narooma Swimming Centre be positioned as an “Event and Competition Swimming Centre” with the enclosed 50m pool retained to accommodate the Shire’s swimming carnival and event needs. The Draft Aquatic Strategy recommends that Moruya Swimming Centre be retained as a “District Level Swimming Pool” and that future development does not conflict with or duplicate the Batemans Bay and Narooma aquatic facilities.

Successful, contemporary aquatic facilities are characterised by design and management that targets multiple market segments. The most successful aquatic facilities attract all user markets, including from the recreation and leisure; competitive/ training/ fitness; education; and health and therapy markets (refer Appendix 1). It is imperative that redevelopment of the Batemans Bay Pool incorporate contemporary aquatic and commercial features that will maximise usage and reduce operating deficits.

An indoor aquatic centre in Batemans Bay will respond to long standing demands for heated, year round pool access. The proposed different bodies of water with varying depths and temperatures will service a range of demographics and community needs. Leisure and adventure water elements will better service the largely family orientated tourist market and local family recreation demand. Health and fitness facilities are incorporated in order to service all market segments and maximise usage and viability.

A 50m pool is not recommended for the Mackay Park Batemans Bay precinct due to the following:

- It is inconsistent with the recommendations of the Draft Aquatic Strategy (see above)
- There is a limited market for traditional 50m pools and a 25m x 8 lane pool can adequately service the training needs of swim club members, lap swimmers and short course competitions
- The additional capital cost of incorporating a 50m pool in the proposed facility mix would be substantial (estimated at \$6.5m)
- There is a high likelihood that other much higher use and commercially viable water spaces may be sacrificed to include a 50m pool
- A 50m pool would incur higher operating costs and deficits (estimated at between \$260,000 and \$305,000pa, ie an additional \$2.6m to \$3.05m over the first 10 years of operation)



6. Key Findings of Arts & Cultural Needs Assessment

6.1 Previous Research

The 2013 NSW Creative Industries Action Plan noted that creative industries are shown to provide enormous economic, cultural and social value to NSW and confirms that they “also contribute to urban development and revitalisation, helping attract investment and generating new economic activity through the enhancement of an area’s image.”

Improving the diversity and quality of residential and commercial space in the town centre has been identified as “...critical to the development of Batemans Bay as a tourist destination and regional service centre.”¹³

As part of the development of the 2016 Batemans Bay Town Centre Vision and Growth Project¹⁴, workshop participants, in supporting the vision of providing a welcome, safe, inclusive environment, suggested that arts groups, the Chamber of Commerce and others (including accommodation providers) work together more to coordinate/ bring events, particularly in the off season.

The Draft 2016 Eurobodalla Shire Cultural Strategic Plan notes the following:

- Eurobodalla attracts a large number of artists as residents and holiday makers
- There are over 700 members of arts groups and societies in Eurobodalla.
- Eurobodalla artists present 600-800 events per annum aimed at local audiences and take the form of exhibitions, workshops, talks, performances and concerts. Eurobodalla hosts four regional arts festivals, two major regional arts prizes and markets in each town that attract participants from across the region.
- Eurobodalla is well situated to “...be part of regional touring circuits predominantly for national and international musicians but including theatre and gallery presentations.”
- Among other things the Plan proposes that Council undertake to “...seek creative use of existing venues and facilities as well as prioritising the arts in the planning of new infrastructure.”
- From consultation with subject matter experts and feedback from Shires with arts/ performance centres it notes that consideration should be given to the following inclusions for the Mackay Park redevelopment:
 - Contemporary design (has to look good from the outside)
 - Black box theatre space
 - Flexible seating
 - Flexible grid
 - Good acoustics/ sound engineering
 - Indoor/ outdoor (seasonal capacity)
 - Foyer hanging space
 - Dressing rooms and amenities that can attract professional touring
 - Café and town square space
 - Connection to the town centre in an interesting way

A 2010 Arts and Cultural Infrastructure Report¹⁵ undertaken for Council revealed that:

¹³ XPACE architecture + urban design & SWA Simon Whibley Architecture. “Revision of Building Heights for Batemans Bay Town Centre”. Jan, 2016.

¹⁴ Eurobodalla Shire Council. Batemans Bay Town Centre Vision and Growth Project. Workshop Booklet. Nov 2016.

¹⁵ Susan Conroy and Mandy Hillson. “Eurobodalla Shire - Situation Analysis: Arts and Cultural Infrastructure Report”. Feb 2010



- There are an estimated 6,500 residents participating in the arts which represents almost 21% of the Shire's adult population.
- The “overwhelming consistency” of consultation inputs was that although arts organisations are adept at utilising any space available, a “...lack of suitable spaces for arts practice in the Shire is hindering the capacity for participation in and development of the arts in this community”
- Specifically, for Batemans Bay, the consultation process for the 2010 study revealed
 - Lack of specific purpose exhibition, performance and storage space
 - Lack of sufficient workshop spaces for rehearsals and visual arts
 - Need for a suitably designed venue for performing arts suitable for visiting performers
 - Need for a centrally located exhibition space
- None of the existing facilities in the Shire are built to service the specific requirements of the diverse range of arts interests
- Providing cultural capacity requires a solid and on-going financial commitment to build, purchase, repair, renovate or otherwise improve community cultural facilities such as performing arts centres and regional galleries
- Compared to Council's investment in sporting facilities its level of investment in arts and cultural infrastructure is minimal, particularly given the high levels of participation in the arts, its contribution to the well-being of the community, and potential to contribute to economic growth and tourism development
- The 2010 study recommended three (3) small arts hubs of clustered activity within the Shire in the three major towns of Batemans Bay, Moruya and Narooma as opposed to the creation of a single arts hub due mainly to concerns about a single large venue having higher operating costs, higher costs of hire, size of audiences being compromised and unwillingness of residents to travel
- The establishment of a 150 seat arts and community centre in Batemans Bay was recommended as an immediate priority of the 2010 study

A subsequent 2013 study for Council¹⁶ noted:

- There is a lack of quality performing arts and gallery spaces in the Shire
- There are limited venues of the size/ capacity and quality to host larger local events or to attract professional touring products or larger professional conferences/ exhibitions to Batemans Bay
- From reviewing other arts and cultural centres it found:
 - Successful venues have a high profile CBD location but are subsidised by government (some to a very high cost)
 - A minimum of 500 seats is required to attract shows that are commercially viable; multiple spaces to enable concurrent occupancy are necessary;
 - Multi-purpose, flexible and scalable spaces that allow for longer term and local production at a lower cost are needed
- Projections for an integrated arts/ cultural, aquatic and indoor sports centre anticipated an average annual net deficit of \$627,000 per annum for the first 10 years of operation

A Citizens Jury established by Council in 2016 included a recommendation that:

- Council should ensure that the potential for a performing arts base is considered in the redevelopment of the Mackay Park precinct

6.2 Benchmarking of Arts/ Cultural Facilities

A benchmarking exercise of eight (8) art/ cultural facilities across NSW, Victoria and Queensland was undertaken. These comprised venues in neighbouring shires, towns with similar populations, coastal towns,

¹⁶ Hanging Rock Precinct and Business Plan, 2013



and/ or facilities mentioned during the consultation process.¹⁷ Key points to emerge from the benchmarking process included:

- Facilities with one dedicated theatre space only generally present as less viable than multi-purpose facilities with one or two performance spaces and additional meeting rooms. Flexible spaces enable a broader range of uses.
- All centres operated at a substantial net annual deficit ranging from \$250,000 to \$2.15M. Of the centres with a Shire-wide population <60,000 the median deficit was \$625,875.
- State of the art sound, audio and audio-visual equipment is critical in attracting large scale events.
- All venues source large scale commercial events, but are also well-utilised by local theatre/ arts groups and other community groups.
- At least three of the venues contacted believed an arts/ cultural venue in Batemans Bay would be beneficial for the area and would generate increased opportunities for the touring arts sector in the broader region.
- It was commonly stated that arts/ cultural facilities are “like libraries and sporting fields” in that they are first and foremost a community facility provided for public good and community benefit.
- A strong local arts and cultural community can have a significantly positive effect on the use and success of the venue

The Australian Performing Arts Centres Association (APACA) is the peak body for performing arts centres in Australia. APACA conducts an Economic Activity Survey every two years to measure the extent of operations and economic activity of member performing arts centres across Australia. Respondent data for the 2015 APACA Economic Activity Report¹⁸ shows the following:

- Most centres in NSW (86%) are managed by local government
- Government subsidy represents approximately one third of all income (34%) with local government being the most significant government contributor (79%).
- In regional areas servicing communities with an average population of 85,000 or less, the eight responding centres in this category had an average deficit per facility of \$395,616 (excluding government sources of income)

6.3 Targeted Engagement

Some of the issues raised in targeted consultation with key stakeholders identified by Council for the Arts & Cultural Needs Assessment Study including Council’s Sunset Committee, venue managers, commercial operators, community groups, and Council officers were as follows:

- There are a number of facilities used for arts and cultural activities in Batemans Bay and other parts of the Shire. Most are not purpose-built facilities but are adapted for arts uses.
- Most felt that a performing arts/ cultural facility in Batemans Bay should be a hub for the Shire as it is the main gateway to the Shire from Canberra and Sydney
- The CBD needs more activation with more activities/ events outside the tourist season
- Development of the Mackay Park precinct should be a tourism-driven site which is a catalyst for growth in Batemans Bay, but needs to be consistent with a broader vision for Batemans Bay as a whole and the updated Destination Management Plan.
- The demographics of the region means good disability access and internal mobility must be taken into account in design
- Road access into the Mackay Park precinct should be improved

¹⁷ Venues comprised Bega Valley Commemorative Civic Centre (500 seats), Lighthouse Theatre Warrnambool (575 seats), Shoalhaven Entertainment Centre (900 seats), Queanbeyan Performing Arts Centre (346 seats), Albury Entertainment Centre (818 seats), Mildura Arts Centre (444 seats), Gladstone Entertainment Convention Centre (674 seats), Orange Civic Theatre (518 seats)

¹⁸ Australian Performing Arts Centres Association, Economic Activity Report, 2016. Prepared by Ruth Hodgman/ Visual Focus



- There must be a good linkage between the Mackay Park development and the CBD, and pathway linkage around the site
- There is a concern about linking an arts/ events facility with high rise apartments, hotel or retirement accommodation due to potential noise conflicts
- Existing venues are 'make-do' for exhibitions and performances and lack break-out spaces
- A 150 seat venue is considered, by the performing arts community, to be too small
- An arts/ cultural facility should be multi-purpose and contain a large open space for exhibitions/ performances with seating for around 400-500, stage, lighting, sound, plus ancillary spaces, food and beverage, wet/ dry workshop space, meeting areas, storage, and good disability access.
- The facility should cater for touring shows, performances, art exhibitions, U3A activities, dinners, travel expos
- There is a lot of competition for the wedding market in Batemans Bay
- The Soldiers Club receives minimal use for arts events/ activities. The venue is not suitable for performing arts events due to the bump-in/ bump-out time required by users and many arts groups do not like the association of family oriented events with gaming operations
- The existing Visitor Information Centre should be integrated with the site and possibly incorporate an oyster interpretive centre
- A submission from local arts organisation, Perfex, sought a range of components in a new facility including:
 - Acoustically designed state-of-the-art performance spaces, large and small, for music, dance, drama etc with change rooms. Moveable tiered seating would be desirable
 - Gallery spaces for local/ visiting artists suitable for a range of art forms
 - Large multi-purpose space, central foyer
 - Workshop spaces - 'wet' and 'dry'
 - Visitor Information Centre, café/restaurant
 - Meeting rooms, youth amenities, child-activity areas
 - Disabled accessibility and amenities
 - Administration offices, storage, amenities
 - Loading bays
 - Outdoor staging and performance areas
 - Long vehicle/ caravan/ coach parking

6.4 Arts & Cultural Facility Recommendations

The Draft 2017 Assessment of Arts & Cultural Facilities study recommends the purpose of the facility would be to serve as a hub for visual arts, performing arts, music and other events/ exhibitions, visitor information, and day to day community activities for Batemans Bay and the wider Shire. Taking into account the findings of previous research, benchmarking, and targeted engagement, the overall design intent was described as:

- A boutique multi-use community hub that maximises flexibility of use of internal spaces. Flat floor main auditorium with retractable seating for up to 500.
- Robust, functional materials with an attractive frontage to the highway.
- Design would be reflective of the environmental and coastal character of Batemans Bay.
- The functions of the existing Visitor Centre and Batemans Bay Community Centre would be incorporated into the facility.



- The building would be co-located with the upgraded Aquatic Centre with a shared foyer/ reception/ merchandising/ food and beverage area for aquatic/ arts/ Visitor Information functions which enables economies of scale to be maximised from a capital and operating cost perspective.
- The shared entry point will provide a welcoming entry area that allows users to relax and socialise before entering the various activity areas.
- Electronic member entry systems for aquatic centre patrons would need to be adopted to reduce overcrowding at reception.
- Environmentally sustainable design principles would be a pre-requisite.
- Building orientation and design would enable the facility to service outdoor events on the adjacent playing fields.
- The building would have connectivity to the CBD with walk/ cycle path access circuit around the entire precinct
- Public art and Indigenous art would be incorporated into the design of the facility.

There is an opportunity for the proposed Arts & Cultural Centre in Batemans Bay to participate in a range of tours and the centre has the potential to be an active member of both the NSW and national touring circuits. Although shows need to be chosen for their suitability to the local community, the ability to join a state or national tour that other venues have purchased, provides an opportunity to share costs and marketing materials.

Batemans Bay is in a strategic location to participate in a tour as there are a number of very active performing arts centres relatively close by to enable a natural touring circuit. This would also be attractive to commercial producers as well as the venue's own entrepreneurial program.

6.4.1 Centre Programming

In addition to the programming of the performing arts space, consideration also needs to be made for the programming of the other spaces i.e. gallery, workshop spaces, classes, creative development programs etc to ensure that the whole of the space is activated and responds to the overall programming vision for the venue and the wider Eurobodalla Shire.

6.4.2 Operating Principles

Suggested operating principles to maximise the usage and viability of an Arts & Cultural Centre in Batemans Bay include:

1. Adoption of a vision for the centre such as:

Batemans Bay Arts and Cultural Centre will connect, inspire and enrich local people and visitors. It will be a place for progressive thinking, creativity and cultural celebration and a centre of excellence for arts, culture, knowledge, information and resource sharing.

2. Adoption of a purpose statement such as to:

- Make the arts creativity welcoming and accessible
- Provide facilities and services that support making, experiencing, promoting and celebrating arts and creativity
- Foster local creative vibrancy, facilitate the growth of local creative industries and enrich the lives of people who live, work and visit Eurobodalla Shire
- Be a gateway to Eurobodalla's unique nature coast and a meeting place where local people and visitors can come together to experience, enjoy and celebrate art, artists and the region's cultural heritage

3. The Arts & Cultural Centre should support, present and host a broad range of arts product and activity and be a fully programmed space. Within the programming, there would be a balance of community access and support/nurturing of local Eurobodalla Shire arts practitioners.



4. Facilities and program activities must be affordable for local people groups to be able to access and use. Fees would be set at levels that:
 - a) Make a reasonable contribution toward the facility and program costs
 - b) Properly managed user groups should be able to afford
 - c) Are in line with rates charged by similar facilities - market rates
5. Fees for access to the site would support the viability of community based and not for profit groups and organisations
6. The standard hiring agreement would include the condition that a staff member is in attendance at all times and reflected in the hiring fees.
7. Some commercial activity, in balance with the community needs and focus of the Centre, would be encouraged as a means of generating additional income and enhancing the program offering on site.
8. The Arts & Cultural Centre would be proactively managed to:
 - a) Achieve the vision and purpose
 - b) Involve strong local accountability and public participation in the Centres operation and activities
 - c) Build the profile and reputation as a place where arts, culture, technology, knowledge and resource sharing and community arts organisations can be supported to develop and be celebrated.
 - d) Maximise the use of the facilities on the site
 - e) Ensure diversity of activity, arts product and/or use of the Centre
 - f) Ensure that access to use the Centre is granted in a fair, transparent and ethical manner. It would negotiate a balance between security of access for long time user groups while enabling new groups and opportunities access to the centre and its amenities to achieve Centre's vision
 - g) Facilitate public safety and enjoyment of the Centre
 - h) Maximise long term viability of the Centre through the ongoing implementation of strong financial and business practices and strategies
 - i) Support communication and cooperation between community groups/ organisations and professional arts groups and networks to maximise community resources, strengthen community networks and enhance programs and activities



7. Concept Design

Based on the outcomes of the research, the preferred components for both the Aquatic Centre and Arts & Cultural Centre were developed into basic layout drawings and following client review these have now been taken to schematic drawing level.

The proposed components also allow for the relocation of both the Batemans Bay Visitor Information Centre and Batemans Bay Community Centre and integration of these elements into the design of the Centre.

This delivers economies of scale in the operation of the Centre and, in turn, enables the freehold land on which these facilities are currently situated to be leased or sold.

7.1 Aquatic and Leisure Centre Components

The Aquatic Centre elements are consistent with the intent of the Draft Eurobodalla Aquatic Strategy, incorporate multiple water spaces and commercial elements to address a broad range of community needs and maximise patronage and viability, and incorporate the relocation of the Visitor Information Centre. An overview of the key components of the Aquatic Centre are as follows:

- Heated, indoor 25 m x 20m (8 lane) pool with ramp access
- Heated, indoor learn to swim pool
- Free form indoor leisure pool with interactive water features
- Indoor warm water/ program pool with access ramp, and spa
- Waterslides
- Health & fitness gym, group fitness and wellness area
- Gateway Visitor Centre and theatrette
- Shared foyer/ reception
- Merchandising area
- Food and beverage areas
- Offices/ administration/ staff areas
- Change rooms and amenities
- Storage
- Plant room
- First aid room
- Concourse and circulation areas

As indicated at section 5.3, a 50m pool is not recommended for the Mackay Park Batemans Bay precinct due to the following:

- It is inconsistent with the recommendations of the Draft Aquatic Strategy (see above)
- There is a limited market for traditional 50m pools and a 25m x 8 lane pool can adequately service the training needs of swim club members, lap swimmers and short course competitions
- The additional capital cost of incorporating a 50m pool in the proposed facility mix would be substantial (circa \$6m)
- There is a high likelihood that other much higher use and commercially viable water spaces may be sacrificed to include a 50m pool
- A 50m pool would incur higher operating costs and deficits



7.2 Arts & Cultural Centre

The Arts & Cultural Centre elements are consistent with the findings of the Draft Arts & Cultural Needs Assessment and subsequent research. It incorporates the relocated Batemans Bay Community Centre. An overview of the key components of the Arts & Cultural Centre are as follows:

- Flexible black box performance space with capacity to seat (approx) 500 people
- Large flexible, flat floor area with retractable seating (used for performances)
- Dressing rooms
- Green room
- Storage for performance, hirers, lighting and sound equipment
- Scenic dock
- Loading dock
- Gallery/ exhibition space and storage
- Rehearsal/ dance studio
- ‘Wet’ arts workshop space and storage
- ‘Dry’ arts workshop space and storage
- Small meeting room
- Multi-purpose room
- Public toilets
- Kitchenette
- Relocated Community Centre incorporated into existing design elements
- Foyer/ offices/ administration/ food and beverage
- Plant room
- Circulation space

7.3 Other Precinct Elements

Other components to be accommodated in the design of community facilities comprise

- Car parking
- Long vehicle
- Relocated Mini Golf facility

7.4 Design Options

Two design options were developed for incorporating the mix of community facilities outlined in 7.1 to 7.3 above.

- Option 1: Integrated Aquatic, Visitor Centre, Arts & Cultural in South of Precinct
- Option 2: Aquatic and Visitor Centre in South of Precinct and Arts & Cultural in north of Precinct

7.4.1 Option 1: Integrated Aquatic, Visitor Centre, Arts & Cultural Southern Precinct

A detailed component brief for Option 1 was prepared to guide the preparation of architectural concept plans and capital cost estimates. The component brief for Option 1 is attached at Appendix 2. Concept plans for Option 1 are attached at Appendix 4.



The key elements of this option are as follows:

- All community facilities are built on Crown land in the south of the site which frees up the freehold land in the north of the site for private development
- Unlike Crown land, freehold land is unencumbered and can be developed for a large range of capital yield options (i.e. bought and sold, or leased and rented) and is assumed to be more attractive to a prospective developer.
- Parts of the proposed community facilities on the Crown Land in the south of the Precinct incorporate permitted commercial activities which would assist in reducing high operating costs.
- The combination of community and commercial activities in the integrated design creates a one stop shop community hub to attract a broader range of user markets
- Quality spaces and services that deliver shared food & beverage, retail, social, event and entertainment based activities provide different sources of revenue.
- Clustering and connecting facilities maximises the attraction of the facility and provides opportunities to cross sell activities
- An integrated development model shares the costs and use of infrastructure such as car parking, and site services
- An integrated development model enables the sharing of management and operations staff across the broad range of activity areas to reduce number of staff required (eg administration, cleaning, reception, food and beverage) and reduce high operating costs.
- A combined facility caters for all ages and interests at the one location
- Existing Mini golf centre relocated to the far south of the Precinct adjacent to new access road

7.4.2 Option 2: Aquatic & Visitor Centre Southern Precinct and Arts & Cultural Northern Precinct

A detailed component brief for Option 2 was prepared to guide the preparation of architectural concept plans and capital cost estimates. The component brief for Option 2 is attached at Appendix 3. Concept plans for Option 2 are attached at Appendix 5.

The key elements of this option are as follows:

- Arts & Cultural Centre (including relocated Community Centre) is situated on freehold land to the north of the Precinct
- Design is indicative only as it is not clear how this would integrate with a private development proposal on that part of the Precinct
- Aquatic and Gateway Visitor Centre accommodated in the south of the Precinct.
- The land area in the south of the Precinct freed up by moving the Arts & Cultural Centre to the north of the Precinct could potentially be available for the development of a commercial recreation activity compatible with Crown land guidelines
- High quality spaces and services delivered with basically the same facility components as Option 1, but shared infrastructure and services not possible
- The Precinct remains the hub for Aquatic and Arts & Cultural activities but the development of two separate facilities means that construction costs are higher and economies of scale from shared staffing are unable to be delivered
- The arts community may prefer a dedicated Arts & Cultural Centre rather than a facility integrated with an Aquatic Centre
- Existing Mini golf centre relocated to the far south of the Precinct adjacent to new access road



7.5 Indicative Capital Costs

It is difficult to estimate precise capital costs in the early concept planning stage of project development. Turner Townsend Quantity Surveyors have provided indicative capital costs for both Option 1 (Integrated Aquatic, Visitor Centre, Arts & Cultural in South of Precinct) and Option 2 (Aquatic and Visitor Centre in South of Precinct and Arts & Cultural in north of Precinct).

These indicative cost estimates are summarised by main activity areas in Table 2 below. A detailed breakdown of indicative capital cost estimates is attached at Appendix 6.

Table 2: Mackay Park Facility Options Indicative Capital Cost Comparisons

COST FUNCTION	OPTION ONE Integrated Facility Southern Precinct	OPTION TWO Aquatic & Visitor Info Centre Southern Precinct	OPTION TWO Arts and Cultural Centre Northern Precinct	OPTION TWO Combined Facilities Indicative Capital Cost
Building Works	\$23,230,100	\$15,508,200	\$9,303,500	\$24,811,700
Aquatic Pool Works	\$8,565,000	\$8,565,000	\$0	\$8,565,000
External Work & Services	\$4,747,000	\$3,671,000	\$1,427,000	\$5,098,000
Total Construction Cost	\$36,542,100	\$27,744,200	\$10,730,500	\$38,474,700
Design & Construction Contingencies	\$5,664,000	\$4,300,000	\$1,664,000	\$5,964,000
Fees & Authority Charges	\$3,893,000	\$2,992,000	\$1,358,000	\$4,350,000
Total Indicative Capital Cost	\$46,099,100	\$35,036,200	\$13,782,500	\$48,818,700

The indicative capital cost review indicates option one integrated facilities in the southern sector is the lowest capital cost option at \$46.099M.

This is compared to the option two facility developments that would see two separate standalone facility constructions with extra building area for double up of foyer, café and plant and set up of services to two sites. This combined facility option is estimated to cost \$48.819M

The indicative capital cost estimate of Option 2 is \$2.72M higher than Option 1.



8. Facility Options Operating Projections Modelling

8.1 Introduction

Modelling of the operating performance of the proposed facility options for a 10 year period has been completed and covers:

- Option 1: New Indoor Aquatic and Health and Fitness Centre (incorporating the relocated Visitor Information Centre), and the Arts & Cultural Centre (incorporating relocated Batemans Bay Community Centre) with a central foyer and café in the southern precinct of the site.
- Option 2: New Indoor Aquatic and health and fitness centre with Visitor Information Centre linked to new foyer and café in the southern precinct.
- Option 2: New Arts & Cultural Centre as a standalone facility in the northern precinct of the site.
- Combined Option 2 southern and northern precinct facilities operating projections

The consultant team have modified Otium Planning Group's Aquatic, Leisure and Cultural Community Electronic Financial Model to reflect the exact component areas of each option and then developed a range of operating and usage assumptions for these components.

The key business and operating assumptions are based on a combination of Otium Planning Group team experience, case study research outcomes, benchmarking of other facilities in similar population areas, CERM¹⁹ Benchmarks and information provided by Council.

Each option has been documented in a detailed breakdown of operating projections and these have been developed as stand-alone support documents and these should be read in association with the following key activity component option assumptions listed for Option 1 in Appendix 7 and for Option 2 in Appendix 8.

8.2 Facility Options - Financial 10 Year Operating Projections

The following tables detail the key financial and business projections for the two facility development options on the following pages.

¹⁹ CERM is the University of South Australia's 'Centre for Environmental and Recreation Management' and is recognised nationally for the development of performance indicators for indoor sporting centres, and aquatic & leisure centres. CERM PI ® data measures operational management efficiency (cost recovery, operational ratios, catchment usage rates, secondary spending etc). Participation and provision of information is on a voluntary subscription basis. Most facilities on the CERM database are local government owned. Data for aquatic centres is categorised by the type of facility (ie outdoor only, indoor only, or indoor and outdoor) and further segmented by the size (m²) of the facility. It should be noted participation in, and provision of information for, the CERM database is on a purely voluntary subscription basis. To that end their database represents a "convenience sample" and is not representative of all Australian aquatic centres. For this reason, CERM data serves as a comparative guide only, based on similar pools on their database but it does not represent a definitive standard.



8.2.1 Option One: Integrated Aquatic, Visitor Centre, Arts & Cultural in South of Precinct

The following tables detail option 1 projected 10-year operating performance, visitations and net contribution by main activity area.

Table 3: Option 1 Integrated Facility Southern Precinct Operating Performance

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Income by Area										
Aquatic area	\$1,090,349	\$1,175,563	\$1,265,237	\$1,320,353	\$1,377,736	\$1,437,474	\$1,499,661	\$1,564,394	\$1,631,773	\$1,701,902
Gym	\$197,119	\$212,525	\$228,736	\$238,701	\$249,075	\$259,874	\$271,117	\$282,820	\$295,001	\$307,679
Health & Fitness Programs	\$226,265	\$243,948	\$262,557	\$273,994	\$285,902	\$298,299	\$311,204	\$324,637	\$338,619	\$353,172
General Memberships	\$479,136	\$516,582	\$555,987	\$580,208	\$605,423	\$631,674	\$659,001	\$687,447	\$717,056	\$747,873
Theatre	\$286,414	\$301,462	\$317,051	\$326,557	\$336,332	\$346,384	\$356,721	\$367,350	\$378,279	\$389,517
Gallery and Theatrette	\$14,720	\$15,713	\$16,744	\$17,301	\$17,874	\$18,464	\$19,072	\$19,699	\$20,344	\$21,008
Workshops & Meetings	\$21,859	\$23,334	\$24,866	\$25,692	\$26,543	\$27,420	\$28,323	\$29,253	\$30,210	\$31,197
Café and Merchandise	\$593,578	\$633,316	\$674,568	\$696,908	\$719,919	\$743,619	\$768,029	\$793,169	\$819,058	\$845,719
Visitor Information	\$40,000	\$40,920	\$41,861	\$42,824	\$43,809	\$44,817	\$45,847	\$46,902	\$47,981	\$49,084
Total Income	\$2,949,440	\$3,163,364	\$3,387,607	\$3,522,537	\$3,662,612	\$3,808,026	\$3,958,975	\$4,115,669	\$4,278,320	\$4,447,151
Expenditure by area										
Aquatic area	\$1,506,594	\$1,557,905	\$1,611,038	\$1,661,967	\$1,737,396	\$1,792,526	\$1,849,470	\$1,916,732	\$1,977,785	\$2,040,852
Gym	\$356,184	\$367,006	\$378,169	\$397,313	\$409,462	\$421,995	\$434,927	\$448,269	\$462,035	\$476,240
Health & Fitness Programs	\$191,328	\$198,725	\$206,372	\$212,614	\$219,045	\$225,671	\$232,498	\$239,531	\$246,779	\$254,246
General Memberships	\$140,625	\$144,833	\$149,173	\$153,648	\$158,262	\$163,020	\$167,927	\$172,988	\$178,207	\$183,589
Theatre	\$599,176	\$617,579	\$636,568	\$656,163	\$676,384	\$697,250	\$718,784	\$741,006	\$763,941	\$787,610
Gallery and Theatrette	\$207,901	\$214,805	\$221,943	\$229,322	\$236,952	\$244,840	\$252,995	\$261,427	\$270,145	\$279,159
Workshops & Meetings	\$101,986	\$105,216	\$108,551	\$111,994	\$115,551	\$119,224	\$123,017	\$126,934	\$130,980	\$135,159
Café and Merchandise	\$430,351	\$440,396	\$450,678	\$461,201	\$478,133	\$489,299	\$500,728	\$519,021	\$531,146	\$543,556
Visitor Information	\$165,000	\$168,795	\$172,677	\$176,649	\$180,712	\$184,868	\$189,120	\$193,470	\$197,920	\$202,472
Sub- Total Expenditure	\$3,699,144	\$3,815,260	\$3,935,169	\$4,060,871	\$4,211,896	\$4,338,694	\$4,469,465	\$4,619,378	\$4,758,937	\$4,902,883
Less undistributed management costs	\$220,083	\$227,125	\$234,397	\$241,910	\$249,669	\$257,685	\$265,965	\$274,519	\$283,355	\$292,483
Total Expenditure	\$3,919,228	\$4,042,384	\$4,169,566	\$4,302,781	\$4,461,565	\$4,596,379	\$4,735,430	\$4,893,897	\$5,042,292	\$5,195,365
Projected Profit/(Loss)	(\$969,787)	(\$879,021)	(\$781,959)	(\$780,244)	(\$798,953)	(\$788,353)	(\$776,454)	(\$778,228)	(\$763,972)	(\$748,215)



Table 4: Option 1 Integrated Facility Southern Precinct Utilisation (Visits/Year) by Area

VISITS PER YEAR BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	127,276	132,809	138,343	139,726	141,110	142,493	143,877	145,260	146,644	148,027
Gym	20,608	21,504	22,400	22,624	22,848	23,072	23,296	23,520	23,744	23,968
Health & Fitness Programs	23,515	24,538	25,560	25,816	26,071	26,327	26,582	26,838	27,094	27,349
General Memberships	57,408	59,904	62,400	63,024	63,648	64,272	64,896	65,520	66,144	66,768
Theatre	38,720	40,260	41,800	42,185	42,570	42,955	43,340	43,725	44,110	44,495
Gallery and Theatrette	4,830	5,040	5,250	5,303	5,355	5,408	5,460	5,513	5,565	5,618
Workshops & Meetings	3,726	3,888	4,050	4,091	4,131	4,172	4,212	4,253	4,293	4,334
Total Visits per Year	276,083	287,943	299,803	302,768	305,733	308,698	311,663	314,628	317,593	320,558

Table 5: Option 1 Integrated Facility Southern Precinct Net Contribution by Area

CONTRIBUTION BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	(\$348,543)	(\$307,992)	(\$264,438)	(\$256,301)	(\$270,228)	(\$261,322)	(\$251,594)	(\$249,446)	(\$238,242)	(\$226,093)
Gym	\$94,819	\$124,330	\$155,678	\$161,307	\$174,984	\$189,370	\$204,496	\$220,395	\$237,102	\$254,652
Health & Fitness Programs	\$51,863	\$63,810	\$76,526	\$82,708	\$89,215	\$96,061	\$103,260	\$110,828	\$118,783	\$127,140
Theatre	(\$312,761)	(\$316,116)	(\$319,517)	(\$329,606)	(\$340,051)	(\$350,866)	(\$362,062)	(\$373,656)	(\$385,661)	(\$398,094)
Gallery and Theatrette	(\$193,181)	(\$199,092)	(\$205,198)	(\$212,021)	(\$219,078)	(\$226,375)	(\$233,923)	(\$241,728)	(\$249,801)	(\$258,151)
Workshops & Meetings	(\$80,127)	(\$81,881)	(\$83,685)	(\$86,303)	(\$89,008)	(\$91,804)	(\$94,694)	(\$97,682)	(\$100,770)	(\$103,962)
Café and Merchandise	\$163,227	\$192,920	\$223,890	\$235,706	\$241,785	\$254,320	\$267,301	\$274,147	\$287,912	\$302,162
Visitor Information	(\$125,000)	(\$127,875)	(\$130,816)	(\$133,825)	(\$136,903)	(\$140,052)	(\$143,273)	(\$146,568)	(\$149,939)	(\$153,388)
Total contribution by area	(\$749,704)	(\$651,896)	(\$547,561)	(\$538,334)	(\$549,283)	(\$530,668)	(\$510,489)	(\$503,709)	(\$480,617)	(\$455,732)
Less Undistributed centre management expenses	\$220,083	\$227,125	\$234,397	\$241,910	\$249,669	\$257,685	\$265,965	\$274,519	\$283,355	\$292,483
Projected Profit/(Loss)	(\$969,787)	(\$879,021)	(\$781,959)	(\$780,244)	(\$798,953)	(\$788,353)	(\$776,454)	(\$778,228)	(\$763,972)	(\$748,215)



Table 6: Option 1 Integrated Facility Southern Precinct Full Time Equivalent Staff (FTE) by Area

FULL TIME EQUIVALENT STAFF BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	9.8	9.8	9.9	9.9	10.2	10.2	10.3	10.4	10.4	10.4
Gym	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Health & Fitness Programs	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1
General Memberships	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Theatre	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Gallery and Theatrette	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Workshops & Meetings	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Café and Merchandise	3.5	3.5	3.5	3.5	3.6	3.6	3.6	3.7	3.7	3.7
Visitor Information	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Centre Management	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Total EFT Positions	29.7	29.8	29.9	30.0	30.4	30.4	30.4	30.7	30.7	30.7

8.2.2 Option Two: Aquatic and Visitor Info Centre in Southern Precinct

The following tables on the next pages detail option 2 Aquatic & Visitor Info Centre in Southern Precinct projected 10-year operating performance, visitations and net contribution by main activity area.



Table 7: Option 2 Aquatic & Visitor Info Centre Southern Precinct Operating Performance

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Income by Area										
Aquatic area	\$1,090,349	\$1,175,563	\$1,265,237	\$1,320,353	\$1,377,736	\$1,437,474	\$1,499,661	\$1,564,394	\$1,631,773	\$1,701,902
Gym	\$197,119	\$212,525	\$228,736	\$238,701	\$249,075	\$259,874	\$271,117	\$282,820	\$295,001	\$307,679
Health & Fitness Programs	\$226,265	\$243,948	\$262,557	\$273,994	\$285,902	\$298,299	\$311,204	\$324,637	\$338,619	\$353,172
General Memberships	\$479,136	\$516,582	\$555,987	\$580,208	\$605,423	\$631,674	\$659,001	\$687,447	\$717,056	\$747,873
Café and Merchandise	\$464,478	\$495,820	\$528,358	\$545,915	\$564,001	\$582,629	\$601,817	\$621,578	\$641,930	\$662,890
Visitor Information	\$40,000	\$40,920	\$41,861	\$42,824	\$43,809	\$44,817	\$45,847	\$46,902	\$47,981	\$49,084
Total Income	\$2,497,347	\$2,685,358	\$2,882,736	\$3,001,995	\$3,125,946	\$3,254,767	\$3,388,647	\$3,527,777	\$3,672,359	\$3,822,600
Expenditure by area										
Aquatic area	\$1,575,608	\$1,629,093	\$1,684,472	\$1,748,889	\$1,827,107	\$1,885,117	\$1,945,036	\$2,015,371	\$2,079,599	\$2,145,946
Gym	\$370,759	\$382,040	\$393,678	\$415,671	\$428,408	\$441,550	\$455,110	\$469,101	\$483,538	\$498,435
Health & Fitness Programs	\$200,610	\$208,300	\$216,249	\$224,305	\$231,111	\$238,124	\$245,351	\$252,798	\$260,472	\$268,380
General Memberships	\$140,625	\$144,833	\$149,173	\$153,648	\$158,262	\$163,020	\$167,927	\$172,988	\$178,207	\$183,589
Café and Merchandise	\$396,368	\$405,675	\$415,202	\$425,767	\$441,941	\$452,335	\$462,975	\$480,463	\$491,767	\$503,340
Visitor Information	\$165,000	\$168,795	\$172,677	\$176,649	\$180,712	\$184,868	\$189,120	\$193,470	\$197,920	\$202,472
Sub- Total Expenditure	\$2,848,970	\$2,938,737	\$3,031,451	\$3,144,929	\$3,267,541	\$3,365,015	\$3,465,519	\$3,584,191	\$3,691,503	\$3,802,163
Less undistributed management costs	\$233,050	\$240,479	\$248,152	\$265,200	\$273,707	\$282,494	\$291,571	\$300,948	\$310,635	\$320,642
Total Expenditure	\$3,082,020	\$3,179,216	\$3,279,603	\$3,410,128	\$3,541,248	\$3,647,509	\$3,757,090	\$3,885,139	\$4,002,138	\$4,122,804
Projected Profit/(Loss)	(\$584,673)	(\$493,858)	(\$396,867)	(\$408,133)	(\$415,302)	(\$392,741)	(\$368,443)	(\$357,362)	(\$329,779)	(\$300,204)

Table 8: Option 2 Aquatic & Visitor Info Centre Southern Precinct Utilisation (Visits/Year) by Area

VISITS PER YEAR BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	127,276	132,809	138,343	139,726	141,110	142,493	143,877	145,260	146,644	148,027
Gym	20,608	21,504	22,400	22,624	22,848	23,072	23,296	23,520	23,744	23,968
Health & Fitness Programs	23,515	24,538	25,560	25,816	26,071	26,327	26,582	26,838	27,094	27,349
General Memberships	57,408	59,904	62,400	63,024	63,648	64,272	64,896	65,520	66,144	66,768
Total Visits per Year	228,807	238,755	248,703	251,190	253,677	256,164	258,651	261,138	263,625	266,112



Table 9: Option 2 Aquatic & Visitor Info Centre Southern Precinct Net Contribution by Area

CONTRIBUTION BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	(\$417,557)	(\$379,180)	(\$337,873)	(\$343,224)	(\$359,939)	(\$353,913)	(\$347,160)	(\$348,085)	(\$340,057)	(\$331,187)
Gym	\$80,243	\$109,296	\$140,169	\$142,950	\$156,037	\$169,815	\$184,313	\$199,563	\$215,599	\$232,457
Health & Fitness Programs	\$42,580	\$54,236	\$66,649	\$71,018	\$77,149	\$83,607	\$90,406	\$97,561	\$105,089	\$113,006
Café and Merchandise	\$68,110	\$90,145	\$113,156	\$120,148	\$122,059	\$130,295	\$138,842	\$141,115	\$150,163	\$159,550
Visitor Information	(\$125,000)	(\$127,875)	(\$130,816)	(\$133,825)	(\$136,903)	(\$140,052)	(\$143,273)	(\$146,568)	(\$149,939)	(\$153,388)
Total contribution by area	(\$351,623)	(\$253,379)	(\$148,715)	(\$142,934)	(\$141,596)	(\$110,247)	(\$76,872)	(\$56,414)	(\$19,144)	\$20,437
Less Undistributed centre management expenses	\$233,050	\$240,479	\$248,152	\$265,200	\$273,707	\$282,494	\$291,571	\$300,948	\$310,635	\$320,642
Projected Profit/(Loss)	(\$584,673)	(\$493,858)	(\$396,867)	(\$408,133)	(\$415,302)	(\$392,741)	(\$368,443)	(\$357,362)	(\$329,779)	(\$300,204)

Table 10: Option 2 Aquatic & Visitor Info Centre Southern Precinct Staff (FTE) by Area

FULL TIME EQUIVALENT STAFF BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Aquatic area	9.8	9.8	9.9	9.9	10.2	10.2	10.3	10.4	10.4	10.4
Gym	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Health & Fitness Programs	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1
General Memberships	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Café and Merchandise	3.5	3.5	3.5	3.5	3.6	3.6	3.6	3.7	3.7	3.7
Visitor Information	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Centre Management	5.2	5.2	5.2	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Total EFT Positions	24.0	24.0	24.1	24.5	25.0	25.0	25.0	25.2	25.2	25.3

8.2.3 Option Two: Arts & Cultural Centre Northern Precinct

The following tables on the next page detail option 2 Arts and Cultural Centre Northern Precinct projected 10-year operating performance, visitations and net contribution by main activity area



Table 11: Option 2 Arts & Cultural Centre Northern Precinct Operating Performance

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Income by Area										
Theatre	\$261,085	\$274,424	\$288,238	\$296,786	\$305,575	\$314,612	\$323,902	\$333,453	\$343,273	\$353,367
Gallery and Theatrette	\$14,720	\$15,713	\$16,744	\$17,301	\$17,874	\$18,464	\$19,072	\$19,699	\$20,344	\$21,008
Workshops & Meetings	\$21,859	\$23,334	\$24,866	\$25,692	\$26,543	\$27,420	\$28,323	\$29,253	\$30,210	\$31,197
Café and Merchandise	\$128,166	\$136,374	\$144,892	\$149,601	\$154,449	\$159,442	\$164,583	\$169,875	\$175,324	\$180,934
Total Income	\$425,830	\$449,845	\$474,740	\$489,380	\$504,442	\$519,938	\$535,880	\$552,280	\$569,151	\$586,507
Expenditure by area										
Theatre	\$567,592	\$584,942	\$602,843	\$621,312	\$640,367	\$660,029	\$680,316	\$701,250	\$722,851	\$745,142
Gallery and Theatrette	\$194,780	\$201,205	\$207,847	\$214,713	\$221,810	\$229,146	\$236,730	\$244,570	\$252,674	\$261,053
Workshops & Meetings	\$81,753	\$84,245	\$86,815	\$89,467	\$92,203	\$95,025	\$97,937	\$100,941	\$104,040	\$107,239
Café and Merchandise	\$196,960	\$201,504	\$206,154	\$210,911	\$215,777	\$220,756	\$225,850	\$231,061	\$236,393	\$241,848
Sub- Total Expenditure	\$1,041,085	\$1,071,897	\$1,103,659	\$1,136,402	\$1,170,157	\$1,204,956	\$1,240,833	\$1,277,822	\$1,315,959	\$1,355,281
Less undistributed management costs	\$15,873	\$16,256	\$16,648	\$17,050	\$17,462	\$17,884	\$18,316	\$18,758	\$19,211	\$19,675
Total Expenditure	\$1,056,958	\$1,088,153	\$1,120,308	\$1,153,453	\$1,187,619	\$1,222,840	\$1,259,149	\$1,296,580	\$1,335,170	\$1,374,956
Projected Profit/(Loss)	(\$631,128)	(\$638,308)	(\$645,568)	(\$664,073)	(\$683,177)	(\$702,902)	(\$723,269)	(\$744,300)	(\$766,019)	(\$788,450)

Table 12: Option 2 Arts & Cultural Centre Northern Precinct Utilisation (Visits/Year) by Area

VISITS PER YEAR BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Theatre	34,166	35,508	36,850	37,186	37,521	37,857	38,192	38,528	38,863	39,199
Gallery and Theatrette	4,830	5,040	5,250	5,303	5,355	5,408	5,460	5,513	5,565	5,618
Workshops & Meetings	3,726	3,888	4,050	4,091	4,131	4,172	4,212	4,253	4,293	4,334
Total Visits per Year	42,722	44,436	46,150	46,579	47,007	47,436	47,864	48,293	48,721	49,150



Table 13: Option 2 Arts & Cultural Centre Northern Precinct Net Contribution by Area

CONTRIBUTION BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Theatre	(\$306,507)	(\$310,519)	(\$314,605)	(\$324,525)	(\$334,792)	(\$345,417)	(\$356,414)	(\$367,797)	(\$379,579)	(\$391,775)
Gallery and Theatrette	(\$180,060)	(\$185,492)	(\$191,103)	(\$197,412)	(\$203,936)	(\$210,682)	(\$217,658)	(\$224,871)	(\$232,331)	(\$240,045)
Workshops & Meetings	(\$59,894)	(\$60,911)	(\$61,950)	(\$63,775)	(\$65,660)	(\$67,605)	(\$69,614)	(\$71,688)	(\$73,830)	(\$76,042)
Café and Merchandise	(\$68,794)	(\$65,130)	(\$61,262)	(\$61,310)	(\$61,328)	(\$61,314)	(\$61,267)	(\$61,186)	(\$61,068)	(\$60,913)
Total contribution by area	(\$615,255)	(\$622,052)	(\$628,919)	(\$647,022)	(\$665,715)	(\$685,018)	(\$704,953)	(\$725,542)	(\$746,808)	(\$768,775)
Less Undistributed centre management expenses	\$15,873	\$16,256	\$16,648	\$17,050	\$17,462	\$17,884	\$18,316	\$18,758	\$19,211	\$19,675
Projected Profit/(Loss)	(\$631,128)	(\$638,308)	(\$645,568)	(\$664,073)	(\$683,177)	(\$702,902)	(\$723,269)	(\$744,300)	(\$766,019)	(\$788,450)

Table 14: Option 2 Arts & Cultural Centre Northern Precinct Staff (FTE) by Area

FULL TIME EQUIVALENT STAFF BY AREA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Theatre	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
Gallery and Theatrette	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Workshops & Meetings	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Café and Merchandise	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total EFT Positions	7.8									

8.2.3.1 Summary of Combined Facility Option 2 Financial Models

The following tables summarise the combined southern and northern precinct facility option 2 Aquatic & Visitor Info Southern Precinct and Arts and Cultural Centre Northern Precinct projected 10-year operating performance, visitations and net contribution by main activity area

Table 15: Option 2 Combined Southern and Northern Precinct Facilities Operating Performance

SOUTHERN & NORTHERN PRECINCT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 2 Southern Precinct Aquatic & Visitor Info Facilities Projected Profit/(Loss)	(\$584,673)	(\$493,858)	(\$396,867)	(\$408,133)	(\$415,302)	(\$392,741)	(\$368,443)	(\$357,362)	(\$329,779)	(\$300,204)
Option 2 Northern Precinct Arts and Cultural Facilities Projected Profit/(Loss)	(\$631,128)	(\$638,308)	(\$645,568)	(\$664,073)	(\$683,177)	(\$702,902)	(\$723,269)	(\$744,300)	(\$766,019)	(\$788,450)
Option 2 Combined Precinct Facilities Projected Profit/(Loss)	(\$1,215,801)	(\$1,132,166)	(\$1,042,435)	(\$1,072,206)	(\$1,098,479)	(\$1,095,643)	(\$1,091,712)	(\$1,101,662)	(\$1,095,798)	(\$1,088,654)



Table 16: Option 2 Combined Southern and Northern Precinct Facilities Utilisation (Visits/Year)

SOUTHERN & NORTHERN PRECINCT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 2 Southern Precinct Aquatic & Visitor Info Facilities Visits	228,807	238,755	248,703	251,190	253,677	256,164	258,651	261,138	263,625	266,112
Option 2 Northern Precinct Arts and Cultural Facilities Visits	42,722	44,436	46,150	46,579	47,007	47,436	47,864	48,293	48,721	49,150
Option 2 Combined Precinct Facilities Projected Visits	271,529	283,191	294,853	297,769	300,684	303,600	306,515	309,431	312,346	315,262

Table 17: Option 2 Combined Southern and Northern Precinct Facilities EFT Staffing

SOUTHERN & NORTHERN PRECINCT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 2 Southern Precinct Aquatic & Visitor Info Facilities EFT Staffing	24.0	24.0	24.1	24.5	25.0	25.0	25.0	25.2	25.2	25.3
Option 2 Northern Precinct Arts and Cultural Facilities EFT Staffing	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8
Option 2 Combined Precinct Facilities Projected EFT Staffing	31.8	31.8	31.9	32.3	32.8	32.8	32.8	33.0	33.0	33.1

8.2.4 Summary of Facility Option Financial Models

The following tables compare the option 1 and option 2 facilities operating performance and visits per year

Table 18: Option 1 and Option 2 Operating Performance Summary

FACILITY OPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 1 Southern Precinct Aquatic Integrated Facilities Projected Profit/(Loss)	(\$969,787)	(\$879,021)	(\$781,959)	(\$780,244)	(\$798,953)	(\$788,353)	(\$776,454)	(\$778,228)	(\$763,972)	(\$748,215)
Option 2 Combined Southern and Northern Precinct Facilities Projected Profit/(Loss)	(\$1,215,801)	(\$1,132,166)	(\$1,042,435)	(\$1,072,206)	(\$1,098,479)	(\$1,095,643)	(\$1,091,712)	(\$1,101,662)	(\$1,095,798)	(\$1,088,654)
Extra Net Operating Loss Option 2 Compared With Option 1 Net Operating (Loss)	+\$246,014	+\$253,145	+\$260,476	+\$291,962	+\$299,526	+\$307,290	+\$315,258	+\$323,434	+\$331,826	+\$340,439



Table 19: Option 1 and Option 2 Facilities Utilisation (Visits/Year)

SOUTHERN & NORTHERN PRECINCT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 1 Southern Precinct Aquatic Integrated Facilities Projected Visits	276,083	287,943	299,803	302,768	305,733	308,698	311,663	314,628	317,593	320,558
Option 2 Combined Southern and Northern Precinct Facilities Projected Visits	271,529	283,191	294,853	297,769	300,684	303,600	306,515	309,431	312,346	315,262
Option 1 Extra Visits Compared With Option 2 Combined Precinct Visits	+4,554	+4,752	+4,950	+4,999	+5,049	+5,098	+5,148	+5,197	+5,247	+5,296

Table 20: Option 1 and Option 2 Facilities EFT Staffing

SOUTHERN & NORTHERN PRECINCT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Option 1 Southern Precinct Aquatic Integrated Facilities Projected EFT Staffing	29.7	29.8	29.9	30.0	30.4	30.4	30.4	30.7	30.7	30.7
Option 2 Combined Southern and Northern Precinct Facilities EFT Staffing	31.8	31.8	31.9	32.3	32.8	32.8	32.8	33.0	33.0	33.1
Option 2 Extra EFT Staffing Compared with Option 1 Projected EFT Staffing	+1.9	+2.0	+2.0	+2.3	+2.4	+2.4	+2.4	+2.3	+2.3	+2.4



9. Option Comparisons and Recommended Development Option

9.1 Project and Report Overview

Eurobodalla Shire Council is seeking to establish a public private partnership for the redevelopment of Batemans Bay Mackay Park Precinct. The preferred development outcomes sought by Council for the Precinct include:

- New aquatic and recreation centre;
- Arts and cultural facility;
- Conference and event space;
- Tourist accommodation;
- Residential accommodation;
- Restaurants and cafes;
- Gateway visitor centre; and
- Integration of existing sporting fields into future development.

Sections 2 to 7 of this report provide background to help scope the site and future facilities.

Section 7 highlights the identified development options for the Mackay Park Batemans Bay Future Aquatic and Arts & Cultural Centre. The options that have been reviewed are:

- Option 1: New indoor Aquatic and Health & Fitness Centre (incorporating the relocation of existing Visitor Information Centre), and the Arts & Cultural Centre (incorporating relocation of Batemans Bay Community Centre) with a central foyer and café located in the southern precinct.
- Option 2: New Indoor Aquatic and Health & Fitness Centre with Visitor Information Centre linked to new foyer and café located in the southern precinct and New Arts & Cultural Centre located in the northern precinct.

This section also includes schematic design options and indicative capital costs for the two options. It covers the detailed 10 year operational financial models developed for each option to assist in reviewing the operational impacts of each option.

9.2 Facility Option Comparisons

Table 21 compares the indicative capital cost and range of projected operational performance measures of the two development options.



Table 21: Option 1 and Option 2 Cost and Operating Performance Comparisons

Review Category	Item	<u>Option 1</u> Integrated Aquatic, Arts & Cultural, Visitor Centre Southern Precinct	<u>Option 2</u> Aquatic & Visitor Centre in Southern Precinct and Arts & Cultural Centre in Northern Precinct
Indicative Capital Cost		\$46.099M	\$48.819M
Projected Annual Visits	Year 1	276,283	271,529
	Year 5	305,733	300,684
	Year 10	320,558	315,262
	Total 10 Years	3.045M Visits	2.995M Visits
Projected Annual Income	Year 1	\$2.949M	\$2,922M
	Year 5	\$3.663M	\$3.630M
	Year 10	\$4.447M	\$4.410M
	Total 10 Years	\$37.294M	\$36,968M
Projected Annual Expenditure	Year 1	\$3.919M	\$4.139M
	Year 5	\$4.462M	\$4.729M
	Year 10	\$5.195M	\$5.498M
	Total 10 Years	\$45,359M	\$48,002M
Projected Operating (Loss)	Year 1	(\$969,787)	(\$1.215M)
	Year 5	(\$798,953)	(\$1.098M)
	Year 10	(\$748,215)	(\$1.089M)
	Total 10 Years	(\$8.065M)	(\$11.034M)

The facility option capital cost, visitation and financial operating performance comparisons indicate:

- Indicative Capital Costs:** Option 1 is the lowest capital cost development option at \$46.099M. Option 2 is estimated to cost \$2.72M more at \$48.819M
- Combined 10 Year Income:** Option 1 is projected to raise higher 10-year combined income estimated at \$37.294M compared to Option 2 at an estimated \$36.968M (-\$326,000).
- Combined 10 Year Expenditure:** Option 2 is projected to cost more in operating expenditure for the 10-year combined period at an estimated \$48.002M compared to Option 1 combined 10-year projected expenditure at an estimated \$45,359M (-\$2.643M).
- Combined 10 Year Operating (Loss):** Option 2 is projected to operate at a larger 10-year operating loss estimated at \$11.034M compared to option 1 at an estimated 10 year combined operating loss of \$8.065M (-\$2.969M).

9.3 Recommended Facility Option

Based on the facility capital cost, projected visitation and operating performance Option 1 is the recommended option. Option 1:

- Has a lower capital cost at \$46.099M compared with \$48.819M for Option 2
- Is projected to earn a higher annual income and record a lower annual operating expenditure compared to Option 2.
- Records a lower operational deficit than Option 2 (\$2.969M higher than Option 1 over 10 years)
- Creates the opportunity to reduce operating costs by sharing infrastructure, services and front of house staffing across aquatic, arts & cultural and visitor information components.
- Consolidates all community facilities in the south of the Precinct thereby freeing up the entire northern part of the Precinct as a potential PPP opportunity for Council's preferred development outcomes (ie conference and event space, tourist accommodation, residential accommodation, restaurants and cafes).



- Combines community and commercial activities in an integrated design which creates a one stop shop community hub to attract a broader range of user markets
- Maximises the attraction of the facility and provides opportunities to cross sell activities by clustering and connecting facilities
- Avoids the loss of land and development value as part of a potential PPP if the Council freehold land (former Bowling Club) was encumbered by the provision of an arts & cultural facility.
- Avoids concerns raised during the targeted engagement about having an Arts & Cultural Centre co-located with possible residential accommodation.

A net operating deficit in Option 1 of \$969,787 reducing to \$748,215 by Year 10 is projected. Council's combined operating deficit for Batemans Bay Swimming Pool, Visitor Centre and Community Centre in 2015/16 was \$634,591 (excluding depreciation) so the projected base case additional annual cost to Council for Option 1 is \$335,196 in Year One reducing to an additional \$113,624 by Year 10. ²⁰

It should be noted that the financial model does not incorporate sensitivity analysis or depreciation at this stage. This will be done after the base case assumptions and preferred design option have been approved by Council. Further, once the preferred design option and financial modelling has been approved and finalised, an assessment of the economic impact of the facility should be undertaken by Council to support any applications for external funding.

²⁰ If Option 2 was adopted, the projected base case additional annual cost to Council is \$581,210 in Year One reducing to an additional \$454,063 by Year 10.



10. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied its experience to the task, we have relied upon information supplied to us by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this 'point in time' report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Neither Otium Planning Group, nor any member or employee of Otium Planning Group, nor any sub-consultants engaged in the preparation of this report assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of the content of this report. Neither Otium Planning Group, nor any member or employee of Otium Planning group, nor any sub-consultants engaged in the preparation of this report accepts responsibility arising in any way whatsoever to any persons in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused, and will not be liable to Eurobodalla Shire Council or any third party in any way for any direct, indirect, incidental, consequential or exemplary damages resulting from the use or misuse of this report.



Appendix 1: Current Trends and Good Practice in Aquatic and Arts/ Cultural Venues

10.1 Arts & Cultural Venues

10.1.1 Success Factors

The availability of arts and cultural activity is increasingly an expectation of modern, thriving places where people want to live and visit. Not everyone will be involved in all or any arts and cultural activities in their town, but people still expect and want these options to be available.

In rural and regional communities, a number of factors have been identified as critical to establishing sustainable local arts and creativity. They include:

- Valuing of local culture, history and heritage, local people, assets and characteristics
- Committed local leadership, positive attitudes, local entrepreneurship and investment
- Government commitment to the value of arts and culture in planning and public policy
- Recognition of the value of local cultural product and practices
- Support for arts in communities, especially through networks of regional arts development officers and assistance for volunteers (including training), and reduction of bureaucratic obstacles

*'A performing arts centre is possibly the most complex facility a municipality is likely to own and manage. Their usage changes frequently, often daily.'*²¹ For those not working directly in a performing arts centre, the range of skills and experience required to operate a successful venue is not always fully understood - selling of tickets, scheduling, identifying appropriate programming, lighting and audio, working with a range of hirers from community groups involving 200 performers to professional production companies, providing excellent customer service, marketing the events, maintenance and ensuring the safety of patrons and staff are just some of the activities that are involved.

Successful performing arts centres display the following:

- Marketing and audience development informs their work
- They are nimble
- Have highly skilled art industry practitioners
- Involve a high level of technical and functional operation
- They supplement programs already in the community
- They are driven by vision and strong leadership

The current best practice of a performing arts venue is not only what show is in the theatre but it also includes a wide variety of business, civic and other community uses. In addition, best practice venues have an active community engagement program that may consist of work outside of the venue and programs that support the development of local artists and their work.

10.1.2 Touring Shows

As identified in the APACA Guide to Touring²² performing arts touring in Australia is inherently complex and the touring environment is constantly changing. There are numerous touring models but in essence the main ones are:

²¹ Oh You Beautiful Stage - Australian Design and Technical Benchmarks for Performing Arts Centres. 3rd Edition 2012 VAPAC. p43

²² APACA Guide to Touring - Australian Performing Arts Centres Association, Updated 2017



- ‘Hire-in’ - where a producer hires the venues and takes all the risk. This usually involves a production that has commercial appeal (e.g. comedy, contemporary music or a production with a known ‘name’)
- ‘Buy-in’ - where the venue purchases a touring show usually coordinated by a funded touring service organisation or subsidised producing companies. The costs are amortised across a tour and shared by a number of venues. These tours may also receive funding to lower the cost.

Within these two models there are a number of other possible processes e.g. shared risk, door deals etc. The best practice venues are activated and not just halls for hire. They also don’t just present shows that are chosen for their commercial success. Although it is important to program for broad appeal it is equally important to program shows that promote audience development and provide an opportunity to engage with all sections of the community.

There is an opportunity for the proposed Arts and Cultural Centre in Batemans Bay to participate in a range of tours. Annually there are a number of state and national forums specifically for venue programmers to identify suitable product and express an interest in being part of a tour. However, this requires the programming selection to be based on a clearly articulated programming plan. The key questions to be addressed are:

- What does the venue want to achieve?
- Who is the program for?
- What type of theatre does the venue want to present?
- What is the range of artforms the venue wishes to present?
- Who does the venue want to work with?
- What connections are to be made?
- What mechanisms are there to develop relationships with professional artists and theatre makers?

A new Arts & Cultural Centre in Batemans Bay has the potential to be an active member of both the NSW and national touring circuits. Although shows need to be chosen for their suitability to the local community, the ability to join a state or national tour that other venues have purchased, provides an opportunity to share costs and marketing materials.

Batemans Bay is in a strategic location to participate in a tour as there are a number of very active performing arts centres relatively close to enable a natural touring circuit. This would also be attractive to commercial producers as well as the venue’s own entrepreneurial program.

The three primary considerations for developing and attracting appropriate touring shows are:

- a) A venue that has suitable facilities for a range of productions. ‘Oh you beautiful stage’ - national technical benchmarks for performing arts centres provides the minimum standards.
- b) An appropriate programming budget to allow for the buy-in of shows and not to rely solely on commercial hirers
- c) A clear programming plan and engagement program overseen by a suitably experienced Manager.

10.1.3 Centre Programming

In addition to the programming of the performing arts space, consideration also needs to be made for the programming of the other spaces i.e. gallery, workshop spaces, classes, creative development programs etc to ensure that the whole of the space is activated and responds to the overall programming vision for the venue and the wider Eurobodalla Shire.



10.1.4 Operating Principles

Suggested operating principles to maximise the usage and viability of an Arts & Cultural Centre in Batemans Bay include:

9. Adoption of a vision for the centre such as:

Batemans Bay Arts and Cultural Centre will connect, inspire and enrich local people and visitors. It will be a place for progressive thinking, creativity and cultural celebration and a centre of excellence for arts, culture, knowledge, information and resource sharing.

10. Adoption of a purpose statement such as to:

- Make the arts creativity welcoming and accessible
 - Provide facilities and services that support making, experiencing, promoting and celebrating arts and creativity
 - Foster local creative vibrancy, facilitate the growth of local creative industries and enrich the lives of people who live, work and visit Eurobodalla Shire
 - Be a gateway to Eurobodalla's unique nature coast and a meeting place where local people and visitors can come together to experience, enjoy and celebrate art, artists and the region's cultural heritage
11. The Arts & Cultural Centre should support, present and host a broad range of arts product and activity and be a fully programmed space. Within the programming, there would be a balance of community access and support/nurturing of local Eurobodalla Shire arts practitioners.
12. Facilities and program activities must be affordable for local people groups to be able to access and use. Fees would be set at levels that:
- d) Make a reasonable contribution toward the facility and program costs
 - e) Properly managed user groups should be able to afford
 - f) Are in line with rates charged by similar facilities - market rates
13. Fees for access to the site would support the viability of community based and not for profit groups and organisations
14. The standard hiring agreement would include the condition that a staff member is in attendance at all times and reflected in the hiring fees.
15. Some commercial activity, in balance with the community needs and focus of the Centre, would be encouraged as a means of generating additional income and enhancing the program offering on site.
16. The Arts & Cultural Centre would be proactively managed to:
- a) Achieve the vision and purpose
 - b) Involve strong local accountability and public participation in the Centres operation and activities
 - c) Build the profile and reputation as a place where arts, culture, technology, knowledge and resource sharing and community arts organisations can be supported to develop and be celebrated.
 - d) Maximise the use of the facilities on the site
 - e) Ensure diversity of activity, arts product and/or use of the Centre
 - f) Ensure that access to use the Centre is granted in a fair, transparent and ethical manner. It would negotiate a balance between security of access for long time user groups while enabling new groups and opportunities access to the centre and its amenities to achieve Centre's vision
 - g) Facilitate public safety and enjoyment of the Centre
 - h) Maximise long term viability of the Centre through the ongoing implementation of strong financial and business practices and strategies



- i) Support communication and cooperation between community groups/ organisations and professional arts groups and networks to maximise community resources, strengthen community networks and enhance programs and activities

10.1.5 Management of Arts & Cultural Facilities

Benchmarking research undertaken for the Power Pac Guide APACA by Artefact Consulting 2013²³ analysed management models of Local Government, State Government or educational institution-owned theatres and arts centres in Australia. They are as follows:

1. DIRECT MANAGEMENT

Direct management is the most common model for local government owned cultural facilities. It is usually a department of Council with the responsibility of operating the theatre and has direct reporting lines to senior management.

The variations of this model include a Board or Advisory/Reference group established with delegated powers. This allows for artistic programming approval or acquisitions to be deferred to a representative or stakeholder group that may also include Councillor representation.

The advantages of this model are that it allows direct control and accountability and provides the venues with the support of other council services (Finance, HR, and Building Services). A significant number of overheads and administration costs are absorbed and there is also the opportunity for greater collaboration with other Council services. It also ensures a greater ownership by council of the programs and services offered.

The potential disadvantages include the concern that any risk-taking programming may be curtailed by the political environment and that the policies and procedures of council may reduce the ability to offer a flexible marketing, operating and working environment.

2. MANAGEMENT BY AN INCORPORATED BODY OWNED BY COUNCIL

This model allows for an arm's length operation and autonomous management. It provides for more flexible work arrangements that are better suited to the arts industry than to the local government award. It also allows for an increased ability to take artistic risks as well as negotiate a range of contractual arrangements with artists and performing groups without being limited by council's tendering and purchasing guidelines.

As a separate entity, there are increased in opportunities to apply for, and attract external funding and sponsorship as well as developing a more strategic approach to the marketing and business aspects of the venue.

The potential disadvantages include a possible lower sense of ownership by council and the additional costs of maintaining separate finance, human resources, insurances and maintenance services.

3. CONTRACT MANAGEMENT

This model allows for minimal financial risk by council as a set contract fee would be paid to an operator. The advantages are that council minimises its risk but can set a series of key performance indicators in the contractual arrangements to ensure that its requirements are met.

The potential disadvantage is that the operator is usually a commercial entity and as such, the primary purpose of the venue as a community facility may not always be the governing decision-making premise. Community access and activities may not be optimised due the level of fees and charges or investment in new and developmental work.

²³ PowerP.A.C. APACA/Australia Council - Artefact Consulting March 2012



4. OTHER MODELS

It should be noted that within these management model categories, a range of variations and combinations are possible and exist. A number of venues also have Advisory Committees, Artistic Directorates and 'Friends of' groups. Their roles and responsibilities can vary from assistance with Front of House through to providing feedback and suggestions on programming.

The advantage of this is the opportunity for direct input and ownership by the community as well as providing volunteer assistance with day to day operations. The potential disadvantages include confusion as to reporting lines for staff, committees moving beyond their terms of reference, and an over reliance on volunteers undertaking specific roles without appropriate skills and experience.

In considering the findings from the benchmarking and industry research, Council management of the Arts & Cultural Centre is recommended. This could be complemented/ supported by the establishment of an Advisory Committee based on a 'Friends of' model. The benefits of a 'friends of' committee structure is that valuable feedback and input is provided, but clearly, the staff of the venue report to Council/ Senior Management. The terms of reference for the 'friends of' group would need to be clearly documented as to its roles and responsibilities.

10.2 Aquatic Centres

The development/ redevelopment of aquatic facilities can become an emotive public debate. Organised formal groups (specialist users of pools) may dominate consultation processes whilst the general resident/ casual and recreation user (highest user of pools) can remain unheard. In many cases when a Council is faced with developing or redeveloping an aquatic facility the debate about the right components for the community it is to serve may at times be confronted by a number of challenges including:

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

10.2.1 Social and Leisure Trends Impacting on Aquatic Facilities

The following trends are impacting on the planning of leisure and aquatic facilities:

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



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

10.2.2 Aquatic Facility Market Model

Components that contribute to successful contemporary aquatic facilities are summarised at Figure 3 on the next page:



Figure 3: Successful Aquatic Leisure Facility Model



10.2.3 Aquatic Facility User Markets

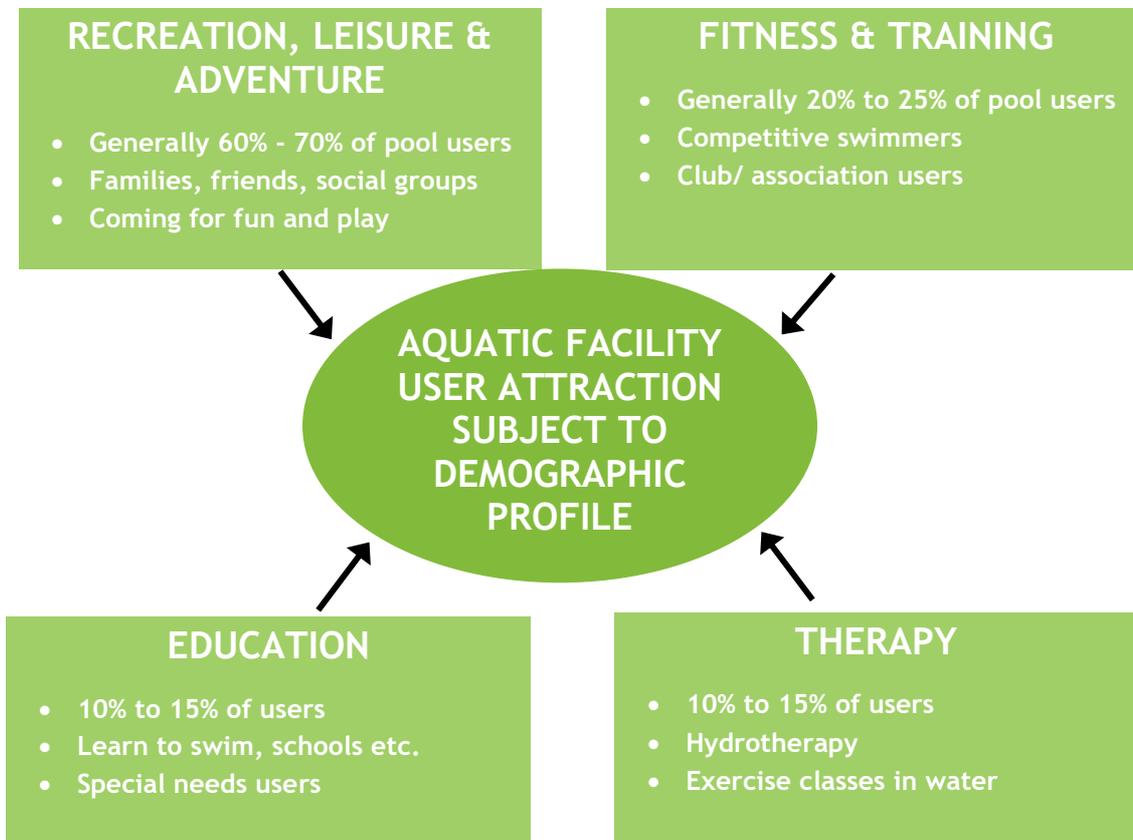
Traditionally, many local authority aquatic leisure facilities were built for specialist or limited market users (i.e. competitive swimmers or high level sport participants). Detailed planning and comprehensive feasibility studies now are able to show more targeted user profiles. The majority of aquatic facility market research indicates future complexes must equally cater for four distinct aquatic user markets as outlined at Figure 4 on the next page.

Benchmarking studies undertaken by Otium Planning Group team members have indicated that in many cases 60% to 70% of facility users come from the recreation/ leisure/ adventure sector with 20% to 30% coming from the competition/ training/ fitness markets (see Figure 4). The health and therapy and education markets can range from 10% to 20% of the market subject to the age and health profile of the community in which the facility is located.

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



Figure 4: Main Aquatic Leisure Facility User Markets



10.2.4 Health and Fitness Activity Areas

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

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



10.2.5 Ancillary Services and Activity Areas

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

- **Wellness Centres/Day Spas:** There is an emerging trend of adding in an area for specialist wellness activities, services and merchandising. The key services found at successful wellness centres include massage, beauty therapy treatments, gentle exercise classes and relaxation and time out activities.
- **Sports Medicine:** Development of consulting rooms, with patient access to health and fitness and pools, have been excellent revenue generators.



10.2.6 Innovations and New/ Redevelopment Considerations

Aquatic Facility reviews in Australia, North America, Canada, the Middle East and China in recent years provide a guide to potential aquatic facility innovations and trends. Key features that should be considered when redeveloping or retrofitting aquatic facilities are outlined below.

1) Leisure Play Equipment

Changing static shallow water areas into water play and fun zones is one of the most popular renovations. This can be done by adding simple play equipment, water sprays and interactive equipment to existing pools. Added to this is the option to introduce inflatable play equipment to allow the area to be changeable. Many such outdoor pools that have been retrofitted have been linked to high use indoor pools.

2) Major Attraction Leisure Features

Water slides and similar challenge and adventure type activities have remained popular as long as the venue has a range of slides/rides to keep peoples interest. Single ride facilities struggle to keep interest due to the lack of variety. Multi ride areas allow users to try different length and configuration rides. There are also a range of new water rides that have a slide component leading to another ride experience such as dropping into a bowl and then water, or onto a ramp and then into a splash pool. A key design trend is to link all slides to a common entry platform to ensure one staff person can supervise the area. A common splash down zone also allows one lifeguard to control a range of ride water entry points.

3) Special Effects

A range of North American Indoor leisure parks have added computerised light shows and sound systems to allow night time areas to be changed. The use of lights and sound provided users with new indoor facility experiences at night-time. Some centres have gone further by adding projection walls to incorporate movies and short video clips with their new light and sound effects.

4) Leisure Furniture

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

5) Food/ Beverage/ Merchandising

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

6) Other

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

10.2.7 Aquatic Facility Management Options

Historically, publicly owned aquatic facilities have been managed under one of three management models:

- Lease
- Management agreement/ contract
- Internal Council staff

A fourth management option has emerged in recent years, namely:

- Council set up and operate a management company (Company limited by guarantee).



An overview of these management models is outlined below.

1. LEASE MANAGEMENT MODEL

A lease generally transfers responsibility for the operation and management of the facility to an independent entity.

Depending on a range of factors (e.g. catchment size, pool design, age, competitive environment) the lease may involve payment of a fee by the lessee to Council, or by Council to the lessee. The payment of a lease fee to Council by the lessee can be determined by the market process (ie open tender) or stipulated by Council as a proportion of revenue, in which case Council may specify software and reporting requirements and audit this information.

Councils are generally responsible for:

- All maintenance, repair and replacement of buildings, plant and Council owned equipment (other than of minor nature)
- Setting of maximum fees for general admissions
- Insurance (infrastructure, plant and equipment, public liability)
- Management of the lease agreement

A lease can be structured to provide short, medium or long-term tenure, the latter usually only when substantial lessee-funded capital works are proposed. This typically reduces or negates any lease fee that would otherwise be payable to Council. While lessee funded capital improvements may reduce Council's capital works outlays, they generally concentrate only on areas with the highest commercial return. In addition, long term leases (sometimes in return for relatively modest capital improvements) may remove Council's capacity to undertake other developments over the term of the lease and can result in Council inheriting sub-standard or run down assets.

Good practice in seeking lessee management of public aquatic centres requires Council to be explicit about the following:

- Strategic objectives (eg access, innovation, programming, maintenance, presentation, sustainability)
- Operational objectives (eg operating hours, qualifications, health and safety, competitions/ events, operational systems, maintenance, regulatory obligations, public/ stakeholder relations, risk management, reporting)
- Reporting (eg business plan, attendances, water quality, water testing register, incident and risk management register, register of chemicals)

Potential Advantages of Lease Management Model

- Responsibility for all staffing and human resourcing rests with the lessee
- Generally lower staffing costs than in-house Council operation (ie not subject to Local Government Awards)
- The risk of fluctuations in net costs is transferred to the lessee
- Annual net operating costs are defined and stabilised as a pre-determined budget amount
- Industry specific expertise in pool management is generally the lessee's core business
- Opportunities for operational economies of scale savings where a lessee operates two or more facilities
- Reduced corporate overhead costs compared to typical in-house Council operation
- A greater degree of flexibility in day-to-day management/ decision-making is extended to the lessee; and
- Council is able to selectively determine the aspects of facility management it wishes to retain (eg major asset maintenance).



Potential Disadvantages of Lease Management Model

- Availability of service providers in the marketplace. Council may discover that well-qualified venue managers are scarce, and that a tender process yields disappointing results in terms of applicants, lease fees offered or subsidy payments required, and/ or capital works contributions
- No Council influence in day-to-day operation, programming, staffing capabilities, and pricing of programs and services (although Council can retain responsibility for setting entry fees and charges if it chooses)
- Larger lease companies may appoint an on-site manager who does not have the same connection with the community as a smaller operator
- Community health and social outcomes may be diminished if the lessee concentrates on servicing those programs that generate the greatest commercial return
- Lessees may pay less attention to asset maintenance resulting in Council inheriting a facility in less satisfactory condition at the end of the lease period
- The requirement for staff to set-up and oversee lease contract conditions can be a significant 'hidden cost' to Council and should be considered part of a total lease cost
- Non-contemporary, ageing facilities can be used as an argument by lessees to seek increased subsidy and/ or compensation from Council
- Venue management companies may seek to insure themselves when tendering for the management rights to new unknown facilities. This can translate into Council paying a premium for the 'unknown' quantity associated with operating a new venue.

2. CONTRACT MANAGEMENT MODEL

Under a contract management arrangement, Council would retain overall control of the facility but engage a contractor to manage day to day operations, as opposed to salaried staff. Council would retain responsibility for:

- Setting of fees and charges
- Cyclical/ planned building maintenance
- Operating costs (excluding salaries and wages)

The contractor delivers staff, programs and services specific to its operational responsibilities for a set fee which will include the contractor's profit margin. Depending on the size and turnover of a facility and Council's preferred contract arrangements, Council can determine to retain all revenues; or share revenue with the contractor; or allow the contractor to retain all income from admissions, food and beverage, programs etc.

Management contracts are usually for shorter periods than a lease and Council has the right of entry. Reporting requirements would be similar to those for lease management except income may need to be reported depending on the nature of the contract.

Potential Advantages of Contract Management Model

- Generally lower staffing and on-costs than direct Council management as contractors are often sole or dual operators or family businesses that are not subject to Local Government Awards or are large companies with their own greenfield award and work and employment conditions
- Responsibility for all staffing and human resourcing rests with the contractor so reduced exposure to industrial relations issues
- Industry specific expertise in pool management is generally the contractor's core business
- Council retains a higher level of understanding and greater control of the day-to-day operation of the facility
- More flexibility in day-to-day management and decision-making than in-house Council operation.



Potential Disadvantages of Contract Management Model

- Ability to secure suitably qualified contract managers may be difficult, especially in small towns
- Council may contract out those facility elements that provide the better commercial return and be left with those requiring greatest subsidy
- The risk of fluctuations in net operating costs rests with Council; and
- Council's line management needs to have a clear understanding of the venue's objectives, responsibilities of the contractor and Council, and the capacity to effectively manage the contractor.

3. INTERNAL COUNCIL STAFF MANAGEMENT MODEL

Under the internal staff management model, Council officers are responsible for the day to day management of the Centre. There are variants of this approach. For example, staff may be engaged under existing enterprise bargaining arrangements of Local Government Awards (most common) or a separate enterprise bargain may apply specifically to the Centre(s). Staff responsibilities may be subject to the normal hierarchical chain of command where decision-making goes through the same processes as other Council services (most common).

Aquatic centres are part of the broader leisure services industry where the spread of opening hours is large, and products and services are competing with other providers and/ or other leisure opportunities, so the traditional local government decision-making process can constrain good, timely customer service and operating performance.

In some cases, Councils have established a separate business unit within departmental structures to manage the aquatic centre(s) with higher levels of autonomy and delegated authority.

Potential Advantages of Internal Council Staff Management

- Better able to attract/ manage events
- Council has 'hands on' control in 'real time' of the operation and asset maintenance of its facility
- Operational costs can be defrayed or minimised by using Council's existing operations (payroll, insurances, accounting procedures, asset and building services etc)
- Flexible and responsive management systems can be linked directly to Council policies
- Ensures assets are maintained in good condition and not allowed to run down
- Enables a trained team to be developed and rotated around different venues (if more than one managed by Council)
- Provides Council with an accurate picture of the performance and potential of the venue, which would assist in assessing future tenders (should Council decide to seek external management in future).

Potential Disadvantages of Internal Council Staff Management

- All of the operational risk rests with Council
- Council is responsible for all operating costs and any unforeseen deficits
- Generally higher staffing costs under local government awards, higher associated on-costs, and therefore higher overall operating costs
- Council's internal policies and procedures may not allow commercially driven decision making and can be time consuming
- Potential for exposure to industrial relations or human resource management issues
- Lack of flexibility to respond in a timely manner to customer issues
- Council systems can lack the flexibility to operate in a highly competitive leisure services industry



4. COUNCIL OWNED COMPANY

A number of Councils in New South Wales and Victoria have moved to a new management model whereby they have formed a Company Limited by Guarantee or by Shares to operate their new or upgraded aquatic leisure facilities. These Councils include Penrith City Council (NSW), Frankston City Council (Vic), Moree Plains Shire Council (NSW), Blacktown City Council (NSW) and Wyndham City Council (Vic).

Under this model, Council establishes a company for the specific purpose of managing aquatic/ leisure facilities. Council is the sole shareholder of the company and appoints a board of directors to operate the company under agreed financial and performance criteria usually developed as a statement of intent. Section 358 of the *NSW Local Government Act 1993 - Formation of Corporations or Other Entities*, Councils enables an entity to be established for this purpose.

The Minister's consent is required and the Council must demonstrate that the formation of, or the acquisition of the controlling interest in, a corporation or entity is in the public interest. In assessing a Council's application, the following considerations are applied:

1. Is the proposal consistent with the functions of the council or an existing service that the council provides?

To establish that a proposal is consistent with the Council's functions or services, it needs to:

- Demonstrate the link between the proposal and community or public needs detail on the general appropriateness of the council's involvement in the corporation or other entity.
- Explain how corporatisation or involvement in the entity would improve the economic performance and ability of the Council to carry out its responsibilities
- Explain what measures will be employed to ensure that the activities of the corporation or entity will be accountable.

2. Will the proposed entity be legally separated from the council?

Applications must demonstrate that the initial capital and working capital of the corporation/entity can be identified and separated from the Council. The application must also indicate how the Council (both as a corporate body and its members personally) is protected from any liability that might arise as a result of the activities of the corporation/entity (including the activities of other partners). To demonstrate adequate legal separation, Councils need to address three main areas or activities of the proposed corporation or entity. These are:

- Legal structure (including liability of the Council, Councillors and Council staff)
- Financial separation (confirmation that the accounting for the corporation or other entity is separate to the Council's accounts)
- Management separation (details of the management structure of the corporation or other entity).

3. Is the Council currently financially viable?

An assessment of the Council's overall financial viability is made on the basis of data that the Council is routinely required to supply to the Department.

4. What is the impact of the proposal on existing Council staff?

This includes the following:

- Will the proposal result in existing Council staff being transferred to the employment of the corporation and if so, will the staff be employed on terms and conditions consistent with their previous employment with the Council?
- Will the corporation guarantee the continued employment of transferred staff for a period of at least 3 years?
- Will the corporation adopt an agreement to refer any industrial disputes to the NSW Industrial Relations Tribunal? Will the proposal result in existing council staff being made redundant?



The main advantages of establishing a Council owned company are that it:

- Retains strong control and alignment with community needs
- Works for Council, not for the benefit of a private, profit-driven company
- Can offer a broader range of programs and services to users
- Allows for a commercial approach to management and operating structure, including:
 - a) The ability to have a pricing strategy with commercial and concession rates
 - b) Commercial retail sections (e.g. food and beverage) that can generate revenue to offset other running costs for the facility
 - c) Contributions to maintenance and asset renewal from future operating surpluses
 - d) Scope for future recreation and sport facilities to be included, with approval by Council
- Enables management and services, such as IT, HR and Marketing, to be shared across a network of facilities
- Allows for networked memberships and creates a combined large audience of visits Council can cross-promote services to
- Enables a purpose-designed industry employment agreement for staff, flexible staffing across the facilities and a reward and recognition system linked to the achievement of key performance indicators (KPIs) for the role.

The potential disadvantages of establishing a company model are:

- Funding from Council is fixed each financial year
- Any fluctuations in trade need to be met by the Company Limited by Guarantee
- May create an extra level of reporting between the Company Limited by Guarantee and Council.



Appendix 2: Component Brief (Design Option 1)

Component Brief – Option 1 (Integrated Aquatic, Visitor Centre, and Arts & Cultural Centre in South of Precinct)

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
1. FRONT OF HOUSE/ GATEWAY VISITOR CENTRE	1.1 Shared Foyer / Reception / Gateway Visitor Centre/ Merchandising	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering activity areas. Ensure electronic member's entry systems to reduce overcrowding at reception. Display areas need to be designed for changeable and moveable displays. Display/ gallery area also to have moveable displays and some wall space for visual arts display. Provide efficient access to aquatic areas, health and fitness areas, café, Theatre and community/ cultural spaces. 	<ul style="list-style-type: none"> Large reception desk to cater for all centre entry and visitor information. Two offices directly behind reception for centre reception cash up room and visitor information staff. Reception area linked to administration areas and food and beverage areas. Large open space foyer area dividable by moveable display cabinets for visitor information displays and merchandise, audio visual displays etc. Dedicated display and visual arts/ gallery space to allow for arts displays leading into gallery/ exhibition space (refer item 5.11) (approx. 30m2) and promotion of local and regional events (approx. 30m2) 	300m2
	1.2 Theatre	<ul style="list-style-type: none"> Gateway Visitor Centre promotion Meetings and events users 	<ul style="list-style-type: none"> 25 person Theatre that is used to show case the region with local videos. 	<ul style="list-style-type: none"> Located off foyer space and near visitor information displays and reception counter so staff can operate Theatre programs. Needs to be sound proofed with doors to secure when not in use. Moveable chairs so area can be used as a small meeting and function space 	75m2
	1.3 Food and Beverage Areas	<ul style="list-style-type: none"> All customers and staff 	<ul style="list-style-type: none"> To provide cafe and dining area for social interaction for both the foyer and aquatic centre users. Dry lounge (tables and chairs) located in the foyer and serveries and open kitchen area located between foyer servery and aquatic hall servery 	<ul style="list-style-type: none"> Cafe servery/ display x 2 (foyer and aquatics) and open see through kitchen preparation area 100m2 Dry lounge off foyer 60m2 Wet lounge area already covered in aquatics hall Dry food store (30m2) 	190m2
	1.4 Offices / Administration / Staff Rooms	<ul style="list-style-type: none"> Centre staff 	<ul style="list-style-type: none"> Provide staff and centre administration area 	<ul style="list-style-type: none"> Managers office 20m² Work area – area for up to 6 work stations 60m² Storage – 40m² Staff room – 40m² 	160m2
	1.5 Public Toilets	<ul style="list-style-type: none"> Off foyer 	<ul style="list-style-type: none"> Close to café and Multi-Use Performance Area 	<ul style="list-style-type: none"> Unisex accessible toilet and cubicles x 2 (30m2) and male 30m2 and female 30m2 	90m2
<ul style="list-style-type: none"> Subtotal Front of House 					815m2
2. INDOOR AQUATIC HALL	2.1 Indoor 25 m x 20m (8 lane) pool with ramp access	<ul style="list-style-type: none"> Leisure activities Social groups Entertainment Education Programs Infants Families 	<ul style="list-style-type: none"> Indoor formal water to support all year access for lap swimming, learn to swim and school events Possible ramp access Easy access to male and female change rooms Identify future outdoor splash park linked to indoor leisure water. 	<ul style="list-style-type: none"> Pool – 25m x 8 lanes (2.5m per lane) Wet Deck – 0.5m around pool edge Concourse – 3.0m sides and 4.0m ends Water depth 1.35m to 2.0m (FINA Short Course) Ramp 1.5m wide x 25m Aquatic area and concourse 33.0m x 28.5m = 	940m2



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
	2.2 Toddlers/Leisure and Learn to Swim Pool	<ul style="list-style-type: none"> Leisure activities Social groups Entertainment Learn to Swim Programs Infants Families 	<ul style="list-style-type: none"> Provide a free form leisure pool with interactive water features to attract families, children and visitors to the area Beach entry access Programmable LTS area 	<ul style="list-style-type: none"> Beach entry/free form water 120m² 0mm to 600mm Learn to swim area 10m x 10m 600mm to 900mm Toddlers Pool separated by clear screen/fence 30m² Total pool area 250m² Concourse average 3m around pool area. Total pool and concourse = 496m² approx. 	500m ²
	2.3 Warm water / Program pool and spa area at end of pool with ramp access	<ul style="list-style-type: none"> Therapy Learn to swim Sports recovery 	<ul style="list-style-type: none"> Provide warm water pool to support hydrotherapy based activities and lower level learn to swim Ramp access Spas at end of pool Accessible changes located within close proximity 	<ul style="list-style-type: none"> Warm water pool 10m x 17m = 170m² Accessible spa with ledge 10m x 3m = 30m² Wet Deck – 0.5m around pool edge Concourse – 3.0m sides and ends Water depth .9m to 1.5m Ramp 1.5m x 15m Total pool area and spa with ramp 11.5m x 20m = 230m² With concourse = 26.0m x 17.5m = 455m² 	455m ²
	2.4 Water Play Splash Pad	<ul style="list-style-type: none"> Children Families Schools 	<ul style="list-style-type: none"> Provide small splash pad and water play combination unit similar to Whitewater West AP 250/300 	<ul style="list-style-type: none"> Splash pad area 10.1m x 11.7 = 118m² If adding tipping bucket need 7.1m roof clearance 	Say 120m ²
	2.5 Tower and Waterslides	<ul style="list-style-type: none"> Children Youth Families Schools 	<ul style="list-style-type: none"> Allow for a space 150m² off pool hall for external connected tower to end of building for two sealed external waterslides 	<ul style="list-style-type: none"> Allow clear area with no services of 150m² adjacent to the pool hall for future water slides and tower. 	Say 150m ²
	2.6 Other support facilities - Storage - First aid room - Aquatic office - Wet lounge - Plant room	<ul style="list-style-type: none"> Service areas 	<ul style="list-style-type: none"> To service aquatic areas To be located in close proximity to pool hall. 	<ul style="list-style-type: none"> Storage – 60m² First aid – 15m² Pool office – 15m² Wet lounge – 60m² Plant – 320m² 	470m ²
	▪ Subtotal Indoor Aquatic Hall				2,635m²
3. AQUATIC AMENITIES AND CHANGE	3.1 Aquatic Change Rooms and Amenities	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide wet change room area. 	<ul style="list-style-type: none"> Male amenities/change rooms 100m² Female amenities/change rooms 100m² 	200m ²
	3.2 Family/ Special Needs Change	<ul style="list-style-type: none"> Families People with disabilities Older adults Special needs groups 	<ul style="list-style-type: none"> Provide range of family/special needs amenities 	<ul style="list-style-type: none"> 4 cubicles @ 15m² Located close to leisure water and warm water pool 	60m ²
	3.3 Pool deck showers	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide access for on course showering 	<ul style="list-style-type: none"> Area required for 2 shower heads for pool deck showering 	10m ²
	Subtotal Aquatic Amenities/ Change				270m²



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
4. Health and Fitness (First floor development)	4.1 Program Rooms (Dividable x 2)	<ul style="list-style-type: none"> Health and fitness Therapy Competition / clubs Wellness Events/social 	<ul style="list-style-type: none"> Area to support large and small group fitness activities 	<ul style="list-style-type: none"> Group fitness room 300m² with moveable wall divide room into to two separate rooms with operable door.to separate spaces Storage 20m² Timber floor surface Internal sound system/moveable instructor platform 	320m ²
	4.2 Gymnasium / weights room	<ul style="list-style-type: none"> Health and fitness Therapy Competition / clubs Health and fitness Social groups 	<ul style="list-style-type: none"> Develop new gym/fitness area incorporating weights, cardio equipment and circuit area 	<ul style="list-style-type: none"> Gymnasium area 500m² Assessment office 40m² Storage 30m² 	570m ²
	4.3 Health and Fitness Circulation/stairs	<ul style="list-style-type: none"> Area to link gym and group fitness rooms 	<ul style="list-style-type: none"> Waiting and circulation area 	<ul style="list-style-type: none"> Allow 30m² 	30m ²
	4.4 Health and Fitness Amenities and Change	<ul style="list-style-type: none"> Health and Fitness Club Users 	<ul style="list-style-type: none"> Change and amenity area 	<ul style="list-style-type: none"> Male amenities/change rooms 50m² Female amenities/change rooms 50m² Accessible change room located within close proximity to Health Club– 1 x 15m² 	115m ²
<ul style="list-style-type: none"> Subtotal Health and Fitness 					1,035m²
5. ARTS/ CULTURAL AND COMMUNITY FACILITIES	5.1 Cultural Services Office	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Day to day work space for centre staff and project coordinators to work Direct link to Box office/ reception area 	<ul style="list-style-type: none"> Office spaces 	30m ²
	5.2 Performance/ Theatre Space	<ul style="list-style-type: none"> Theatre, music, dance Events Performances Seminars, Conferences 	<ul style="list-style-type: none"> Flexible black box performance space with capacity to seat (approx.) 500 people. Sound and light locks Multipurpose, unadorned performance space allowing a number of different configurations allowing for theatre, media events, lectures, launches, functions Located directly off foyer and reception desk duals as box office. Close to café. Needs direct access to Loading bay/goods lift Own separate entrance for after-hours access as well as access from the main complex. Linked to foyer Close proximity to amenities Consideration of gallery catwalk around space either three of four sides Consideration of operable wall at rear to connect to rehearsal/community space – see below 	<ul style="list-style-type: none"> Large flexible, flat floor area + supporting facilities to include: <ul style="list-style-type: none"> Retractable seating Acoustic separation from other spaces Allowance for off-stage area 8 m ceiling height. Catwalk/ grids minimum of 5 m above floor Lighting/ audio visual system – wireless technology Looped for the hearing impaired Surround drapes and tracking Rigging, hoists Motorised projection screen Multiple points for mobile lighting & audio desks Allowance for performance/ stage area 12mx10m Technical Gallery platform possibly above retractable seating allow 45 sm. <p><i>Refer Oh You Beautiful Stage Australian Design and Technical Benchmarks for Performing Arts Centres p177 - Presentation Venue – Studio Theatre Benchmarks</i></p>	570m ²
	5.3 Dressing Rooms	<ul style="list-style-type: none"> Performers 	<ul style="list-style-type: none"> Easy access to back of stage area 	<ul style="list-style-type: none"> 2 spaces to accommodate for 4 people 	66 m ²



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
Arts and Cultural and Community Facilities (Cont.)		<ul style="list-style-type: none"> Presenters 		<ul style="list-style-type: none"> 1 X rooms to accommodate up to 20 people Changing area with lockers, toilets and shower, mirrors and closet space Smaller spaces allow approx. 2m² per person Larger space, allow approx. 1m² per person 	
	5.4 Green Room	<ul style="list-style-type: none"> Pre-event gathering space for performers Possible meeting space 	<ul style="list-style-type: none"> Central position easy access to theatre space 	<ul style="list-style-type: none"> Include small kitchenette Lounge seating space Meeting table Shelving 	45 m ²
	5.5 Performance Space Store	<ul style="list-style-type: none"> Venue staff 	<ul style="list-style-type: none"> General storage for performance space 		20 m ²
	5.6 Hirers equipment store	<ul style="list-style-type: none"> Hirers 	<ul style="list-style-type: none"> Separate secure space for hirers equipment 	<ul style="list-style-type: none"> Lockable cupboards 	20 m ²
	5.7 Technical workshop	<ul style="list-style-type: none"> Technical and backstage personnel 	<ul style="list-style-type: none"> Easy access to theatre space and loading bay 	<ul style="list-style-type: none"> Could be shared with lighting and equipment store if secure cages etc are installed 	20 m ²
	5.8 Lighting and sound equipment store	<ul style="list-style-type: none"> Venue staff/hirers 	<ul style="list-style-type: none"> Located at stage level 	<ul style="list-style-type: none"> Caged area/racking 	20 m ²
	5.9 Scenic Dock	<ul style="list-style-type: none"> All back stage staff and hirers 	<ul style="list-style-type: none"> Area used for scenic storage and assembly Adjacent to the stage Work bench 	<ul style="list-style-type: none"> Doors to be allow access doors to theatre space 	30 m ²
	5.10 Loading Dock	<ul style="list-style-type: none"> Performer Concerts Events 	<ul style="list-style-type: none"> Loading dock to include the following features: <ul style="list-style-type: none"> Truck access Good sight lines Dock door that enters directly into backstage space Rear access Elevated lift to load goods from truck to dock/backstage and vice versa Ideally to double as loading dock for Gallery/Exhibition Space 	<ul style="list-style-type: none"> Dock doors to be 3m wide and 4m high Allow 20m² for dock and 10m² for rear access area 	30 m ²
	5.11 Gallery/Exhibition Space	<ul style="list-style-type: none"> All centre visitors Exhibition Attendees Artists School Groups Tourists 	<ul style="list-style-type: none"> Entry opening off foyer. Perhaps linked to (merging in from) arts display cases in foyer Entrance and activity in the exhibition space able to be monitored by reception Able to be locked/secured when closed and/or not under direct supervision Potential to be used as overflow gathering area for theatre Potential to be used for small functions/events 	<ul style="list-style-type: none"> Environmentally controlled Wooden floor, hanging track, lighting, audio system Movable wall to divide into two spaces Minimum ceiling height of 3m Natural light not required (ideally none) Acoustically good for performance Able to accommodate 100 – 150 people (Exhib. openings/functions) 	160m ²
	5.12 Gallery/Exhibition Store	<ul style="list-style-type: none"> Exhibition space staff/curators 	<ul style="list-style-type: none"> Housing incoming/outgoing exhibition material Entry into Exhibition Prep Area (below) Large doors – easy trolley access 	<ul style="list-style-type: none"> Pull-out racks and shelving for 2D & 3D work Environmentally controlled Secure, lockable False ceiling for added protection 	20m ²



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
Arts and Cultural and Community Facilities (Cont.)	5.13 Gallery/ Exhibition Preparation Area	<ul style="list-style-type: none"> Exhibition staff/ curators /artists 	<ul style="list-style-type: none"> Entry directly into gallery space (large double doors – easy trolley access) For preparation of exhibitions, making labels, conservation etc. 	<ul style="list-style-type: none"> Plinth/display equipment storage Materials shelves Environmentally controlled 	15m2
	5.14 Rehearsal/ Dance Studio	<ul style="list-style-type: none"> Dance classes Performance rehearsal Small performance Community programs Cultural workshops 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Timber floor and wall mirrors on one side Soundproofed Simple lighting rig Audio visual system – wireless technology Sound 	100m2
	5.15 Rehearsal/ Dance Studio Store	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Shelving 	40m2
	5.16 'Wet' arts workshop space	<ul style="list-style-type: none"> U3A Community classes/ programs 	<ul style="list-style-type: none"> For 'wet' programs such as painting, drawing, printmaking Classes, learning sessions Gathering, group space for artists Should be positioned within the grouping of workshop and studio spaces 	<ul style="list-style-type: none"> Lino floor Sink, tables, chairs, easels Must have good natural light Positioned on an external wall Track system around room to hang artwork 	40m2
	5.17 'Dry' arts workshop space	<ul style="list-style-type: none"> U3A Community programs Meetings Training 	<ul style="list-style-type: none"> For 'dry' programs such as animation, book binding, sewing, jewellery making Should be positioned within the grouping of workshop and studio spaces 	<ul style="list-style-type: none"> Operable wall Wooden floor, Tables, chairs Wireless connection Must have good natural light Track system and some lighting around room to hang artwork Cabinets/ shelves 	80m2
	5.18 Small meeting room	<ul style="list-style-type: none"> Community meetings Small workshops Training 	<ul style="list-style-type: none"> Should be positioned within the grouping of workshop and studio spaces Proximity to toilets is essential Kitchenette (tea/coffee) facilities 	<ul style="list-style-type: none"> Tables, chairs Audio visual system – wireless technology 	10m2
	5.19 Multi-purpose room	<ul style="list-style-type: none"> Band Practice Music Lessons Small performance Community programs Cultural workshops 	<ul style="list-style-type: none"> Should be positioned within the grouping of workshop and studio spaces Proximity to toilets is essential Kitchenette (tea/coffee) facilities 	<ul style="list-style-type: none"> Timber floor Soundproofed Tables, chairs Wireless connection Simple lighting rig Audio visual system – wireless technology Sound 	50m2
	5.20 Wet/ Dry workshops storage space	<ul style="list-style-type: none"> Centre Staff Class attendees 	<ul style="list-style-type: none"> Provide general storage general needs of workshop spaces Storage spaces within each workshop 	<ul style="list-style-type: none"> Storage to meet needs of each workshop 	30m2
	5.21 Toilets		<ul style="list-style-type: none"> Dedicated toilets to service arts/ cultural and community meeting rooms 	<ul style="list-style-type: none"> 2 x PWD's. Male and female. 	12m2



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
	5.22 Kitchenette	<ul style="list-style-type: none"> Regular community group hirers of meeting/workshop rooms 		<ul style="list-style-type: none"> Small kitchen area 	15m ²
	5.23 Relocated Community Centre	<ul style="list-style-type: none"> Existing user groups 		<ul style="list-style-type: none"> Existing facility elements incorporated into existing design elements (with larger floor area) Use performance space, rehearsal studio and/ or other building elements Allowed for in shared use item "Front of House Areas" 	
	5.24 Foyer/ offices/ administration/ food and beverage/ public toilets				
	<ul style="list-style-type: none"> Subtotal Arts/ Cultural and Community Facilities 				1,423m²
6. OTHER AREAS	6.1 Dry Plant room	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Allowance 	200m ²
	6.2 Loading bay	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Allowance 	80m ²
	6.3 Cleaners Room / Store	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Allowance 	30m ²
	6.4 Communications Room	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Allowance 	20m ²
	6.5 Circulation Allowance stairs and lift well (if required)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Allowance 12% on 6,438m² = 772m² 	Say 770m ²
Subtotal Other Areas					1,100m²
Total Indicative Building Development Area					7,208m²
7. OTHER SITE ITEMS	7.1 Mini Golf Lease Area		Existing leased business		Same size as existing area
	7.2 Car Parking	All centre patrons	Car parking for integrated aquatic/ arts & cultural centre		
	7.3 Long vehicle parking			Allow for long vehicle parking for patrons of Gateway Visitor Centre	



Appendix 3: Component Brief (Design Option 2)

Component Brief – Option 2 (Aquatic and Visitor Centre in South of Precinct, and Arts & Cultural Centre in North of Precinct)

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
Front of House/ Facility entrance/exit	Reception/ Event Ticketing/ Merchandising and Permanent Gallery	<ul style="list-style-type: none"> All customers 	<ul style="list-style-type: none"> Provide welcoming entry area that allows users to relax and socialise before entering activity areas. Provide Reception/ Box Office function (main centre reception desk). Area to provide: <ul style="list-style-type: none"> Cloaking/hanging area EFPOS facility PC Ticket printer Open gathering area for pre-performance mingling and drinks and/or overflow from exhibition space events Area for breakout during performance or intervals Ensure electronic member's entry systems to reduce overcrowding at reception. Display areas need to be designed for changeable and moveable displays. Display Area to have moveable displays and some wall space for visual arts display - linked or merging into exhibition/gallery space Exhibition/Gallery space security/supervision from reception area 	<ul style="list-style-type: none"> Large (sophisticated and well dressed) reception desk to cater for all centre entry Reception/ Box Office function <ul style="list-style-type: none"> Area for 2 points of sale provide relay (audio/visual of the show in the theatre) Two offices directly behind reception for centre reception cash up room and visitor information staff. Reception area linked to administration areas and food and beverage areas. Large open space foyer area dividable by moveable display cabinets for visitor information displays and merchandise, audio visual displays etc. Dedicated display and visual arts/ gallery space to allow for arts displays (linked/leading into exhibition/gallery space) (approx. 30m²) 	200m2
	Bar/Kiosk	<ul style="list-style-type: none"> All customers and staff 	<ul style="list-style-type: none"> Must convey a level of warmth and welcoming for theatre and gallery events <ul style="list-style-type: none"> Provide staff and centre administration area 	<ul style="list-style-type: none"> Servery/display (20m2) Dry food store (30m2) Kitchen (54m2) Table area (100m2) 	204m2
	Offices / Administration / Staff Rooms	<ul style="list-style-type: none"> Centre staff 	<ul style="list-style-type: none"> Provide staff and centre administration area 	<ul style="list-style-type: none"> Managers office 20m2 Work area - area for up to 6 work stations 48m² Storage - 30m² Staff room - 20m² 	118m2
	Public Toilets	<ul style="list-style-type: none"> Off foyer 	<ul style="list-style-type: none"> Theatre and Gallery 	<ul style="list-style-type: none"> Unisex accessible toilet and cubicles x 2 (18m2) and male 36m2 and female 36m2 	90m2
Subtotal Front of House					612m2



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
Arts/ Cultural Facility	Performance/ Theatre Space	<ul style="list-style-type: none"> Theatre, music, dance Events Performances Seminars, Conferences 	<ul style="list-style-type: none"> Flexible black box performance space with capacity to seat (approx.) 500 people. Sound and light locks Multipurpose, unadorned performance space allowing a number of different configurations allowing for theatre, media events, lectures, launches, functions Located directly off foyer Needs direct access to Loading bay/goods lift Own separate entrance for after-hours access as well as access from the main complex. Linked to foyer Close proximity to amenities Consideration of gallery catwalk around space either three of four sides Consideration of operable wall at rear to connect to rehearsal/community space - see below 	<ul style="list-style-type: none"> Large flexible, flat floor area + supporting facilities to include: <ul style="list-style-type: none"> Retractable seating for 500 Acoustic separation from other spaces Allowance for acting area 10mW x 10mD Allowance for off-stage area 8 m ceiling height. Catwalk/grids minimum of 5 m above floor lighting/ audio visual system - wireless technology Looped for the hearing impaired Surround drapes and tracking Rigging, hoists Motorised projection screen Multiple points for mobile lighting and audio desks Allowance for performance/stage area 10mx10m Technical Gallery platform possibly above retractable seating allow 45 sm. 	600m2
	Dressing Rooms	<ul style="list-style-type: none"> Performers Presenters 	<ul style="list-style-type: none"> Easy access to back of stage area 	<ul style="list-style-type: none"> 2 spaces to accommodate for 4 people 1 X rooms to accommodate up to 20 people Changing area with lockers, toilets and shower, mirrors and closet space Smaller spaces allow approx. 2m2 per person Larger space, allow approx. 1m2 per person 	66 m2
	Green Room	<ul style="list-style-type: none"> Pre-event gathering space for performers Possible meeting space 	<ul style="list-style-type: none"> Central position easy access to theatre space 	<ul style="list-style-type: none"> Include kitchenette Lounge seating space Meeting table 	45 m2
	Performance Space Store	<ul style="list-style-type: none"> Venue staff 	<ul style="list-style-type: none"> General storage for performance space 	<ul style="list-style-type: none"> Shelving 	20 m2
	Hirers equipment store	<ul style="list-style-type: none"> Hirers 	<ul style="list-style-type: none"> Separate secure space for hirers equipment 	<ul style="list-style-type: none"> Lockable cupboards 	20 m2
	Technical workshop	<ul style="list-style-type: none"> Technical and backstage personnel 	<ul style="list-style-type: none"> Easy access to theatre space and loading bay 	<ul style="list-style-type: none"> Could be shared with lighting and equipment store if secure cages etc. are installed 	20 m2
	Lighting and sound equipment store	<ul style="list-style-type: none"> Venue staff/hirers 	<ul style="list-style-type: none"> Located at stage level 	<ul style="list-style-type: none"> Caged area/racking 	20 m2
	Scenic Dock	<ul style="list-style-type: none"> All back stage staff and hirers 	<ul style="list-style-type: none"> Area used for scenic storage and assembly Adjacent to the stage Work bench 	<ul style="list-style-type: none"> Doors to be allow access doors to theatre space 	30 m2



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
	Loading Dock	<ul style="list-style-type: none"> Performer Concerts Events 	<ul style="list-style-type: none"> Loading dock to include the following features: <ul style="list-style-type: none"> Truck access Good sight lines Dock door that enters directly into backstage space Rear access Elevated lift to load goods from truck to dock/backstage and vice versa Ideally to double as loading dock for Gallery/Exhibition Space 	<ul style="list-style-type: none"> Dock doors to be 3m wide and 4m high Allow 20m² for dock and 10m² for rear access area 	30 m ²
	Gallery/Exhibition Space	<ul style="list-style-type: none"> All centre visitors Exhibition Attendees Artists School Groups Tourists 	<ul style="list-style-type: none"> Entry opening off foyer. Perhaps linked to (merging in from) arts display cases in foyer Entrance and activity in the exhibition space able to be monitored by reception Able to be locked/secured when closed and/or not under direct supervision Potential to be used as overflow gathering area for theatre Potential to be used for small functions/events (management issue with exhibitions) 	<ul style="list-style-type: none"> Environmentally controlled Wooden floor, hanging track, lighting, audio system Movable wall to divide into two spaces Minimum ceiling height of 3m Natural light not required (ideally none) Acoustically good for performance Able to accommodate 100 - 150 people (Exhibition. openings/functions) 	160m ²
	Gallery/Exhibition Store	<ul style="list-style-type: none"> Exhibition space staff/curators 	<ul style="list-style-type: none"> Housing incoming/outgoing exhibition material Entry into Exhibition Prep Area (below) Large doors - easy trolley access 	<ul style="list-style-type: none"> Pull-out racks and shelving for 2D & 3D work Environmentally controlled Secure, lockable False ceiling for added protection 	20m ²
	Gallery/ Exhibition Preparation Area	<ul style="list-style-type: none"> Exhibition staff/curators/artists 	<ul style="list-style-type: none"> Entry directly into gallery space (large double doors - easy trolley access) For preparation of exhibitions, making labels, conservation etc. Consideration of operable between this space and back of theatre space. However wall must be appropriately acoustically rated to enable activities to happen in both concurrently when necessary 	<ul style="list-style-type: none"> Plinth/display equipment storage Materials shelves Environmentally controlled 	15m ²
	Rehearsal /Dance Studio	<ul style="list-style-type: none"> Dance classes Performance rehearsal Small performance Community programs Cultural workshops 	<ul style="list-style-type: none"> Consideration of operable between this space and back of theatre space. However wall must be appropriately acoustically rated to enable activities to happen in both concurrently when necessary 	<ul style="list-style-type: none"> Timber floor and wall mirrors on one side Soundproofed Simple lighting rig Audio visual system - wireless technology Sound 	100m ²
	Rehearsal/Dance Studio Store			<ul style="list-style-type: none"> Shelving 	40m ²
	'Wet' arts workshop space	<ul style="list-style-type: none"> U3A Community classes/ programs 	<ul style="list-style-type: none"> For 'wet' programs such as painting, drawing, printmaking Classes, learning sessions Gathering, group space for artists Should be positioned within the grouping of workshop and studio spaces 	<ul style="list-style-type: none"> Lino floor Sink, tables, chairs, easels Must have good natural light Positioned on an external wall Track system around room to hang artwork 	40m ²

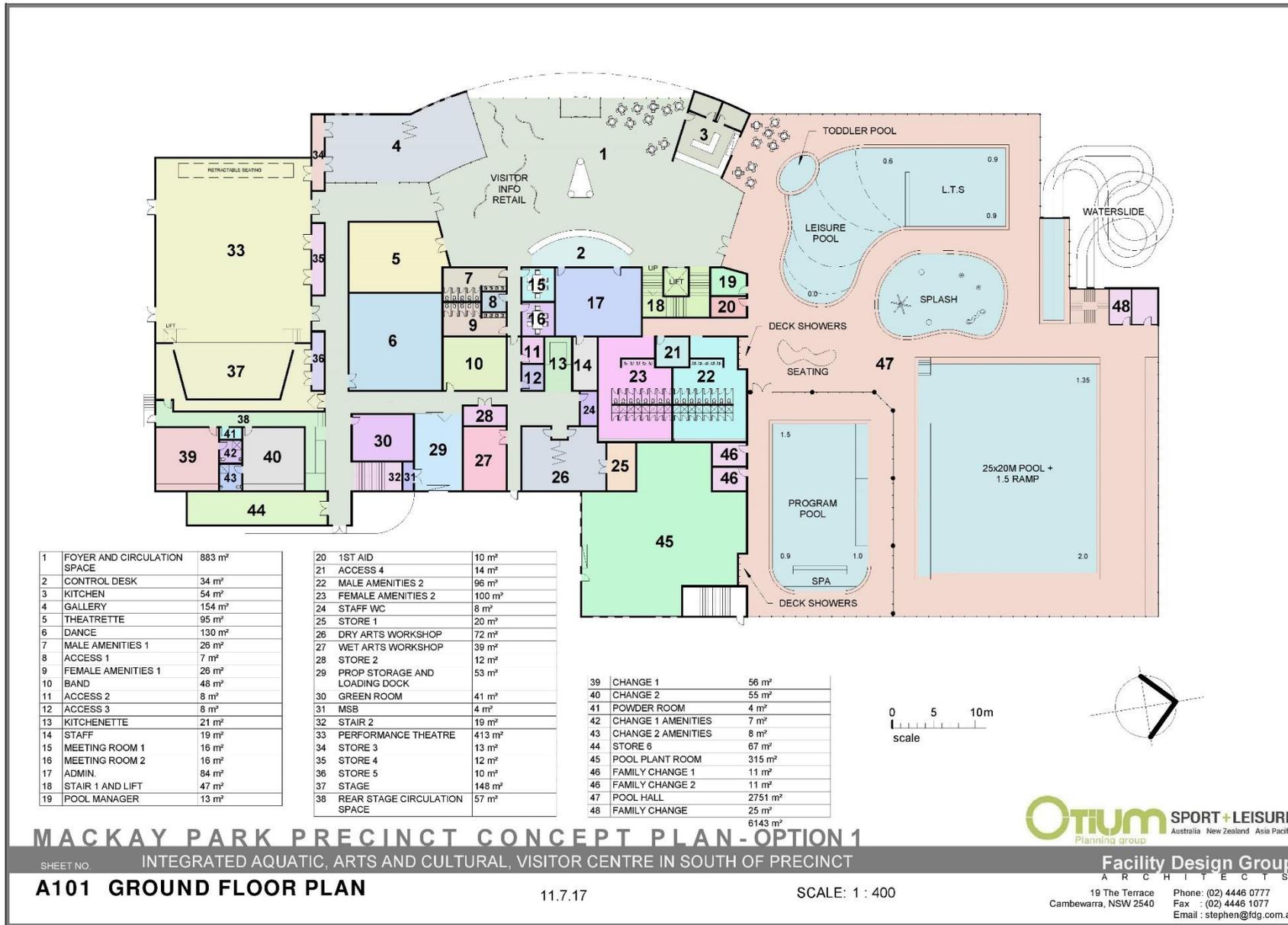


ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FUNCTIONAL ISSUES	AREA SCHEDULES	TOTAL AREA (m ²)
	'Dry' arts workshop space	<ul style="list-style-type: none"> U3A Community programs Meetings Training 	<ul style="list-style-type: none"> For 'dry' programs such as animation, book binding, sewing, jewellery making Should be positioned within the grouping of workshop and studio spaces 	<ul style="list-style-type: none"> Operable wall Wooden floor, Tables, chairs Wireless connection Must have good natural light Track system and some lighting around room to hang artwork Cabinets/shelves 	80m ²
	Small meeting room	<ul style="list-style-type: none"> Community meetings Small workshops Training 	<ul style="list-style-type: none"> Should be positioned within the grouping of workshop and studio spaces Proximity to toilets is essential Kitchenette (tea/coffee) facilities 	<ul style="list-style-type: none"> Tables, chairs Audio visual system - wireless technology 	10m ²
	Community Meeting Room	<ul style="list-style-type: none"> Band Practice Music Lessons Small performance Community programs Cultural workshops 	<ul style="list-style-type: none"> Should be positioned within the grouping of workshop and studio spaces Proximity to toilets is essential Kitchenette (tea/coffee) facilities 	<ul style="list-style-type: none"> Timber floor Soundproofed Tables, chairs Wireless connection Simple lighting rig Audio visual system - wireless technology Sound 	50m ²
	Wet/Dry workshops storage space	<ul style="list-style-type: none"> Centre Staff Class attendees 	<ul style="list-style-type: none"> Provide general storage general needs of workshop spaces Storage spaces within each workshop 	<ul style="list-style-type: none"> Storage to meet needs of each workshop 	30m ²
	Toilets		<ul style="list-style-type: none"> Dedicated toilets to service arts/ cultural and community meeting rooms 	<ul style="list-style-type: none"> 2 x PWDs (8m² each) 	16m ²
	Kitchenette	<ul style="list-style-type: none"> Regular community group hirers of meeting/ workshop rooms 		<ul style="list-style-type: none"> Small kitchen area 	15m ²
	Total Theatre and Community Arts				1,427m ²
	Total Front of House				2,039m ²



Appendix 4: Concept Plans (Design Option 1)





MACKAY PARK PRECINCT CONCEPT PLAN - OPTION 1

SHEET NO. INTEGRATED AQUATIC, ARTS AND CULTURAL, VISITOR CENTRE IN SOUTH OF PRECINCT

A101 GROUND FLOOR PLAN

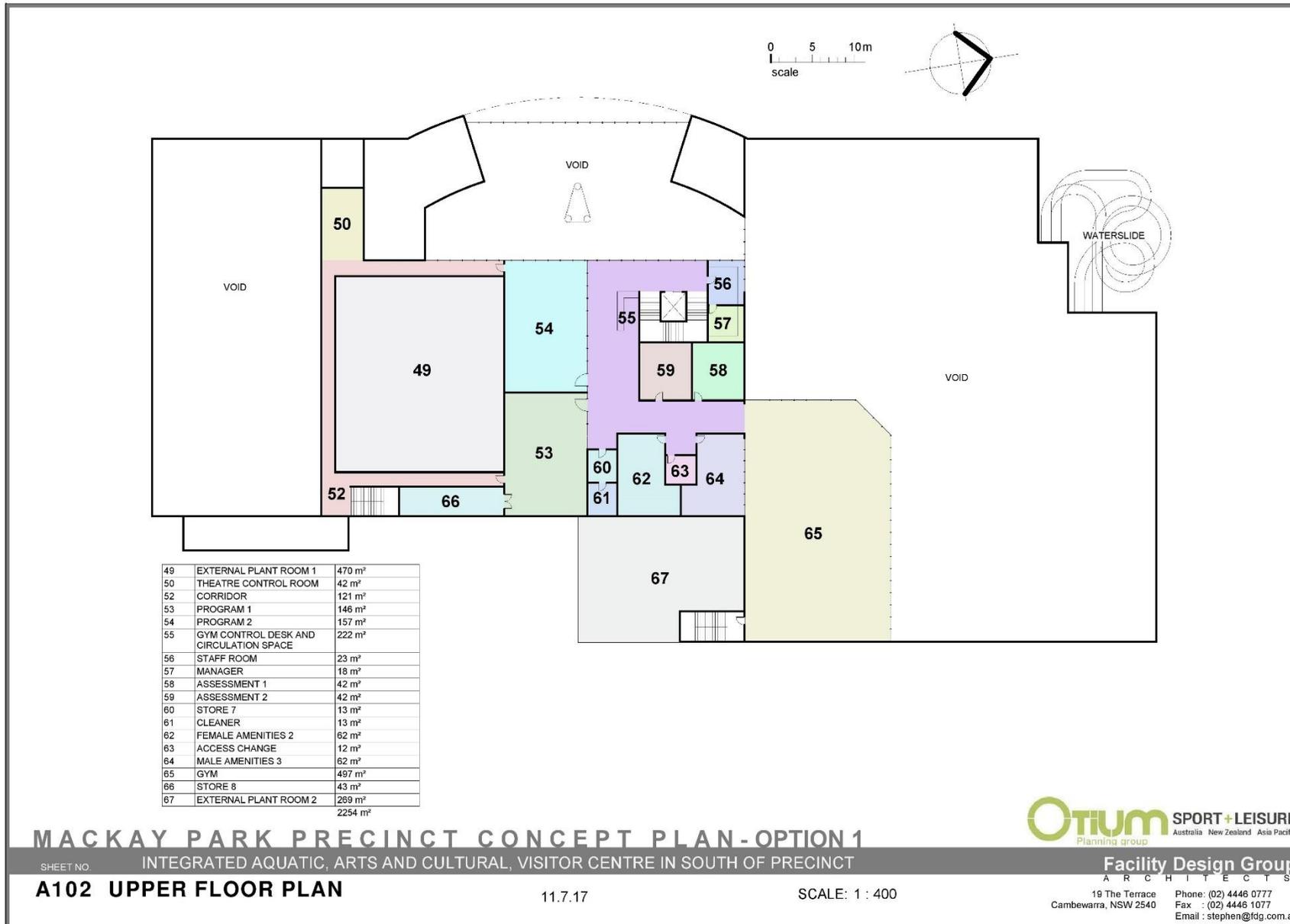
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OTIUM SPORT + LEISURE
 Planning group Australia New Zealand Asia Pacific

Facility Design Group
 ARCHITECTS

19 The Terrace Phone: (02) 4446 0777
 Cambewarra, NSW 2540 Fax: (02) 4446 1077
 Email: stephen@fdg.com.au



MACKAY PARK PRECINCT CONCEPT PLAN - OPTION 1

SHEET NO. INTEGRATED AQUATIC, ARTS AND CULTURAL, VISITOR CENTRE IN SOUTH OF PRECINCT

A102 UPPER FLOOR PLAN

11.7.17

SCALE: 1 : 400

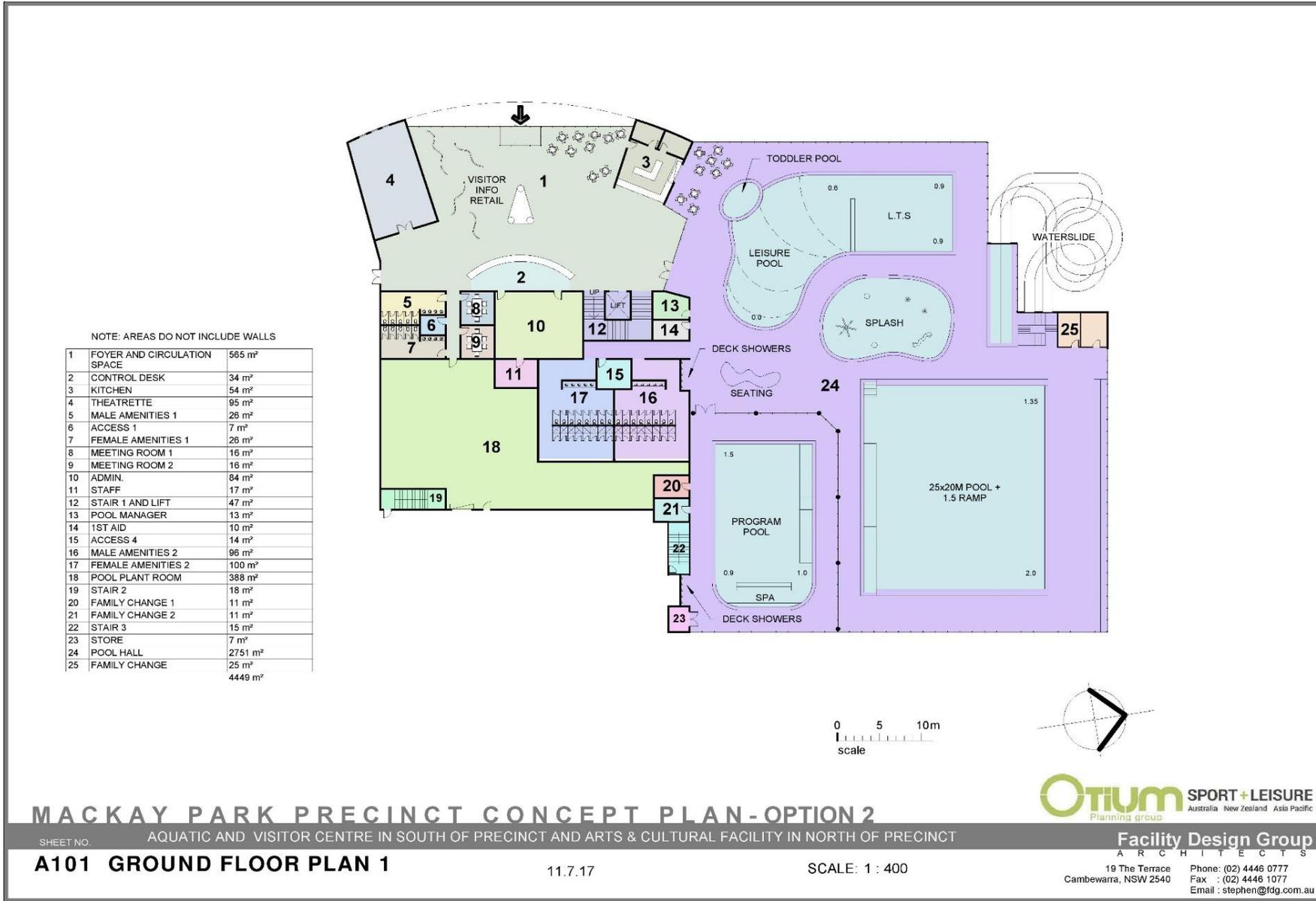
OTIUM SPORT + LEISURE
 Planning group Australia New Zealand Asia Pacific

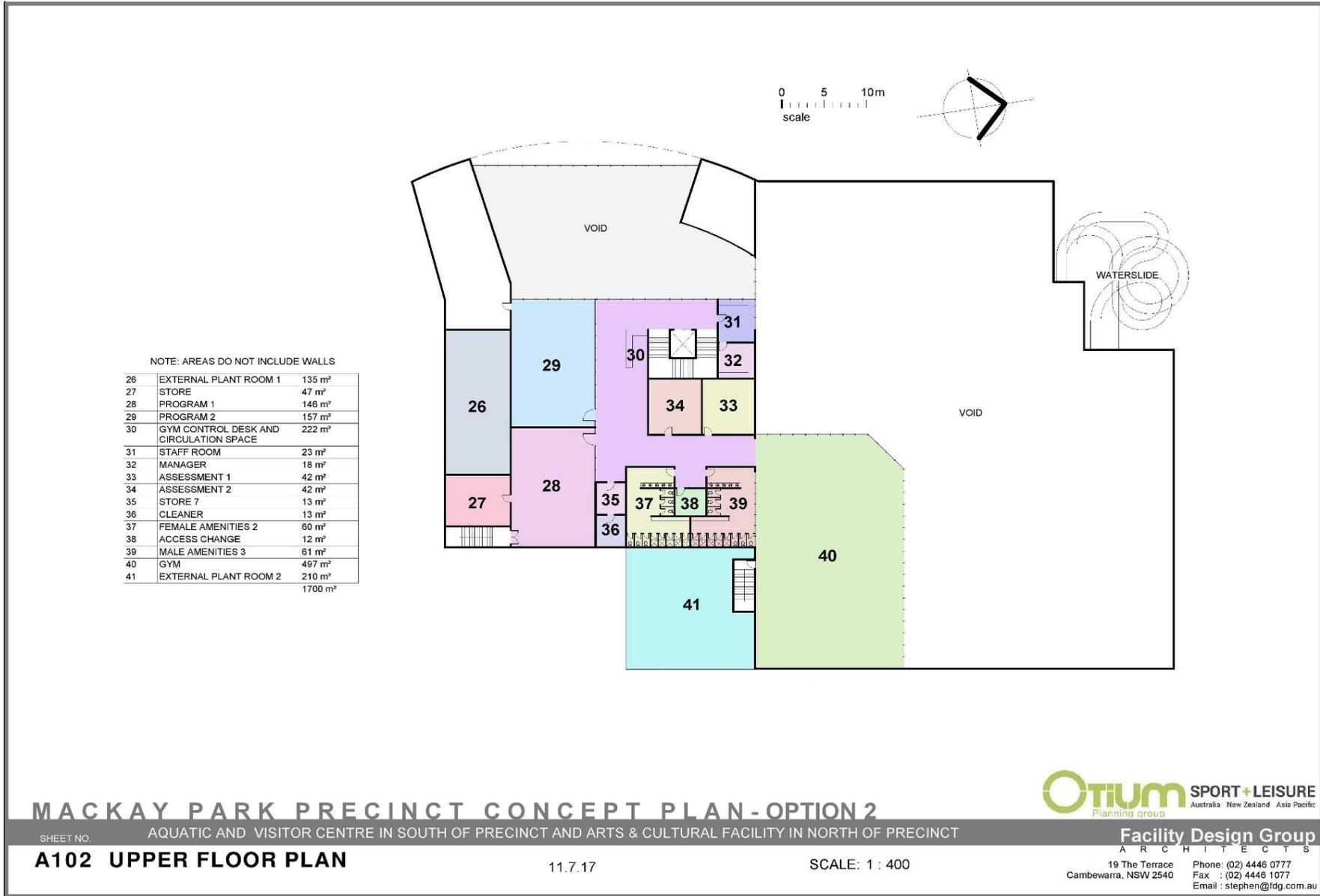
Facility Design Group
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 Email: stephen@fdg.com.au

Appendix 5: Concept Plans (Design Option 2)







MACKAY PARK PRECINCT CONCEPT PLAN - OPTION 2

SHEET NO.

AQUATIC AND VISITOR CENTRE IN SOUTH OF PRECINCT AND ARTS & CULTURAL FACILITY IN NORTH OF PRECINCT

A102 UPPER FLOOR PLAN

11.7.17

SCALE: 1 : 400

OtiUm SPORT+LEISURE
 Planning group Australia New Zealand Asia Pacific

Facility Design Group
 ARCHITECTS

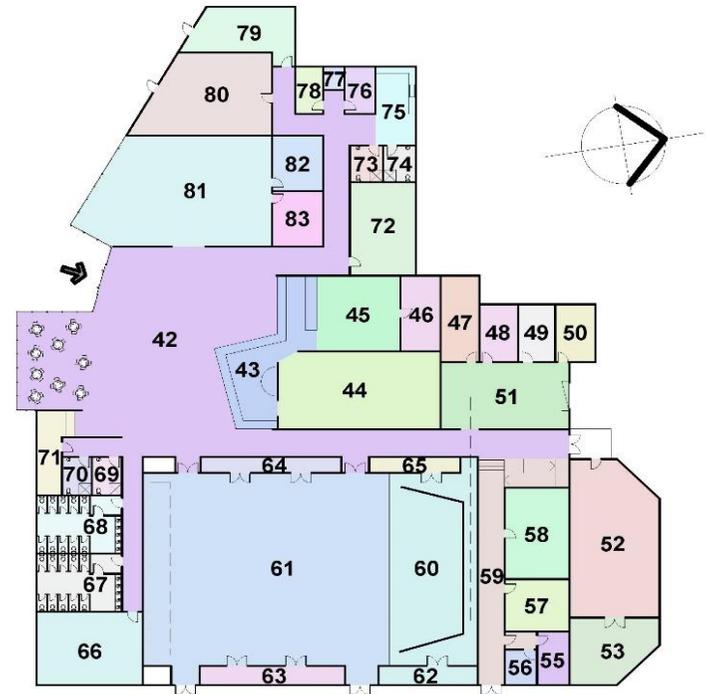
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NOTE: AREAS DO NOT INCLUDE WALLS

42	ENTRY FOYER/ LOUNGE DINING/ CIRCULATION SPACE	517 m ²
43	RECEPTION/ FOOD BAR	64 m ²
44	ADMIN.	102 m ²
45	KITCHEN	51 m ²
46	STORE	24 m ²
47	COMMS/ SWITCH ROOM	27 m ²
48	EQUIPMENT 1	18 m ²
49	EQUIPMENT 2	17 m ²
50	EQUIPMENT 3	18 m ²
51	LOADING DOCK AND STORE	70 m ²
52	REHEARSAL/ DANCE STUDIO	109 m ²
53	STORE	42 m ²
55	CHANGE ROOM 1	14 m ²
56	CHANGE ROOM 2	9 m ²
57	CHANGE ROOM 3	27 m ²
58	GREEN ROOM	48 m ²
59	REAR STAGE CIRCULATION SPACE	68 m ²
60	STAGE	140 m ²
61	THEATRE	399 m ²
62	STORE	15 m ²
63	STORE	21 m ²
64	STORE	17 m ²
65	STORE	11 m ²
66	STORE	63 m ²
67	MALE AMENITIES	39 m ²
68	FEMALE AMENITIES	39 m ²
69	ACCESS CHANGE	9 m ²
70	ACCESS CHANGE	9 m ²
71	CLOAK ROOM	20 m ²
72	COMMUNITY MEETING	50 m ²
73	ACCESS CHANGE	9 m ²
74	ACCESS CHANGE	9 m ²
75	KITCHEN	25 m ²
76	MEETING ROOM	11 m ²
77	CLEANER	4 m ²
78	MEETING ROOM	10 m ²
79	DRY ART	40 m ²
80	WET ART	80 m ²
81	GALLERY	160 m ²
82	PREP	22 m ²
83	STORE	22 m ²
		2452 m ²



MACKAY PARK PRECINCT CONCEPT PLAN- OPTION 2

AQUATIC AND VISITOR CENTRE IN SOUTH OF PRECINCT AND ARTS & CULTURAL FACILITY IN NORTH OF PRECINCT

SHEET NO.

A200 GROUND FLOOR PLAN 2

11.7.17

SCALE: 1 : 400



Facility Design Group
ARCHITECTS

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Eurobodalla Shire Council
Mackay Park Batemans Bay Aquatic and Arts / Cultural Precinct



Preliminary Cost Plan **OPTION 2 - Arts & Cultural Facility - Northern Precinct**
 QS Ref: mcs2111
 Date: 16/07/2017

Function	area m2	rate \$/m2	cost \$	Aquatics & Wet Amenities \$	Health & Fitness and Dry Amenities \$	Cultural & Community Facilities \$	Staff & Admin \$	Front of House \$	Plant & Services Area \$	External Works & Services \$
Ground Floor - Cultural Building										
Entry foyer / lounge dining / circulation space	517	\$ 3,660	\$ 1,551,000							
Reception / food bar	84	\$ 2,700	\$ 228,000					\$ 1,751,000		
Kitchen equipment	Allow		\$ 35,000					\$ 30,000		
Admin	102	\$ 2,400	\$ 244,800				\$ 244,800			
Kitchen	54	\$ 2,500	\$ 137,500					\$ 147,800		
Kitchen equipment	Allow		\$ 50,000					\$ 50,000		
Store	33	\$ 2,600	\$ 85,800			\$ 170,000				
Equipment 1-3	53	\$ 2,400	\$ 127,200			\$ 127,200				
Gallery	140	\$ 3,000	\$ 420,000			\$ 489,000				
Rehearsal / Dance Studio	159	\$ 2,400	\$ 381,600			\$ 261,600				
Space / stage AV equipment	Allow		\$ 200,000			\$ 200,000				
Prop	22	\$ 1,000	\$ 22,000			\$ 88,000				
Kitchen	25	\$ 2,400	\$ 60,000				\$ 72,500			
Kitchen equipment	Allow		\$ 30,000				\$ 30,000			
Class Room	20	\$ 2,200	\$ 44,000							
Dry hire Workshop	40	\$ 2,300	\$ 92,000			\$ 92,000		\$ 44,000		
Her Arts Workshop	80	\$ 2,600	\$ 208,000							
Prop storage and loading dock	70	\$ 3,000	\$ 210,000							
Green rooms	43	\$ 2,200	\$ 94,600							
Plant - Corms / sunroom	27	\$ 2,000	\$ 54,000						\$ 34,000	
Performance Theatre	389	\$ 2,500	\$ 972,500			\$ 1,386,500				
Stage	140	\$ 4,500	\$ 630,000			\$ 672,000				
- Stage IR	Allow		\$ 50,000			\$ 50,000				
- Rescuable Seating (150 seat)	Allow		\$ 200,000			\$ 200,000				
- Theatre equipment (PROVISIONAL SUP)	Allow		\$ 450,000			\$ 450,000				
Stores 2/1, 5/6	127	\$ 2,000	\$ 254,000			\$ 254,000				
Box stage circulation system	68	\$ 2,000	\$ 136,000			\$ 136,000				
Theatre change rooms	30	\$ 2,500	\$ 75,000			\$ 120,000				
Reader rooms, change room amenities	78	\$ 3,000	\$ 234,000			\$ 234,000				
Accessible change	69	\$ 3,000	\$ 207,000			\$ 189,000				
Community meeting	50	\$ 2,400	\$ 120,000			\$ 120,000				
Meeting rooms	21	\$ 2,400	\$ 50,400			\$ 50,400				
Cleaner	1	\$ 2,600	\$ 2,600			\$ 11,200				
Allow for theatre control room	Allow		\$ 163,000			\$ 163,000				
Allow for plant rooms	Allow		\$ 200,000						\$ 200,000	
Allowance for entrance canopy	Allow		\$ 80,000					\$ 80,000		
Allowance for F&S initiatives	Allow		\$ 183,000			\$ 128,000	\$ 6,000	\$ 47,000	\$ 6,000	
Total Building Works	2,449	\$ 3,790	\$ 9,303,500	\$ -	\$ -	\$ 6,551,500	\$ 378,300	\$ 2,117,700	\$ 260,000	\$ -
External Aquatics										
Not Applicable										
Total Aquatic Works										
External Works & Services										
Demolish Batemans Bay mini golf	Allow		\$ 50,000							\$ 50,000
Demolish existing on park (at second bowl)	Allow		\$ 50,000							\$ 50,000
Sundry demolition of external concourse, paths, BBQ area, etc	Allow		\$ 50,000							\$ 50,000
Site Preparation	Allow		\$ 38,000							\$ 38,000
Earthworks	Allow		\$ 89,000							\$ 89,000
Carpark (Measure 50/50 split = 115 spaces) incl drop off zone	Allow		\$ 451,000							\$ 451,000
Conversion to existing road incl new roundabout and adjustment to traffic signals	Allow		Included in Sports Cost Plan							Included
External works and landscaping	Allow		\$ 123,000							\$ 123,000
Footpaths / paved area to entry	Allow		\$ 125,000							\$ 125,000
Allowance for external services	Allow		\$ 441,000							\$ 441,000
Total External Works & Services			\$ 1,427,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,427,000
Construction Cost			\$ 10,730,500	\$ -	\$ -	\$ 6,551,500	\$ 378,300	\$ 2,117,700	\$ 260,000	\$ 1,427,000
Design Contingency / Locality Allowance	10%		\$ 1,073,050	\$ -	\$ -	\$ 654,000	\$ 38,660	\$ 212,000	\$ 26,000	\$ 143,000
Construction Contingency	5%		\$ 536,525	\$ -	\$ -	\$ 382,000	\$ 20,000	\$ 116,000	\$ 13,000	\$ 78,000
Sub Total			\$ 1,664,000	\$ -	\$ -	\$ 1,016,000	\$ 58,000	\$ 328,000	\$ 40,000	\$ 221,000
Professional Fee Allowance (incl theatre consultant)	10%		\$ 1,245,000	\$ -	\$ -	\$ 755,000	\$ 44,600	\$ 345,000	\$ 30,000	\$ 165,000
Authority fees & Charges	Allow		\$ 108,000	\$ -	\$ -	\$ 64,000	\$ 4,000	\$ 22,000	\$ 3,000	\$ 15,000
Contribution to new authority subdivision	Allow		\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Sub Total			\$ 1,393,000	\$ -	\$ -	\$ 819,000	\$ 48,000	\$ 267,000	\$ 33,000	\$ 220,000
Total Project Cost			\$ 13,782,500	\$ -	\$ -	\$ 8,386,500	\$ 481,300	\$ 2,712,700	\$ 333,000	\$ 1,868,000

Exclusions:	
CSI	Cost Estimates beyond May 2017
No allowances for the sprinklers to Aquatic Areas	Office Equipment costs
Upgrade or provision of sanitary services infrastructure external to the site	Public Art
Land, legal, marketing and finance costs	Asbestos & other hazardous materials removal
Reception / Downing Costs	Council internal costs
Staging Costs	Stormwater detention / retention on site
Adverse soil conditions incl. excavation in rock, contaminated soil, soft spot	Active IT and telephone equipment
Pool equipment, incl blankets, anti-injury, software etc.	Lawn Fertiliser, Ropes and equipment
Audio Visual requirements beyond allowance	Demolition / relocation of existing in ground services
Blinks, Cabinets or Drapes	Works to existing rugby/soccer field
Works to existing main road incl junction lanes	Fences in play boundaries
No Allowance for Biting building above floor levels	No allowance for works to adjacent parklands
Sym and other lesser sporting equipment	Emission / display fixtures
Theatre fit out and theatre equipment beyond allowance	New Hire Golf facility



Eurobodalla Shire Council
Mackay Park Batemans Bay Aquatic and Arts / Cultural Precinct



Preliminary Cost Plan **OPTION 2 - Aquatic & Visitor Centre - Southern Precinct**
 (S Ref: mp04777)
 Date: 18/07/2017

Function	area m2	rate \$/m2	cost \$	Aquatics & Wet Amenities \$	Health & Fitness and Dry Amenities \$	Cultural & Community Facilities \$	Staff & Admin \$	Front of House \$	Plant & Services Areas \$	External Works & Services \$
Ground Floor - Sports Building										
reception and circulation space (inc void over)	363	\$ 2,300	\$ 834,300							
reception / Conduit desk	34	\$ 2,450	\$ 83,350					\$ 1,412,500		
Kitchen	14	\$ 2,500	\$ 35,000					\$ 81,600		
Kitchen equipment	Allow		\$ 50,000					\$ 136,600		
Incinerator	05	\$ 3,000	\$ 15,000					\$ 50,000		
- Theatre / Dance / Band AV Equipment	Allow		\$ 200,000			\$ 352,500		\$ 200,000		
Dry Amenities	52	\$ 2,700	\$ 140,400		\$ 140,400					
Meeting Rooms 1+2	22	\$ 2,450	\$ 76,850					\$ 76,800		
Admin	34	\$ 2,400	\$ 81,600					\$ 201,600		
Staff	17	\$ 2,450	\$ 41,650					\$ 10,800		
Staff 1 and lift stair 2, stair 3	20	\$ 3,000	\$ 60,000							
lift shaft / food Manager	23	\$ 2,400	\$ 55,200		\$ 55,200				\$ 240,000	
Wet Amenities	196	\$ 2,700	\$ 529,700		\$ 529,700					
Stair	7	\$ 2,000	\$ 14,000		\$ 14,000					
Accessive Amenities 1 + 4	21	\$ 3,000	\$ 63,000		\$ 63,000					
Pool plant room	208	\$ 1,800	\$ 374,400		\$ 374,400					
Family change rooms	47	\$ 2,700	\$ 126,900		\$ 126,900					
Pool Hall	2751	\$ 2,500	\$ 6,877,500		\$ 6,877,500					
Water slide hall	Include			Include						
First Floor - Sports Building										
External Plant room 1+2	315	\$ 2,000	\$ 630,000						\$ 630,000	
Program 1+2	383	\$ 2,000	\$ 766,000		\$ 766,000					
Cyts washed deck and circulation space	222	\$ 2,200	\$ 488,400		\$ 488,400					
Staff room	23	\$ 2,400	\$ 55,200		\$ 55,200					
Manager office	18	\$ 2,400	\$ 43,200		\$ 43,200					
Assessment	34	\$ 2,400	\$ 81,600		\$ 81,600					
Store	50	\$ 2,200	\$ 110,000		\$ 110,000					
Classroom	13	\$ 2,800	\$ 36,400		\$ 36,400					
Cyts Amenities	121	\$ 1,800	\$ 217,800		\$ 217,800					
Accessive amenities	12	\$ 3,000	\$ 36,000		\$ 36,000					
Cyts	197	\$ 2,200	\$ 433,400		\$ 433,400					
Lift and shaft	Allow		\$ 100,000					\$ 100,000		
Staircases 1+2	Allow		\$ 100,000					\$ 100,000		
Allowance for entrance canopy	Allow		\$ 80,000					\$ 80,000		
Allowance for FSD Handrails	Allow	2%	\$ 305,000		\$ 167,000	\$ 62,000	\$ 10,000	\$ 7,000	\$ 45,000	\$ 14,000
Total Building Works	6,144	\$ 2,524	\$ 15,608,200	\$ 6,931,200	\$ 3,138,600	\$ 642,500	\$ 326,200	\$ 2,265,700	\$ 704,000	\$ -
Internal Aquatics										
Locker room	Allow		\$ 300,000	\$ 300,000						
Locker room	Allow		\$ 1,600,000	\$ 1,600,000						
Spash Pad	Allow		\$ 350,000	\$ 350,000						
Spinch and features	Allow		\$ 750,000	\$ 750,000						
Program Pool and Spa with Ramparts	Allow		\$ 1,400,000	\$ 1,400,000						
23m pool incl ramp access	Allow		\$ 1,500,000	\$ 1,500,000						
Water slide and flume	Allow	3 No	\$ 1,000,000	\$ 1,000,000						
Water slide tower	Allow		\$ 450,000	\$ 450,000						
Allowance for pile / pier foundations	Allow		\$ 300,000	\$ 300,000						
Allowance for BWIC incl consultation, trenching, gutters etc	Allow		\$ 150,000	\$ 150,000						
Peripherals on Pools	Allow		\$ 765,000	\$ 765,000						
Total Aquatic Works			\$ 8,565,000	\$ 8,565,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External Works & Services										
Demolish existing Batemans Bay outdoor swim centre - buildings	Allow		\$ 150,000							\$ 150,000
Demolish existing outdoor pools	Allow		\$ 100,000							\$ 100,000
Survey/demolition of external carpark, paths, BBQ areas, etc	Allow		\$ 50,000							\$ 50,000
Site Preparation	Allow		\$ 43,000							\$ 43,000
Earthworks	Allow		\$ 150,000							\$ 150,000
Car-park (Assume 30/50 split - 110 spaces) incl drop off zone	Allow		\$ 451,000							\$ 451,000
Connection to existing road incl new round-about and adjustment to traffic signals	Allow		\$ 750,000							\$ 750,000
Staff car-park (110 spaces) / access to plant rooms	Allow		\$ 270,000							\$ 270,000
External Storage Wall	Allow		\$ 150,000							\$ 150,000
External roads and landscaping	Allow		\$ 308,000							\$ 308,000
Footpaths / paved area to entry	Allow		\$ 175,000							\$ 175,000
Allowance for external services	Allow		\$ 1,106,000							\$ 1,106,000
Total External Works & Services			\$ 3,671,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,671,000
Construction Cost			\$ 27,744,200	\$ 17,096,200	\$ 3,138,600	\$ 542,500	\$ 326,200	\$ 2,265,700	\$ 704,000	\$ 3,671,000
Design Contingency / Feasibility Allowance	10%		\$ 2,775,000	\$ 1,709,620	\$ 314,000	\$ 54,250	\$ 33,000	\$ 227,000	\$ 71,000	\$ 366,000
Construction Contingency	3%		\$ 1,525,000	\$ 913,000	\$ 172,000	\$ 29,600	\$ 17,000	\$ 124,000	\$ 38,000	\$ 201,000
Sub Total			\$ 4,300,000	\$ 2,621,000	\$ 486,000	\$ 84,000	\$ 50,000	\$ 351,000	\$ 109,000	\$ 569,000
Professional Fee Allowance	8%		\$ 2,564,000	\$ 1,577,000	\$ 290,000	\$ 51,000	\$ 31,000	\$ 210,000	\$ 65,000	\$ 340,000
Authority Fees & Charges	Allow		\$ 378,000	\$ 168,000	\$ 37,000	\$ 6,000	\$ 4,000	\$ 23,000	\$ 8,000	\$ 37,000
Contributor to fire authority substation	Allow		\$ 150,000							\$ 150,000
Sub Total			\$ 3,092,000	\$ 1,745,000	\$ 322,000	\$ 57,000	\$ 35,000	\$ 233,000	\$ 74,000	\$ 527,000
Total Project Cost			\$ 35,036,200	\$ 21,492,200	\$ 3,946,600	\$ 683,500	\$ 411,200	\$ 2,949,700	\$ 887,000	\$ 4,767,000

Exclusions:	
DS1	Cost escalation beyond May 2017
No allowance for the sprinklers to Aquatic Areas	Office Equipment costs
Upgrade or provision of authority services, infrastructure external to the site	Public Art
Land, legal, marketing and finance costs	Asbestos & other hazardous materials removal
Relocation / Dredging Costs	Council internal costs
Staging Costs	Succession definition / retention on site
Adverse soil conditions incl. excavation in rock, contaminated soil, soft spot	Active IT and telephone equipment
Pool equipment incl blankets, and showering software etc	Logic furniture, fittings and equipment
Audio Visual requirements beyond allowance	Logic / relocation of existing in-ground services
Blinds, Curtains or Linings	Works to existing 'dry' zone/ 'ford'
Works to existing train road/ incl turning lanes	Piles or pier foundations
No Allowance for IT/BA building above flood levels	No allowance for works to adjacent ponds/dens
Gym and other leased sporting equipment	Installation / display fixtures
Theatre fly tower and theatre equipment beyond allowance	New Mini Golf facility



Appendix 7: Financial Modelling Assumptions - Design Option 1

The key operating assumptions for Option 1 facility development are summarised in the following table.

OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
Global Impacts	<ol style="list-style-type: none"> 1. CPI Increases: Assumes on average 2.3% years 2 to 10. 2. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 4% to 96% of year 3 and year 1 is discounted by 8% to 92% of year 3. 3. Business growth year 4 101%, year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 106% and year 10 107% 4. Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. 5. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.5% annually so slightly higher than annual CPI. 6. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely salary increases). 7. Expenditure Increases: Assumes annual expenditure increase of C.P.I as indicated. 8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 25% of all labour costs. 9. Pre-Opening Expenses: None included as start-up date not known. 10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known. 11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.
Centre Management and Staffing	<p>Assumes either in-house or contract management model could be set up as an integrated centre management and staffing team with the following senior management model:</p> <ol style="list-style-type: none"> 1. Centre Manager 2. Aquatics Coordinator 3. Health and Fitness Coordinator 4. Arts and Cultural Coordinator 5. Visitor Information Coordinator 6. Operations Coordinator <p>Option one total staffing assumptions is based on equivalent full time (EFT) positions and includes in the base business year (year 3) 29.9 EFT positions.</p> <p>This is lower than option two by 2 EFT staff due to sharing of reception and box office services at the integrated centre.</p>
Aquatic, Health and Fitness and Membership Visits/Program Assumptions	<p>These have been modelled on similar facilities in similar population areas and benchmarked with CERM standards and case study reviews. The modelling has been developed by estimating detailed casual visitations, programs and membership by activity area. The key assumptions for each activity area are listed in the 10-year financial model reports by activity by week in the assumption section.</p>
Arts and Cultural Area Assumptions	<p>These have been modelled from similar facilities identified in the case studies and key assumptions include:</p> <ol style="list-style-type: none"> 1) The venue presents a theatre/ event season (entrepreneurial program) consisting of 12 productions over 12 months 2) There are two sets of hiring rates: Community @\$700 per day and Standard/Commercial @\$800 3) The estimated box office income for the entrepreneurial program is indicative only and would be subject to the type of performance, target audience, specific ticket price.



OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
	<p>For the purpose of budget analysis the following criteria was used:</p> <ul style="list-style-type: none"> • 12 productions • 55% of capacity sold for each performance at an average ticket price of \$35 full and \$22 concession of the total sold 30% full price and 25% concession. • The ticket prices are used as an indicator only as some performances would be less i.e. children's shows or morning music and others more expensive ie opera, large scale productions <ol style="list-style-type: none"> 4) Standard operations would state that a staff member is present at all times the venue is in use 5) Permanent staff would be supplemented by a casual pool of technicians and front of house staff 6) If full staffing is required (FOH, ushers and technician) then this would be charged back plus a loading. For budget purposes this has been set at \$600. 7) For meetings and seminars only requiring one staff member the charge would be for 4 hours at \$160 8) The entrepreneurial program is charged back for hire and staffing costs at the community rate 9) The charge back of staff costs to the hirer is identified as recoverable costs. Of the total costs of casual staff 50% has been identified as recoverable. 10) The charge out rates are based on base casual rate + 25% 11) Staffing includes permanent and casual positions (Manager, Operations Co-ordinator, Box Office/Admin Officer, Gallery and Programming Coordinator, Gallery & Programming Casual technicians and front of house staff 12) Staffing is charged in addition to the hire rate but allowance has been made for some community use without staffing costs incurred 13) The venue is responsible for all overheads, including staffing on-costs, except general insurances 14) The venue is responsible for the management of the bar/ kiosk 15) All ticketing for events at the venue must be through an in-house ticketing system. An inside fee would be charged per ticket and for the indicative budget this has been set at \$2.00 per ticket 16) The minimum hire of each of the spaces would be: <ul style="list-style-type: none"> • 8 hours for the theatre for a performance • 4 hours for the theatre for a meeting/seminar • 4 hours for rehearsal room • 2 hours for workshop spaces workshops • One month for gallery hire 17) The usage levels have allowed for a three-year build-up of usage
Food, Beverage and Merchandising Assumptions	<p>The model uses a per visit spend for food and beverage and merchandising based on CERM averages for similar centres. The per visit spend has been increased at the high end of CERM averages due to the inclusion of bar and licensed facilities related to the Theatre.</p> <p>Merchandising sales penetration has also been set at the higher level due to the shared foyer area and all centre users going through the retail and merchandising areas set up in the foyer.</p>
Visitor Information	<p>Allowed for a Visitor Information Coordinator in the senior management model and centre reception staff to be trained in VIC services. This results in significant operating savings compared to the current Visitor Information Centre that operated at a loss of in-excess of \$330,000 in 2015/16. Have also allowed for similar sales of visitor merchandise and commissions on travel and accommodation services at \$40,000 in year 1.</p>
Centre Management and Staffing Costs	<p>The option 1 model allows for all staff costs related to a specific activity area to be allocated to that area (i.e. pool supervisors allocated to Aquatic Hall etc.).</p>



OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
	Centre management costs (managers, receptionists, operations and presentation staff to be shared across the facility areas and these costs are apportioned by percentage of floor area and business levels (i.e. income and visits generated
Fees and Charges	All fees and charges have been based on similar facilities in regional locations by activity type. The fees and charges assumptions are listed by activity area in the 10-year financial model reports by activity area by casual visit, program visit or membership in the fees and charges section



Appendix 8: Financial Modelling Assumptions - Design Option 2

The key operating assumptions for the Option 2 facility development are summarised in the following table. Please note two financial models have been set up for the southern and northern precinct facilities so operating impacts can be reviewed by main facility. The two facilities' operating performance have been combined for the financial modelling of Option 2.

OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
Global Impacts	<ol style="list-style-type: none"> 1. CPI Increases: Assumes on average 2.3% years 2 to 10. 2. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 4% to 96% of year 3 and year 1 is discounted by 8% to 92% of year 3. 3. Business growth year 4 101%, year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 106% and year 10 107% 4. Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. 5. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.5% annually so slightly higher than annual CPI. 6. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely salary increases). 7. Expenditure Increases: Assumes annual expenditure increase of C.P.I as indicated. 8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 25% of all labour costs. 9. Pre-Opening Expenses: None included as start-up date not known. 10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known. 11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.
Centre Management and Staffing	<p>Assumes either in-house or contract management model could be set up as an integrated centre management and staffing team. As the two main activity areas are separated there is an increased number of staff in option 2 with the following senior management model:</p> <ul style="list-style-type: none"> • Aquatic, Health and Fitness and Visitor Information Facility <ul style="list-style-type: none"> ○ Centre Manager ○ Aquatics Coordinator ○ Health and Fitness Coordinator ○ Visitor Information Coordinator • Arts and Cultural Centre <ul style="list-style-type: none"> ○ Arts and Cultural Manager ○ Operations Coordinator <p>Option two total staffing assumptions is based on equivalent full time (EFT) positions and includes in the base business year (year 3) 31.9 EFT positions.</p> <p>This is higher than option one by 2 EFT staff due to separated reception areas and separate food and beverage and merchandising areas.</p>
Aquatic, Health and Fitness and Membership Visits/Program Assumptions	<p>These have been modelled on similar facilities in similar population areas and benchmarked with CERM standards and case study reviews. The modelling has been developed by estimating detailed casual visitations, programs and membership by activity area. The key assumptions for each activity area are listed in the 10-year financial model reports by activity by week in the assumption section.</p>



OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
Arts and Cultural Area Assumptions	<p>These have been modelled from similar facilities identified in the case studies and key assumptions are the same as option one as facilities are the same. These include:</p> <ol style="list-style-type: none"> 1) The venue presents a theatre/event season (entrepreneurial program) consisting of 12 productions over 12 months 2) There are two sets of hiring rates: Community @\$700 per day and Standard/Commercial @\$800 3) The estimated box office income for the entrepreneurial program is indicative only and would be subject to the type of performance, target audience, specific ticket price. For the purpose of budget analysis the following criteria was used: <ul style="list-style-type: none"> o 12 productions o 55% of capacity sold for each performance at an average ticket price of \$35 full and \$22 concession of the total sold 30% full price and 25% concession. o The ticket prices are used as an indicator only as some performances would be less i.e. children's shows or morning music and others more expensive ie opera, large scale productions 4) Standard operations would state that a staff member is present at all times the venue is in use 5) Permanent staff would be supplemented by a casual pool of technicians and front of house staff 6) If full staffing is required (FOH, ushers and technician) then this would be charged back plus a loading. For budget purposes this has been set at \$600. 7) For meetings and seminars only requiring one staff member the charge would be for 4 hours at \$160 8) The entrepreneurial program is charged back for hire and staffing costs at the community rate 9) The charge back of staff costs to the hirer is identified as recoverable costs. Of the total costs of casual staff 50% has been identified as recoverable. 10) The charge out rates are based on base casual rate + 25% 11) Staffing includes permanent and casual positions (Manager, Operations Co-ordinator, Box Office/Admin Officer, Gallery and Programming Coordinator, Gallery & Programming Casual technicians and front of house staff 12) Staffing is charged in addition to the hire rate but allowance has been made for some community use without staffing costs incurred 13) The venue is responsible for all overheads, including staffing on-costs, except general insurances 14) The venue is responsible for the management of the bar/ kiosk 15) All ticketing for events at the venue must be through an in-house ticketing system. An inside fee would be charged per ticket and for the indicative budget this has been set at \$2.00 per ticket 16) The minimum hire of each of the spaces would be: <ul style="list-style-type: none"> o 8 hours for the theatre for a performance o 4 hours for the theatre for a meeting/seminar o 4 hours for rehearsal room o 2 hours for workshop spaces workshops o One month for gallery hire 17) The usage levels have allowed for a three-year build-up of usage but at a 10% lower rate than option one due to the stand alone facility having less cross over sales from users of other areas than in option one where all facilities are located off a common foyer. 18) Extra staffing is allowed for in reception services as there is no shared reception staff in this model.
Food, Beverage and Merchandising Assumptions	<p>There is a double up of food and beverage staff at two locations (north and south precincts). The model uses a per visit spend for food and beverage and merchandising based on CERM averages for similar centres.</p>

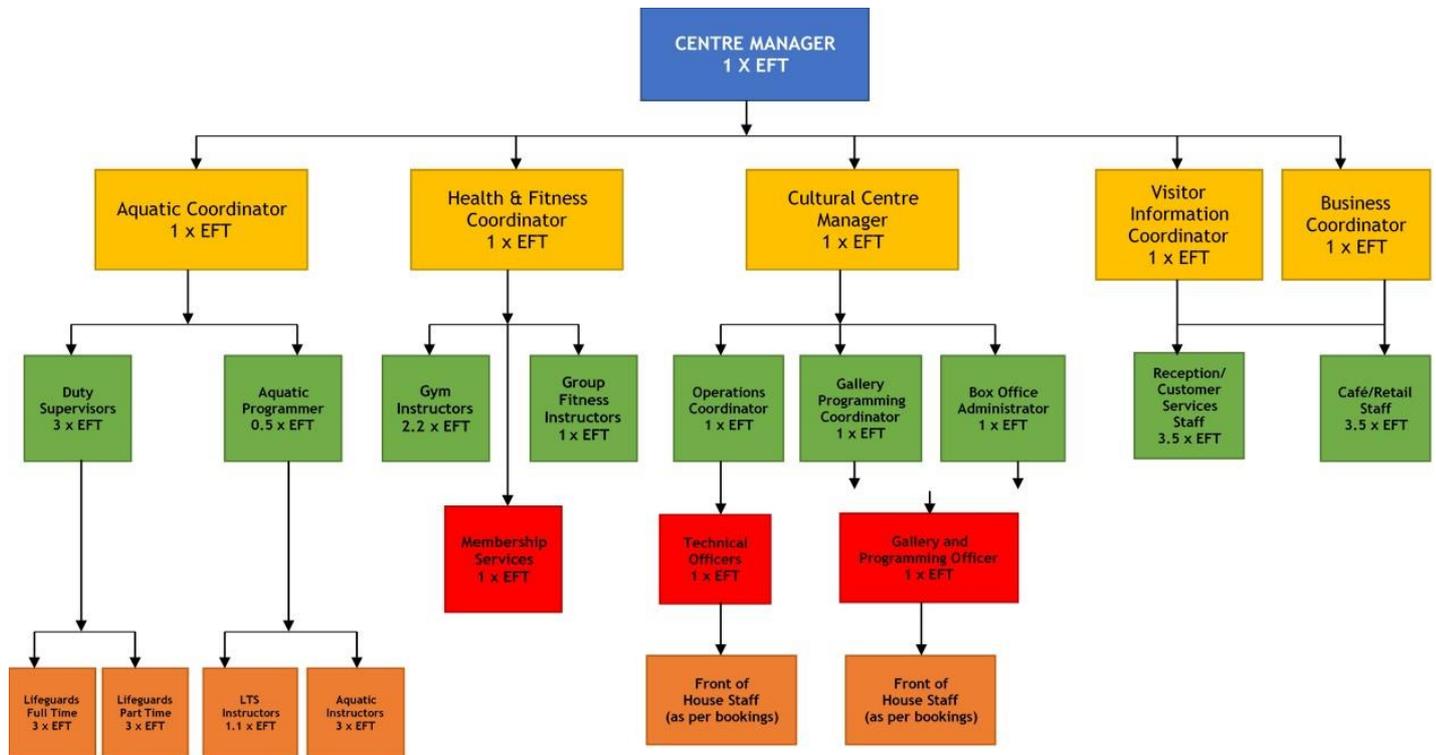


OPERATING ASSUMPTION CATEGORY	KEY ASSUMPTIONS
	<p>The per visit spend has been reduced to the lower end of CERM averages for the southern sector facilities due to the inclusion of bar and licensed facilities only now serving the Theatre in the northern precinct.</p> <p>Staff allowances for the northern sector café have assumed lower operating hours than option 1 and this has seen staff reduce by 1.5 EFT positions compared with option one.</p> <p>Merchandising sales penetration has also been set at a lower level than option one due to the shared foyer area and all centre users going through the retail and merchandising areas set up in the foyer.</p>
Visitor Information	<p>Visitor information has been kept at the Southern Precinct facilities as this facility will operate for more hours per week and has reception staff working all operational hours. The model has allowed for a Visitor Information Coordinator in the senior management model and centre reception staff to be trained in VIC services. This results in significant operating savings compared to the current Visitor Information Centre that operated at a loss of in-excess of \$330,000 in 2015/16. Have also allowed for similar sales of visitor merchandise and commissions on travel and accommodation services at \$40,000 in year 1.</p>
Centre Management and Staffing Costs	<p>The option 2 model allows for all staff costs related to either the southern or northern precinct facilities and specific activity area to be allocated to that area (i.e. pool supervisors allocated to Aquatic Hall etc.). Centre management costs (managers, receptionists, operations and presentation staff to be shared across the facility areas and these costs are apportioned by percentage of floor area and business levels (i.e. income and visits generated</p>
Fees and Charges	<p>All fees and charges have been based on similar facilities in regional locations by activity type. The fees and charges assumptions are listed by activity area in the 10-year financial model reports by activity area by casual visit, program visit or membership in the fees and charges section.</p>



Appendix 9: Management and Staffing Structure - Design Option 1

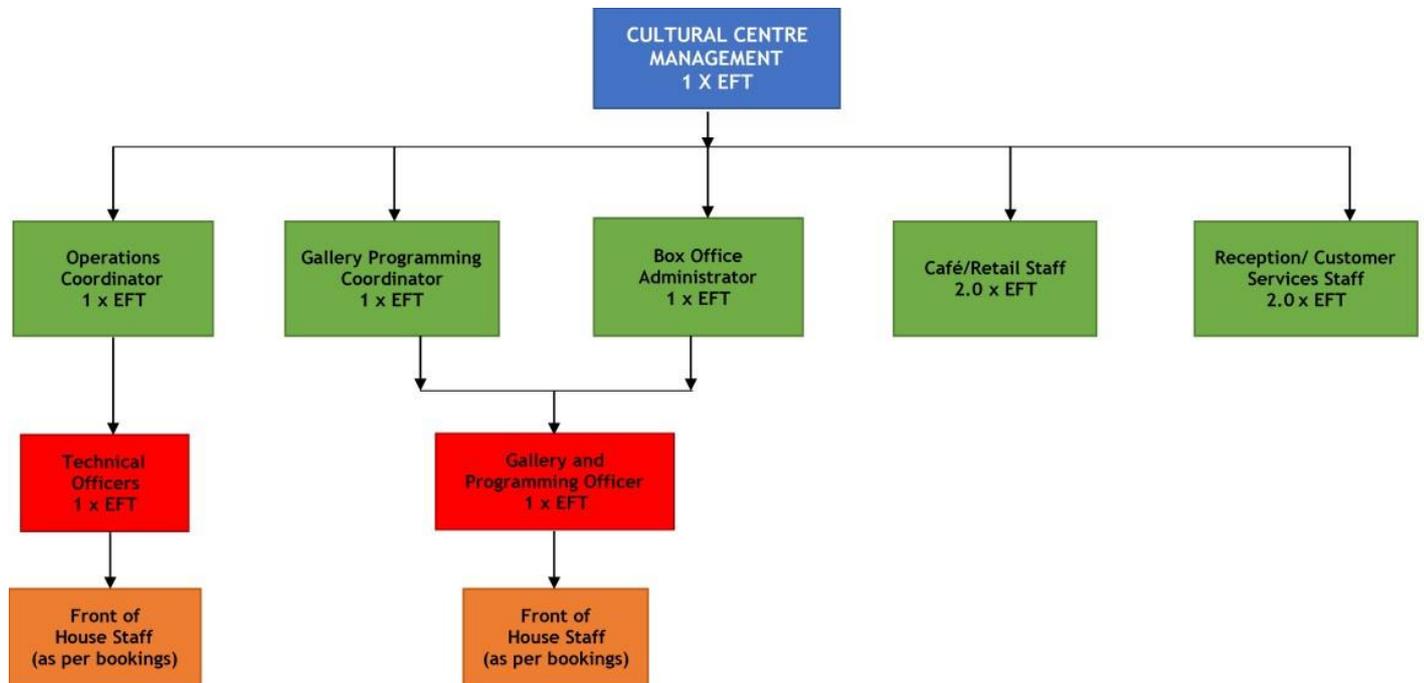
Integrated Aquatic, Arts & Cultural, Visitor Information Centre in South of Precinct





Appendix 10: Management and Staffing Structure - Design Option 2

Arts & Cultural Centre in North of Precinct



Aquatic, Health & Fitness, Visitor Information Centre in South of Precinct

