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Master Plan and Feasibility Study for Tenterfield Memorial Pool

Prepared by Denis Pontin - RMP & Associates

In association with Donovan Payne Architects and Nick Biniares – Aquatic Projects

Disclaimer

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Acknowledgements

RMP & Associates would like to acknowledge the support of Heidi Ford, Council's Manager, Property and Buildings in the preparation of this report and sourcing information and contacts.

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1. Executive Summary

RMP & Associates in conjunction with Donovan Payne Architects were engaged to complete a Master Plan and feasibility study of the Tenterfield Memorial Swimming Pool. The scope of the consultancy included three Concept Plans for consideration by Council, a review of alternate sites and to provide indicative capital costs and potential income and expenditure.

In considering the options RMP and Donovan Payne Architecture have reviewed the previous reports, undertaken community consultation and meetings with stakeholders and met with Council to provide Council members with an overview of the changes that have occurred in aquatic centre design and operation since the original pool was constructed.

The Concept Plans and high-level costs have also been presented to a Council Workshop and the way current NSW Health Department and DDA access requirements have been achieved in each concept design has been detailed.

Concept Plans reflect the input of Councillors and other stakeholders as well as the expectations of the community that were identified in a community meeting. The cooperation and comments of the current pool Operator have been appreciated.

Heidi Ford has been very supportive in providing information and reports and arranging meetings. Kim Donovan, as Australia's most experienced aquatic architect with over 100 pools designed, has visited Tenterfield and been involved in the first Council Workshop, community meeting and stakeholder interviews. Kim has appreciated the potential of a new aquatic centre on the current site as both a significant community resource visible from the New England Highway and the adjacent park and provided an exciting Concept that allows a staged redevelopment of the Tenterfield Memorial Swimming Pool.

RMP have identified the benefits of new pool blankets and improved heating to assist the current Operator to grow the attendances and provide quality learn-to-swim and coaching programs throughout the swimming pool season. It is suggested Council allocate $150,000 in the 2020/21 budget to fund a combination of gas boilers and heat pump with new pool blankets on mechanical rollers to ensure temperatures in the pools do not drop below 26 degrees Centigrade throughout the season. This will provide schools with the confidence that quality swimming programs can be offered in Term 4 and Term 1.

Deteriorated Pool Blankets Roller with seized motor-drive

Future options for enclosing the proposed new Family Pool and developing an all-year Program/Hydrotherapy Pool have been included for consideration. A new entry, café and change rooms to provide high quality, attractive buildings with easy access for those with mobility issues has been included in all Concepts apart from the “Base Option”. New filtration, heating and pumps for all pools are common to all Options.

Three options were considered. The second option was the Master Plan Councillors at the Council Workshop believed the best option. This layout incorporates all the feedback from stakeholders and makes optimum use of the site and features new 25m and family pool, an indoor pool with new change rooms, entry and cafe.

The key features of the Concept Plan (Option 2) are a new entry with car parking for approximately 28 cars. The entry is opposite the park, close to the Driver Reviver building and easily accessible from the New England Highway and the Petrie Street which provides additional parking. The entrance and reception provide staff with a view over the proposed indoor Program/Hydrotherapy Pool as well as the outdoor 25m and Family Leisure Pool. A café is proposed integrated into the reception for ease of operation by one person at times when the pool is not busy. The café could also serve those using the adjacent playground and park as well as centre users.

The design provides for change rooms, family change rooms and disabled change areas with a “change village” for schools and groups including Learn-to-swim clients. A new 8-lane 25m pool that meets FINA standards for competition is included and new plant and heating for all pools to meet NSW Department of Health standards is included in the design. The site is ‘accessible’ and meets the requirements of DDA with pool access and ramp access from the car park with disabled parking adjacent to the entry.

Spectator seating has been provided in the design on two sides of the new 25m pool and the family leisure pool has grass and shade adjacent to the pool. The family leisure pool is close to the entry and the café and there is provision for a Splash Pad on the New England Highway side of the pool. The Splash Pad and Family Leisure Pool provide an attractive feature that will ‘self-advertise’ the pool to those driving past on the highway.

Photo of the Tenterfield Memorial Pool taken from the New England Highway demonstrates how the pool is not designed to attract attendances from passing traffic or “showcase” an important and attractive community asset.

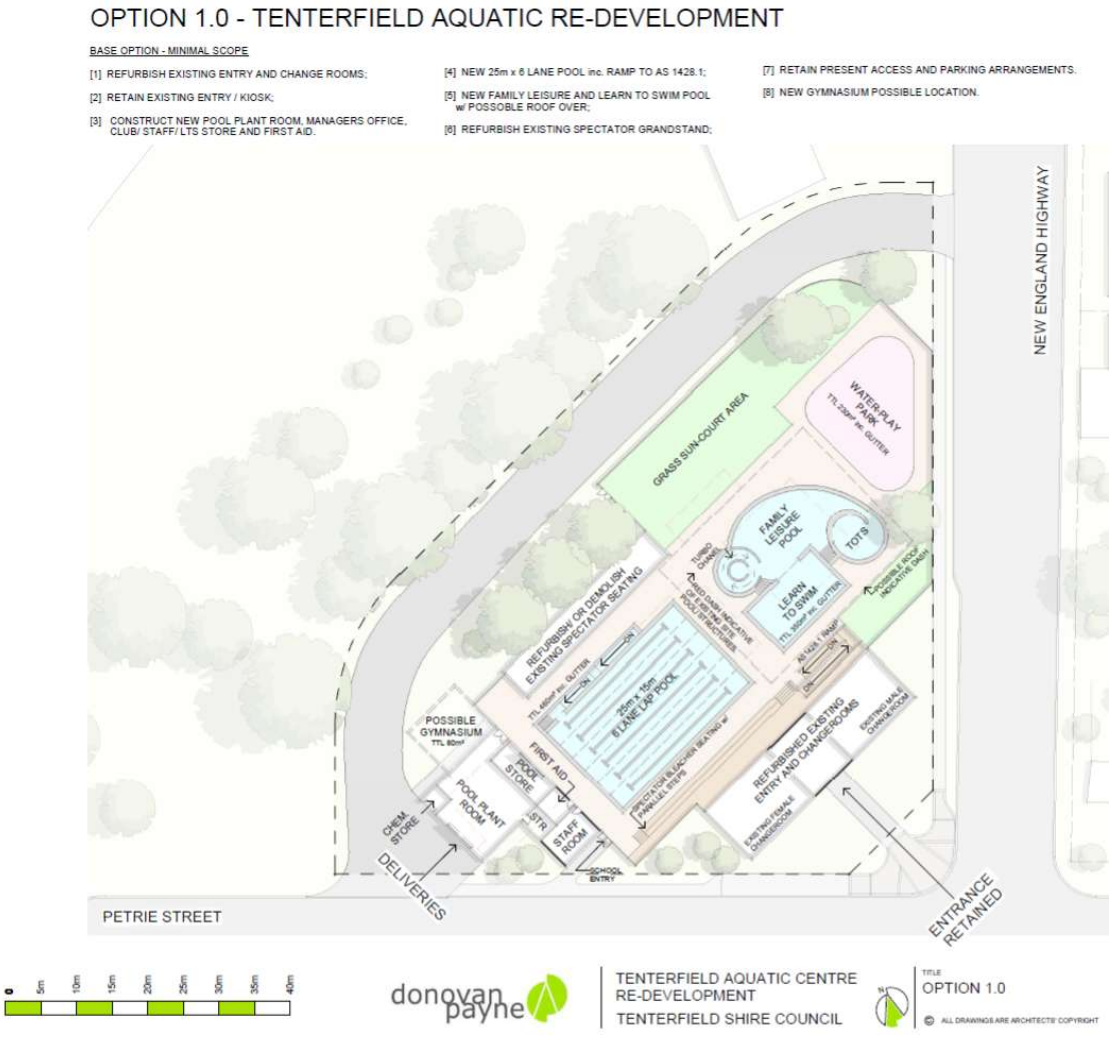
The photo of the entry is another example of the age of the asset and the lack of an entry statement or sense of arrival for fun and enjoyable time swimming in a pool that will “deliver” for the user.

Option One

This Option is the Base Option with minimal scope. It retains the existing entry and kiosk with refurbished modernized change rooms. There is no proximate car parking or relationship with the park as the grandstand is retained. It requires a significant amount of ramp area to enable access from the entry to the pool concourse.

A new plant room is proposed with the removal of the gravity sand filter and high-speed sand filters, dry chlorine dosing and a combination of gas boilers and heat pumps with separate plant for the new 6-lane 25m pool and new family leisure pool. The new plant room would meet NSW Health Department Guidelines for water turnover and disinfection. Included in the new building is a new first aid room and a staff room with a small multi-purpose room for the Swim Club and a storeroom for the pool equipment and Learn-to-swim and other program equipment.

The design replaces the existing toddler's pool with a Family Leisure Pool that has an area designed for Learn-to-swim and aquarobics in warm water as well as a "turbo channel" and "beach entry" to cater to all ages. There is adequate space for fitness room or gym with access from the car park as well as the pool for 24/7 use.



Notional Order of Probable Cost

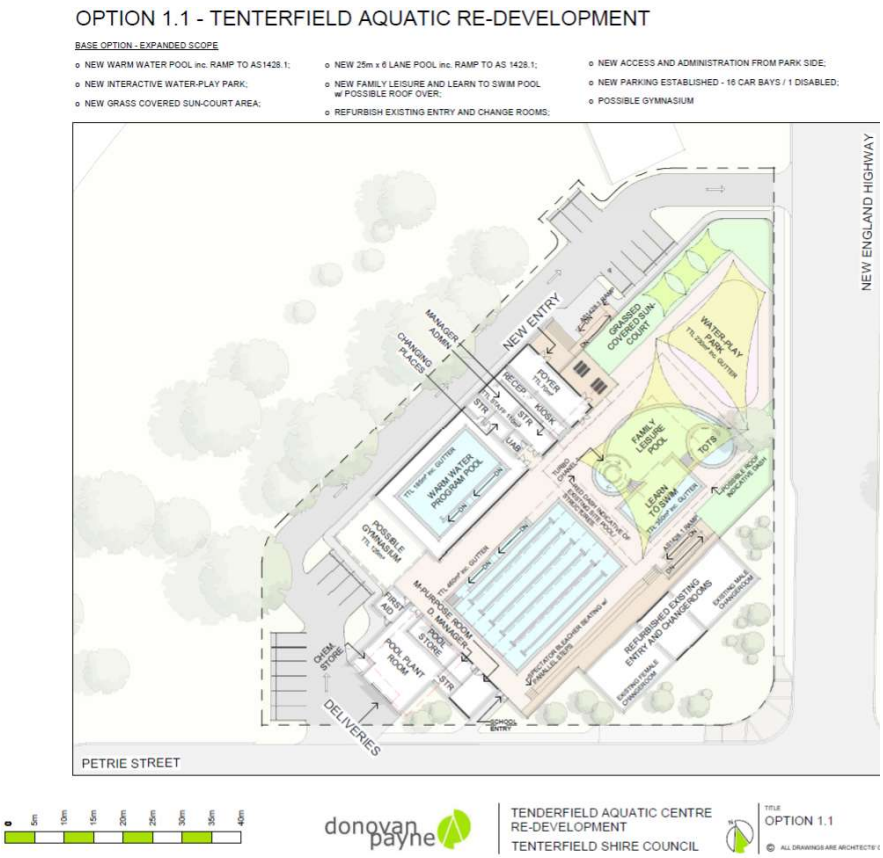
The Notional Order of Probable Cost for Option One is $6,585,000 + GST

Option 1.1

New Enclosed Indoor Program/ Hydrotherapy Pool with New 25m Lap Pool and Family Leisure Pool and New Entry

This option retains the existing change rooms (which would be refurbished) but creates a new entry with adjacent parking and disabled access ramp to the reception. The new entry and reception with café and demolition of the grandstand allows the pool to relate to the park and to the New England Highway with parking for disabled and users close to the entry. Additional parking has been provided adjacent to the proposed gym and at the intersection of Petrie Street and the park access road.

The main difference between Option 1 and 1.1 is the new entry, the indoor heated Program/Hydrotherapy pool adjacent to the new entry allowing all-year operation of this pool and with the removal of the grandstand an 8-lane heated 25m FINA pool. The 25m pool would operate for 6 months at approximately 27 degrees C and the Program/Hydrotherapy Pool indoors all year at approximately 33 degrees C. The Family Leisure Pool would be heated and filtered separately from the other two pools and would operate for the 6-month summer season at 30 degrees C. The hydrotherapy pool and program pool would attract new and more frequent use and be available all year for exercise, learn-to-swim and classes was the highest priority for stakeholders and the community. The retention of the existing change rooms would reduce the capital cost to some degree. However, the refurbishment of the change rooms and the entry/kiosk would be significant and would not provide the level of amenity and the access that Option 2 and Option 3 offer, particularly for users of the proposed indoor pool. The Family Leisure Pool could be enclosed at a future date in this option as with Option 1. The interactive water play area, shade and landscaped grass for families is part of the family leisure area.

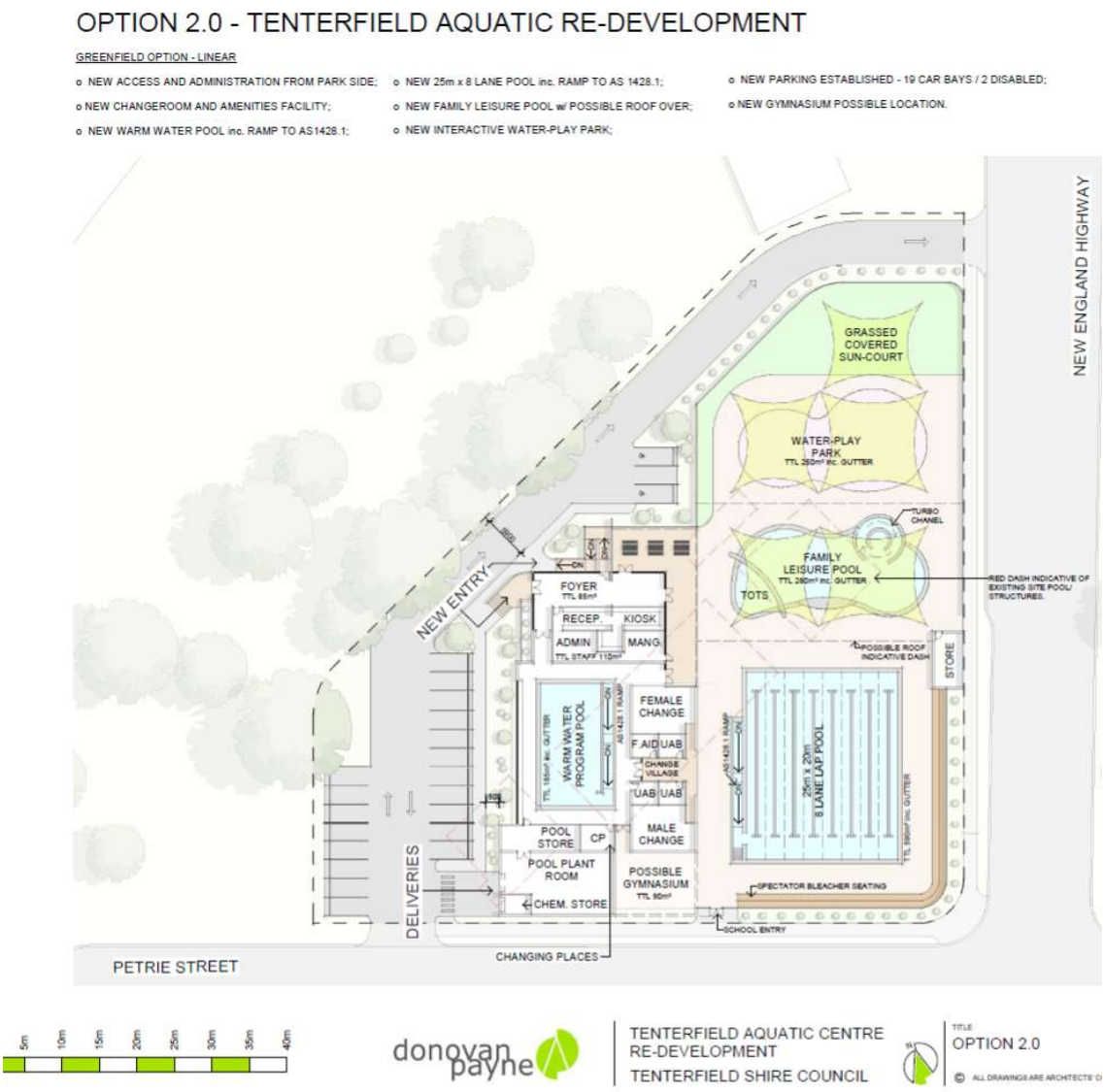


Notional Order of Probable Cost

The Notional Order of Probable Cost for Option Two is $ 9,155,000 + GST*

Option 2

New Integrated Indoor Program/ Leisure Pool, New Change Facilities, Entry and café with new 8-Lane 25m pool and Family Leisure Pool.



The design of Option Two is the full Master Plan that includes all the identified needs of stakeholders and the community and optimizes the space on the existing site. It also makes best use of the aspect of the site and integrates new, modern change rooms with both the indoor Program/Hydrotherapy Pool and the new entry and reception/café.

The relationship to the park is strong with views from the indoor pool and the creation of 21 new car spaces with two disabled parking spaces adjacent to the entry. The pool layout is simple and take advantage of the contours of the site to provide tiered seating on two sides of the 8-lane competition and 25m lap pool. There are two spacious storage areas for the pool equipment and a gym can be located on the site to attract additional users and generate revenue. The gym is considered important with the indoor Program/Hydrotherapy Pool operational all year. The design provides an open and attractive layout that is readily seen from the New England Highway.

A modern plant room with store, first aid room and staff facilities and Swim Club area is included in the Concept Design. There is also space for a small Gym/Fitness

Centre in line with the initiative of the current Operator to provide a fitness Gym with a membership and casual use option. The location of the gym and its size will need further development with stakeholders and I line with its proposed operation, may need to have 24/7 access from the car park.

Exterior Integration

Option 2 is a new facility replacing the existing pools, plant, grandstand, amenities building with entry with a completely new facility. The design integrates the pools and new facilities on the site in such a way as to optimize the presentation of the complex to the New England Highway while at the same time making a strong connection to the adjacent park. The design of the amenities buildings and plant room provides a windbreak to the 25m pool and also uses the change in level across the site to provide tiered seating around the new 8-lane 25m pool.

There is a change in level between the new car park and the pool entry and concourse level which is overcome by a ramp to meet DDA requirements for access. At the entry the design features and integrated café and reception with good line-of-sight over the indoor Program/Hydrotherapy Pool and the outdoor Leisure and competition pool. A café eating/seating area is located adjacent to the entry and allows for external service to park users as well as pool users.

Structure and Materiality

The Aquatic facility is lightweight steel framing, with simple roof structures serving the entry/reception; the ‘pool hall’ and its interior and new amenities and plant. Interior concourses are exposed aggregate (not rough-washed) with R12 slip resistance. The Indoor/ Program Pool surfaces are fully tiled and the amenities building has a “change village” as well as parent and disabled change facilities and male/female toilets and change facilities. Openings are full height with interiors raised for optimal pool viewing and ventilation. Walls are CFC clad over rigid insulation, with furnishing and exterior seating ‘natural’ timber/veneer around the pool as for Option Three.

Notional Order of Probable Cost

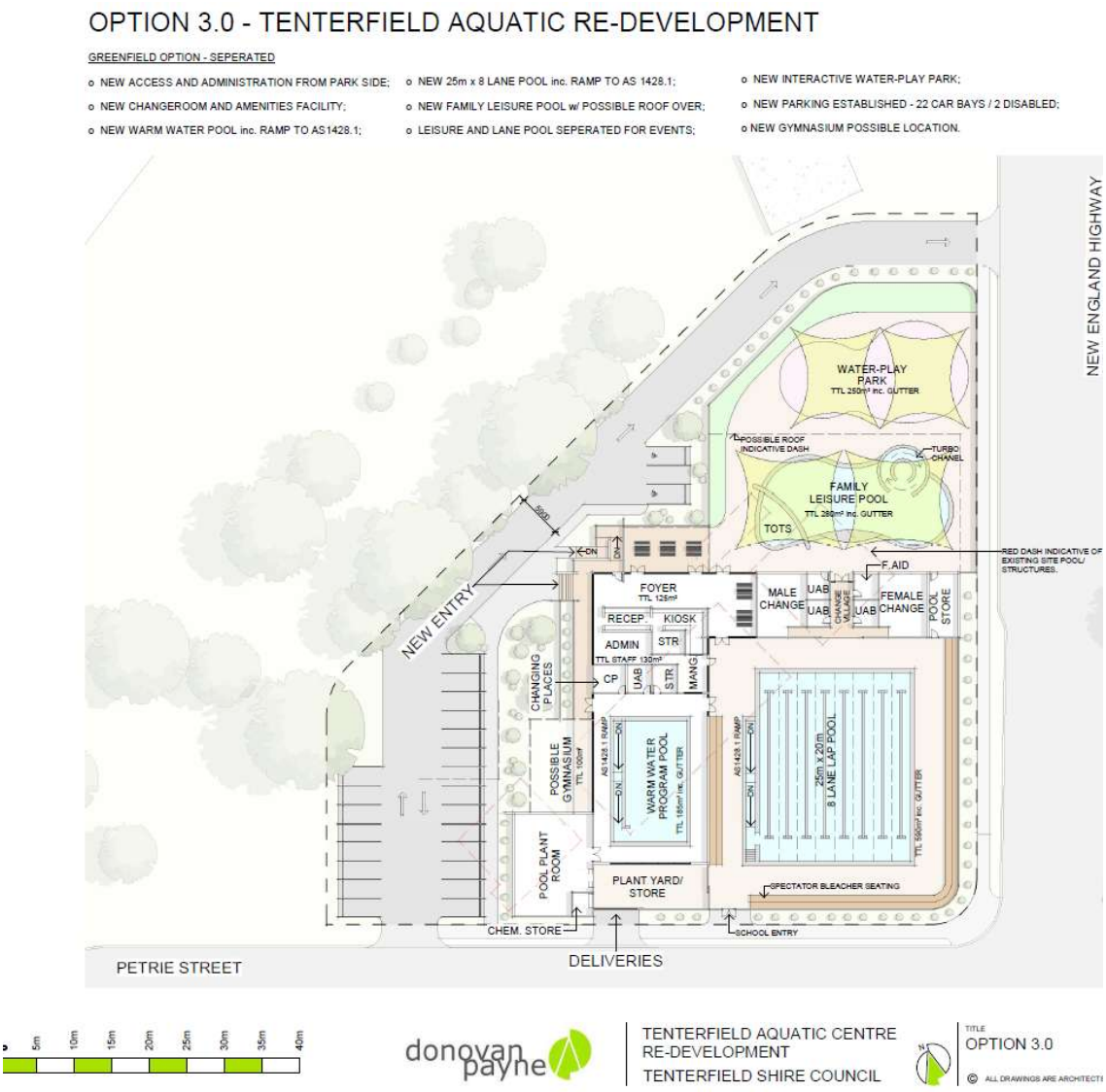
The Notional Order of Probable Cost for Option Two is $10.275m.*

*the cost does not include the cost of the gym which is shown as 90m2 and may need to be bigger and in a different location. The option of enclosing the family pool is also not included with an estimated additional cost of $750,000. There are no escalation costs in these estimates

All options would meet universal access standards and integrate energy efficiencies with the use of solar to generate electricity to offset the cost of running the heat pumps. Gas boilers may be required to supplement the existing heat pumps depending on their condition and effectiveness. Additional heat pumps will be required for the heating of the new pools and most probably the existing 50m pool as well as heating the air in the pool hall. The cost of installing Photo Voltaic Cells (around $100,000) would significantly reduce the energy costs associated with running the existing and additional heat pumps. Use of bottled gas is expensive and the efficiency of a gas boiler and heat pumps in combination needs to be modelled to determine the best outcome once the Council has agreed on the preferred option.

Option 3

New Indoor Program/ Leisure Pool, New Change Facilities Integrated with Entry/Café and new 8-Lane 25m pool and Family Leisure Pool + Splash Pad.



The design of Option Three is the full Master Plan that includes all the identified needs of stakeholders and the community and optimizes the space on the existing site. It also integrates new, modern change rooms with the entry/reception and café area. The new change rooms separate the 8-lane 25m pool from the family leisure pool and Splash Pad. The design includes the indoor Program/Hydrotherapy Pool and the new entry and reception/café. The location of the change rooms allows the 25m pool and Program/Hydrotherapy Pool to move towards Petrie Street boundary providing enough space for a potential new gym accessible from the new car park adjacent to the park and new plant room.

The relationship to the park is not as strong with views from the indoor pool blocked by the new plant room and proposed gym. The Concept Plan still creates 21 new car spaces with two disabled parking spaces adjacent to the entry. The pool layout is simple and take advantage of the contours of the site to provide tiered seating on two sides of the 8-lane competition and 25m lap pool. There are two spacious storage areas for the pool equipment and a gym can be located on the site to attract additional users and generate revenue. The gym is considered important with the indoor Program/Hydrotherapy Pool operational all year. The design provides an open and attractive layout that is readily seen from the New England Highway.

A modern plant area with stores adjacent to the 25m pool and a store as part of the change rooms with first aid room and staff facilities created. The Concept Plan shows space for a small Gym/Fitness Centre in line with the initiative of the current Operator to provide a fitness Gym with a membership and casual use option. The location of the gym and its size will need further development with stakeholders and in line with its proposed operation, may need to have 24/7 access from the car park.

Photo of Bold Park Entry from car park adjacent to surrounding parkland

Exterior Integration

Option 3 is a new facility replacing the existing pools, plant, grandstand, amenities building with entry with a completely new facility. The design integrates the pools and new facilities on the site in such a way as to optimize the presentation of the complex to the New England Highway. The design of the amenities buildings and plant room

provides a windbreak to the 25m pool and also uses the change in level across the site to provide tiered seating around the new 8-lane 25m pool.

There is a change in level between the new car park and the pool entry and concourse level which is overcome by a ramp to meet DDA requirements for access. At the entry the design features and integrated café and reception with good line-of-sight over the indoor Program/Hydrotherapy Pool and the outdoor Leisure and competition pool. A café eating/seating area is located adjacent to the entry and allows for external service to park users as well as pool users.

Structure and Materiality

The Aquatic facility is lightweight steel framing, with simple roof structures serving the entry/reception; the 'pool hall' and its interior and new amenities and plant. Interior concourses are exposed aggregate (not rough-washed) with R12 slip resistance. The Indoor/ Program Pool surfaces are fully tiled and the amenities building has a "change village" as well as parent and disabled change facilities and male/female toilets and change facilities. Openings are full height and walls are CFC clad over rigid insulation, with furnishing and exterior seating 'natural' timber/veneer around the pool as for Option Two.

Notional Order of Probable Cost

The Notional Order of Probable Cost for Option Three is $10.600m.*

*the cost does not include the cost of the gym which is shown as 100m2 and may need to be bigger and in a different location. The option of enclosing the family pool is also not included with an estimated additional cost of $750,000. There are no escalation costs in these estimates

All options would meet universal access standards and integrate energy efficiencies with the use of solar to generate electricity to offset the cost of running the heat pumps. Gas boilers may be required to supplement the existing heat pumps depending on their condition and effectiveness. Additional heat pumps will be required for the heating of the new pools and most probably the existing 50m pool as well as heating the air in the pool hall. The cost of installing Photo Voltaic Cells (around $100,000) would significantly reduce the energy costs associated with running the existing and additional heat pumps. Use of bottled gas is expensive and the efficiency of a gas boiler and heat pumps in combination needs to be modelled to determine the best outcome once the Council has agreed on the preferred option.

Stakeholder Consultation

RMP contacted stakeholders during the Study and interviewed representatives of the current pool staff Operator (Justin from Justsportsnfitness) Tenterfield Swimming Club.

The stakeholder consultation was helpful in understanding the current use of the pool and potential use of an indoor pool. The Swimming Club and the Indoor Swimming Club representatives were very positive about the opportunity to swim all year round and have a learn-to-swim program in a purpose-built pool available in Tenterfield.

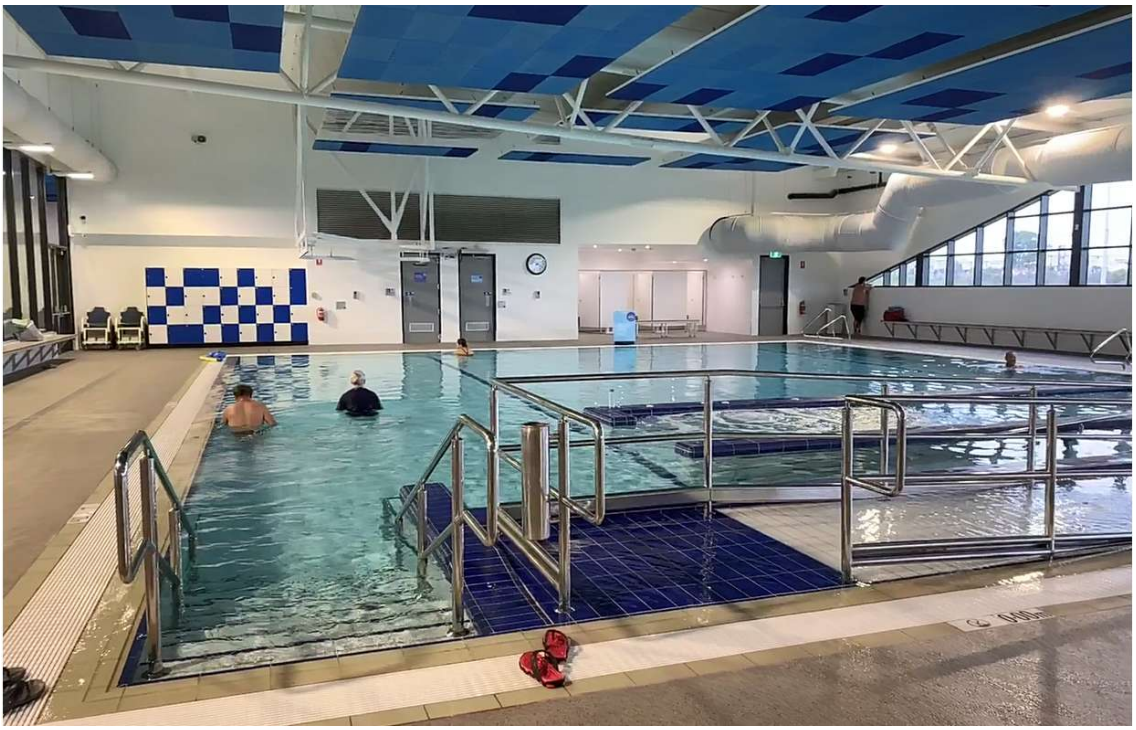
The two Swim Club representatives provided input into the process that was helpful in developing the Concept Plan options and the school representatives outlined their concerns with the current pool being able to meet their needs, especially the water temperature not being consistent with no warm water for learn-to-swim.

The aging population in Australia and the more active participation by those over 55 have created a demand for indoor aquatic facilities with pools offering differing temperatures, depths and configurations for lap swimming, classes and relaxation/hydrotherapy.

Families are particularly interested in opportunities for children to learn to swim, develop swimming skills and also to have an attractive venue to go all year, regardless of the weather. School representatives indicating that they would schedule learn-to-swim classes all year if an indoor pool was built at Tenterfield. Learn-to-swim is also much more effective with a purpose-built program pool that is at a temperature which relaxes students and provides appropriate water temperature for babies, pre-schoolers, those with asthma and those who may be apprehensive about learning to swim. The schools will also appreciate and support a facility that is not weather-dependent for the quality of the experience.

Visitors to Tenterfield from around Australia and surrounding major towns will have an expectation of high quality indoor aquatic centres similar to those in their local area. The Tenterfield Memorial Pool site adjacent to the Park is an attractive destination if it offers a range of attractions, programs and pools. The proposed Indoor Pool will increase visits from residents and visitors providing additional activities and a “community hub” all year in an attractive accessible location.

Example of a modern entry with café seating retail and access to pool



Typical small Indoor Program/Hydrotherapy Pool

Summary

According to Sport Australia's AusPlay data, only 3% of children are active enough outside of school to provide benefits to their health. To counter this, we should be aiming for children to be active seven days a week, with play, recreation or participation in community sport. Children being active at school is also a critical factor.

Global and local research has shown over the past decade that physical activity is an important factor in children's mental and physical health, as well as academic performance. Sport Australia is investing over $200 million in its Schools Program, aiming to increase children's participation in sport.

An indoor heated program pool available all year would increase opportunities for access to swimming and programs such as learning to swim and lifesaving. Indoor pools provide a safe and guaranteed environment regardless of weather and with water temperatures that are much more conducive to learning and participation.

The high proportion of the population that falls into the over-60 age group makes it essential for the pools to have warm water as well as access that meets current codes and change rooms that are attractive and functional with at least two DDA compliant change areas. An indoor pool that is open all year is the highest priority for older residents and for schools and for learn-to-swim programs. Adequate parking and an attractive entry with an integrated reception/café are and a covered and modern café seating area is required to ensure the Memorial Pool becomes an attractive destination for everyone in the community and an indoor pool would ensure this could be available all year.

2. Market Considerations

COMMUNITY CONSULTATION OUTCOMES (summary)

- Indoor heated all-year round accessible pool suitable for hydrotherapy, learn-to-swim and gentle exercise
- New 25m pool and plant room
- New outdoor leisure pool
- New or upgraded entry, change rooms and kiosk/cafe
- Spectator seating and more grass/shade
- More parking
- New entry
- Better relationship to park
- Attractive presentation to New England Highway
- A “meeting place” for all ages
- More activities for all ages
- New pool able to attract regional carnivals
- New pool to attract families and tourists
- Disabled facilities and access to all pools
- Use solar and ensure pool temperature
- Safe and “state of the art” plant room
- Attractive design and presentation

TENTERFIELD HIGH SCHOOL (written response)

Current use of the Memorial Baths includes:

- Swimming lessons during Personal Development, Health and Physical Education and Weekly Sports for Year 7 students in Term 1
- Water Sports units for elective subject Physical Activities and Sport Sciences for Years 9-10 in Terms 1 and 4
- Water Sports units for elective subject Sports, Lifestyle and Recreation for Year 11 in Terms 1 & 4
- Water sports during Weekly Sports for all year groups
- Annual Swimming Carnival in Term 1 and End of Year Pool Party in Term 4
- Potential use of the pool if there was a small program/Learn to Swim/hydrotherapy pool:
- Learn-to-Swim/remedial swimming lessons for Grades 7-12 Terms 1-4 for Weekly sports
- Inclusion of water-based resistance training/fitness training for the aforementioned subjects in Years 7-12
- Stroke correction/training workshops for representative athletes year-round (if amenities were suitable)

OVERVIEW OF CURRENT POOL PERFORMANCE BY OPERATOR

- 60 kids completed holiday intensives attending 1 lesson per day over the allocated weeks
- 24 kids and teens completed holiday squads. Training once per day over the allocated weeks
- Attendances for the month were up by 20%
- Attendances for year to date are up 5%. This includes the closure periods of over 6weeks attendance from last year.
- Season pass sales up by 14 total.
- 88 gym attendances for the month of January.
- The Mercantile was a massive success with over 20 entries across the categories and over 180 attendances
- No Major or minor incidents/injuries

DISABILITY COMMITTEE (Tenterfield Council)

- Aquatic upgrade
- Change the entrance
- New Pool to be inclusive i.e. close the road behind the pool and open it up to the park like at Stanthorpe and have a number of facilities in the same area including park, pool, community building etc.
- Change the entrance
- Have murals
- Ensure the pavements are not slippery
- Hydrotherapy pool is a must
- All year round, use - heated and covered.
- Access ramp into pools

- Easy parking including mobility and accessibility parking. Scooter parking area.
- Moree hot springs type set up would be ideal.
- Upgrade of toilet and showering facilities.
- Accessibility friendly.

New England Sports and Active Recreation Plan 2018-2023

- Increased participation
- Improved access

Although not specifically mentioned, Tenterfield is one of the towns in the New England area and its sporting and recreational facilities are important to the region and to the local community. The Tenterfield Memorial Pool is old and does not provide a quality or easily accessible resource for the local community or the region. With an aging population the pool's current lack of disabled access and disabled facilities that meet DDA requirements as well as the lack of water heated to a temperature suitable for warm water therapy and exercise is a major constraint. The Master Plan provides Council with options to upgrade the facilities and generate increased participation across all ages and in particular provide a "fit-for-purpose" venue for teaching swimming, coaching and exercise. The very low percentage of students enrolled in local schools who can swim is a real concern from a safety and a participation perspective.

3. Capital Cost

Donovan Payne Architecture has estimated the Project Cost for Option 2 to be around $10.275M. This figure includes full mechanical ventilation for the indoor program pool and recognizes that there are additional costs that will be part of a Quantity Surveyor's cost plan when final design details and timing for construction as well as the cost of additional space (in the case of the gym) or reduction in scope if a staged approach is considered the best approach.

The estimated cost provides a guide based on recent projects and proposed materials and quality of plant and equipment. The final cost may be reduced or increased depending on the outcome of community consultation, design review, method of construction and materials. It is assumed that as a Council building it will be low maintenance and of a quality that will reduce lifecycle costs and a design to reduce recurrent costs.

Use of solar 'photo voltaic cells' to generate electricity into the grid with "credit" for the electricity generated contributing to a reduction in operating costs should also be considered if the grid will accept the electricity produced. As a guide around 30kw can be produced from panels with a net cost of around $110,000.

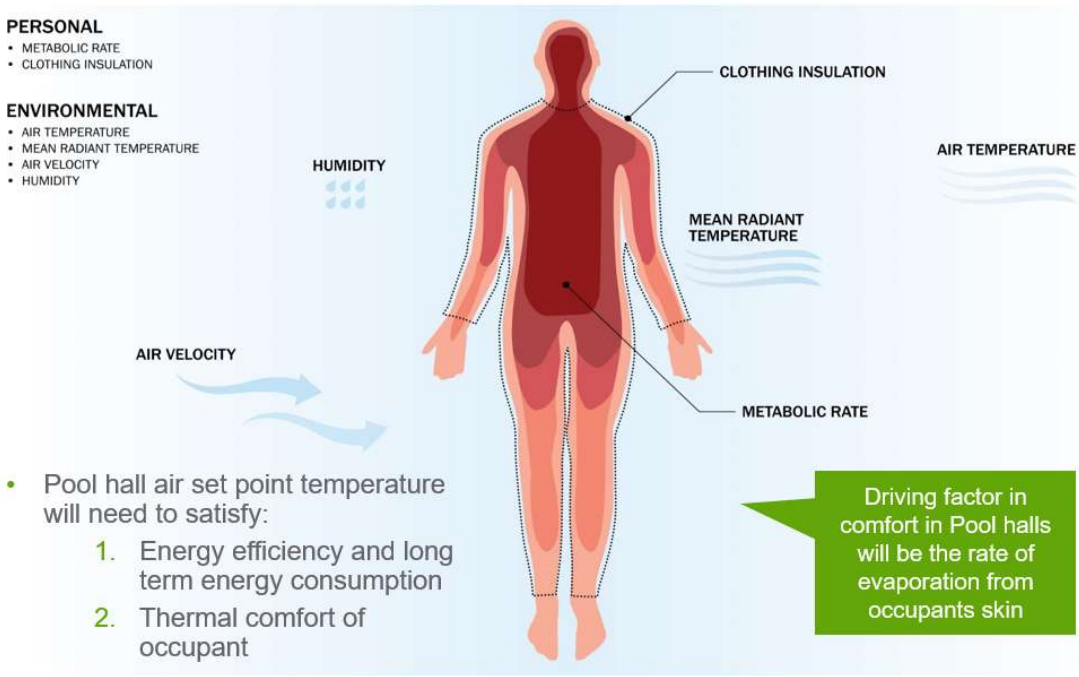
Lithgow Pool (see photo above) is an indoor 25m (5-lane) pool with integrated family/program pool. The Council wanted to reduce the capital cost and did so by having one plant and heating system for the pool and no air heating or mechanical ventilation.

Cost $6.2M (2014)

The Aquatek system was used for both roof/ceiling and walling applications and, together with 50mm high-density foam flooring insulation, forms a comprehensive insulation solution. Other sustainable design features included thermally broken double-glazed windows, and solar powered water heating and heated floors.

The use of mechanical ventilation in pool halls reduces condensation and building deterioration as a result of the humidity and chemicals that are airborne forming what is known as ‘acid rain’ that attacks the building and equipment in the pool. Controlling air temperature also reduces the cost of pool water heating in conjunction with pool covers.

It also is important to make the pool an attractive place for people to be in and this is very important for program/hydrotherapy pools where the water temperature is 33 degrees C. The diagram below explains the energy impacts of pool heating on pool users. The Lithgow Pool has reduced its capital cost and energy cost by not designing a pool hall with mechanical ventilation. This has resulted in a lower amenity for pool users, higher pool water heating costs (the pool water has to heat the air) and one pool temperature for all pool users. This results in lap swimmers and squads swimming in water that is too warm and uncomfortable and those seeking hydrotherapy and warm water for preschool swimming classes not having the temperature they need.



Research has shown that the biggest attraction for users in public pools is “leisure water” which is usually shallow, has a number of water features and in larger population centres can include wave pools and “lazy rivers”. Tenterfield Memorial Pool Masterplan includes leisure water in all options with a Water Play Splash Pad for families and children with small slides and water features that does not require lifeguarding but allows families and small children to have a safe fun play experience. The detailed breakdown of costs is contained in Attachment 1.

4. Financial Implications

Justsportsnfitness as the current Operators of the Tenterfield Memorial Pool have considered the potential income generation of the proposed new facilities as set out in Option 2 with a new entry and café as well as heated pools with separate plant and different temperatures. They have also assessed the potential that a small indoor Program/hydrotherapy pool would have to generate visits and revenue if available all year.

Justsportnfitness were appointed Operators at the commencement of the 2018/19 season. The Tenterfield Memorial Pool at that time recorded approximately 10 000 attendances for the previous season. Council meets the repair and maintenance costs of the existing asset. Replacing the old pools and change rooms with new facilities and adding a new Indoor Program/Hydrotherapy Pool would significantly reduce Council’s maintenance costs. The new facilities are designed for at least 30 year life cycle with minor refurbishment every 5 years and major every 15 years. A long term lease could be negotiated with the Operator taking responsibility for all maintenance costs up to $10,000 with Council only responsible for major items.

In 2019/20 season Justin Lemberg has written to Council and indicated that the attendances for the season would be approximately 17,000 (this was despite a closure of the pool for 8 weeks). The goal Justin had set for 2019/20 was 20,000 visits and he believes this would have been achieved if not for the pool being closed for 8 weeks.

In reviewing the Concept Plans Justin believes if a gym was built as part of the new facilities it would attract 300 members with visits to the gym being on average three times per week per member. A conservative estimate would be 2 visits per week or 600 total visits per week by gym members. The gym operation would have the potential to generate 35,000 visits annually on a conservative estimate. In addition, there would be casual gym attendances which could generate another 3,000 visits or $30,000 in revenue.

Justsportnfitness have considered the potential that a purpose-built Program Pools suitable for teaching pre-school, school age and adults to swim and have estimated at least 300 lessons/week would be a conservative estimate but only operating the Swim School program to run 30 weeks a year (300 x 30) and this would generate 9,000 visits and over $100,000 in revenue each year based on the current very low fees for lessons of $7 plus $4 entry.

Hydrotherapy is offered at Warwick and is heavily booked. There is no local market currently but a significant number of active aged (over 65) and two aged care facilities. Hydrotherapy is also relevant for those of any age who require rehabilitation after a sports injury, for low back pain, arthritis pain or even for asthmatics requiring warm water to exercise in and those pre-school children and particularly those under two years who need warm water to learn-to-swim safely and comfortably.
Justsportnfitness have indicated they believe the local population would support at least 10 people per day, 5 days out of seven using the hydrotherapy pool for exercise providing an estimated 50 attendances/week. If the indoor program pool/hydrotherapy pool is not built as part of the initial construction and the family/leisure pool is the only pool with warm water available, then the 50 visits/week would be based on an estimated 30 weeks. This would generate 1500 visits. However, if the indoor program pool were built as part of the initial redevelopment then the hydrotherapy and learn-to-swim numbers would increase as the pool would operate 52 weeks.

Other users of warm water are those who prefer to walk rather than swim for exercise and those preparing for surgery (knee, hip, back) and those recovering from surgery. There is a shortage of hydrotherapy pools in the region and hydrotherapy is an important part of the rehabilitation of workers in a range of local industry and sessions are paid for by the Insurance Company keen to get workers back to work after rehabilitation. It is estimated that those visits generated by walkers and others would conservatively be 10 per day over 7 days (70 a week) for 30 weeks, (2,100) or 3,640 over a full year.

The current pool heating is inadequate and cannot guarantee a temperature as it relies on an old solar collector system. With gas boilers and heat pumps providing a

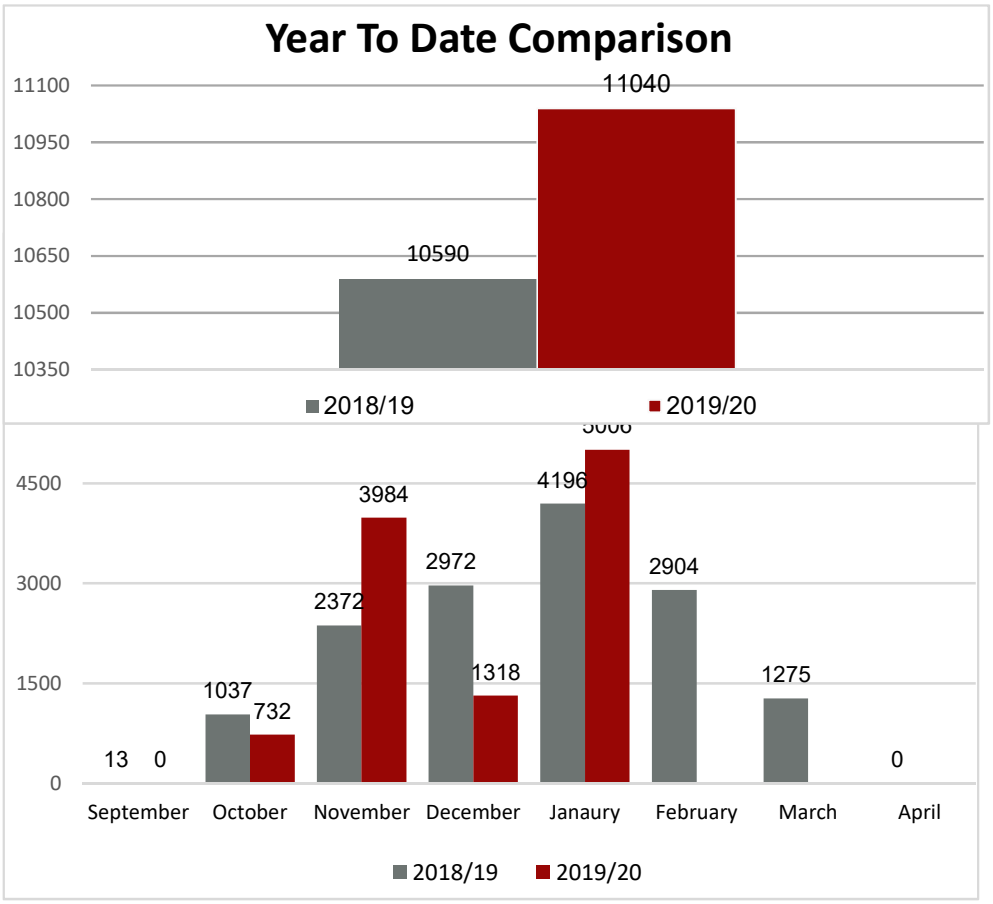
controlled temperature in the existing outdoor pools Justsportnfitness believes attendances for October and March would increase to at least 1500 and total attendances would exceed 30,000 annually. The improved temperature in the smaller program/leisure water (kiddies pool) would experience at least a 10% increase in total attendances to around 2000 for the season. Families attending at least 3 times/week over the summer holidays and more than once a week throughout the season will increase this number significantly with a quality café and warm water guaranteed.

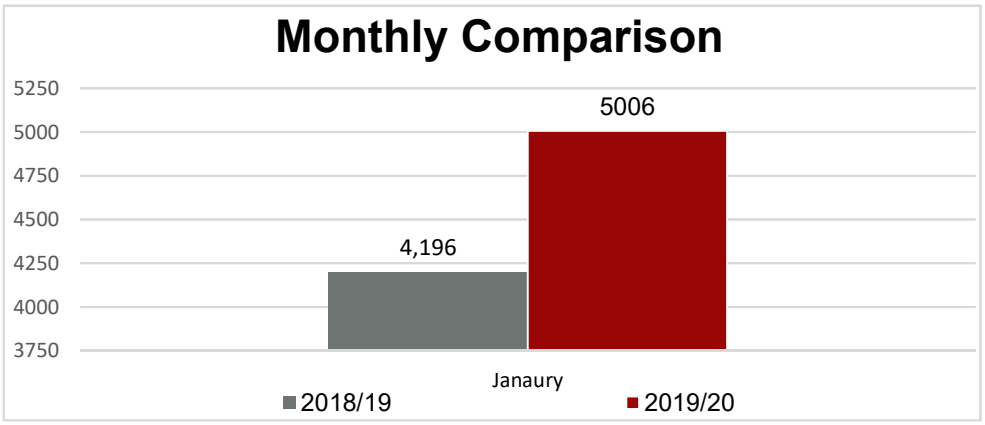
Based on the Concept Plans provided to Justsportsnfitness and Justin's understanding of the way other pools he manages have performed with improvements such as those proposed at Tenterfield Memorial Pool he has conservatively estimated total attendances for the first year to be:

Gym	35 000
LTS	9 000
Leisure	2 000 extra
Elderly	2 100
Hydro	1 500
General Entries	23, 000
Total	**72, 600**

Justin Lemburg indicated that without the gym the attendance numbers would drop to 37,600. However, the attendance projections do not include customers who may come in and have a cup of coffee and cake which could be 250 to 300 customers per week in addition to the users as the pool becomes a "meeting place" and community hub.

GRAPHS OF TENTERFIELD MEMORIAL POOL ATTENDANCES





SEASON PASSES SOLD

	January	YTD	Last Year
FULL SEASON FAMILY	0	49	39
HALF SEASON FAMILY	2	8	13
FULL SEASON SINGLE	0	25	10
HALF SEASON SINGLE	1	7	13

Weekly Programs

- Holiday squads from 6th Jan - 24th Jan at 10am each day.
- Junior Squads Monday 4:45-6pm, Wednesday 3:45-5, Friday 4-5pm Break for school holidays starting 13th December and Starting back up again 28 January)
- Due to closure period we made available daily squads of 10am and 3:30pm weekdays and 10am Saturdays to allow catchup of missed sessions for swimmers
- Intensive Learn to Swim holiday program will run from the 6th of January through to the 23rd of January Monday - Friday. This program is daily lessons and really drives forward little swimmers. Lessons fully booked with 2 teachers in the water. These lessons extended a week due to storms closing the pool and the teachers going back to other jobs.
- Lap Swimming - 6am-8am Monday-Friday
- Public Swimming - 10am-6pm
- Tenterfield Bumblebees Rugby Union Club Preseason Training Wednesday 6:30pm
- Gym - 6am-8am Monday-Friday 10am-6pm Monday-Sunday

January 2020

- Holiday squads ran with 24 booted into the daily sessions including 1 weekly gym session with a qualified instructor. We have had great feedback.
- Holiday LTS Intensives were also a great success with 60 kids completing the 2-week program (which ran into 3 weeks to catchup from storm closures).

Overview of Tenterfield Pool Operation 2019/2020 Season

- 60 kids completed holiday intensives attending 1 lesson per day over the allocated weeks
- 24 kids and teens completed holiday squads. Training once per day over the allocated weeks
- Attendances for the month were up by 20%
- Attendances for year to date are up 5%. This includes the closure periods of over 6weeks attendance from last year.
- Season pass sales up by 14 total.
- 88 gym attendances for the month of January.
- The Mercantile was a massive success with over 20 entries across the categories and over 180 attendances
- No Major or minor incidents/injuries
- School Carnivals are booked for the 5th, 12th and 14th February 2020
- School swimming program for Drake public school scheduled from the 17th-20th February 2020
- Tenterfield High School sports program scheduled Wednesday each week of Term 1
- Tenterfield Tigers Juniors 12/14's Tuesday Afternoons training.
- Bumblebees Wednesday afternoons pre-season training
- Aqua set to restart mid-February
- LTS Monday, Tuesday, Thursdays, Fridays and Saturdays
- Squads Monday-Friday Mornings and Monday, Wednesday, Friday afternoons

The 2019/20 Season at Tenterfield Memorial Pool has been disrupted by the closure of the pool at the end of 2019 for 8 weeks and then the early closing due to **COVID19.** Attendances were already falling significantly due in part to the drop in temperature but more importantly because the blankets were not being used on the pools to retain the temperature.

New pool covers and rollers and gas boilers with a heat pump to ensure that the temperature of the pool can be maintained at 27 degrees at all times will significantly increase attendances and attract significant use by the schools. In addition, the learn-to-swim

program for children of residents will be able to offer a comfortable learning environment. The warmer water will also benefit the older members of the community who swim regularly for fitness or who participate in Aqua classes.

5. FEES and CHARGES

Tenterfield Memorial Swimming Centre is managed by Justsportsnfitness with fees and charges set by Council. The current fees are low compared to pools in other major towns and in urban areas. The fees reflect the low and reflect the Personal ($454) median weekly income compared to the NSW median of $664 and the median family income of $1,015 compared to the NSW median of $1,780. Household median income is also low ($767) by comparison with NSW ($1,486) and Australia ($1,438)

Tenterfield Memorial Pool Fees and Charges

FEE NAME	2019/20 Fee (ex GST)	2019/20 Fee Including GST
Single Admission	$3:64	$4:00
Single Adult Admission	$3:64	$4:00
Children – aged 3 and under	$0	Free
Season Family	$350:00	$385:00
Season Family – 3mths (Oct. Nov. Dec) (Jan Feb March)	$186:16	$205:00
Season Single	$157:73	$173:50
Season Single – 3mths (Oct. Nov. Dec) (Jan Feb March)	$86:36	$95:00
School Hire	$2:00	$2:20
Spectator Admission (no charge for organised programs)	$2:00	$2:20
Gym Entry only	$3:64	$4:00
Gym and Swim	$5:45	$6:00
Learn to Swim	Pool entry plus $7:00	
Other Squads (includes Masters)	Pool entry plus $5:00	
Hire of Pool (out of hours) includes lifeguards	$115:00	$126:50

The current pricing structure reflects the SEIFA index for Tenterfield LGA. Community consultation sessions reinforced the price sensitivity of the community to increases in the cost of using the pool.

It is not recommended that the entry fees be increased (except for annual CPI increases) if Council undertakes the redevelopment of the Memorial Pool.

The “value-add” pricing needs to be considered differently. Justsportsnfitness as the current Operators should have the flexibility to set fees for the programs they offer to the community. These programs include learn-to-swim lessons and coaching, aquarobics and fitness classes and gym membership and use.

These are the significant income generators for a pool Operator.

WIRAC (the Operators of Warwick Indoor Pool) currently charge $15:40 per lesson for learn-to-swim and have a range of package “deals” for fitness classes and gym membership as well as squad and learn-to-swim. The gym is a 24/7 operation which is the preferred model for Operators. In discussion with Justin this would be the preferred approach for a new gym at Tenterfield Memorial Pool.

If Tenterfield Council decides to invest in heating and new covers for the 2020/21 season then monitoring the attendances and revenue generated by the Operator will provide a guide for both Council and the Operator of the potential of the Memorial Pool with heated water guaranteed and the programs for schools, squad, learn-to-swim and aqua classes promoted and running throughout the season.

It is important to note that the construction of a new 25m pool and new family pool will not significantly impact the revenue that will be generated from the existing pools with quality heated water. Justin Lemberg has indicated he believes the attendances will exceed 30,000 with the heating and new pool covers and no closures.

It is also important to note that the casual and gym membership income is a significant component of overall revenue at all pools and since Justin has introduced a gym at Tenterfield it has generated significant income in comparison to overall income.

The projections for heating in 2020/21 with pool covers and a combination of gas, solar and heat pumps are based on the calculations by the suppliers using industry energy calculation software and the temperatures for Tenterfield from September to March.

It is recommended that the cost to Council of heating the pools be negotiated with Justsportsnfitness and that as the heating and covers will significantly increase attendnaces and revenue to the Operator Justsportnfitness should meet the cost of heating. This has the advantage for the Operator in being able to increase the heat of the water to generate more revenue but it is the Operator who meets the additional cost and not Council.

If Council were to construct the indoor pool and new entry/café as Stage 1 then the contract with Justsportsnfitness would need to be terminated and a Tender for the operation of the Tenterfield Memorial Pool on a 12-month basis advertised. The tender may see an Operator who would be prepared to fund the capital cost of a new Fitness Centre/Gym in return for a long-term lease (say 20 years).

The Operator's expenditure would be impacted by

- The Council's policy on fees and charges
- The cost of energy and whether credit for electricity from PVC (photo voltaic cells) installed on new roofs was feasible
- Amount of direct solar energy to heat water during summer and shoulder season that could be generated by mats placed on existing roof structures (subject to a cost benefit study and payback period)
- Council agreeing to reduced operating hours during the May to September period for the Indoor Program/Hydrotherapy Pool (2hrs/day mornings and 2hrs/day afternoons plus pool bookings)

Income for the Operator will be impacted if the agreement allows the Operator to increase fees and charges. The fees and charges should be set at "market rates" and in recognition of Council's investment in the new facilities. The Operator would be able to generate revenue from Learn-to-Swim and Aqua aerobics and water exercise/hydrotherapy programs and gym entries and memberships.

With a new indoor heated pool, the entry and café would be necessary but a staged approach may retain the existing change rooms and provide a modest DDA compliant change room and Male/Female toilet/change area with deck showers to meet the requirements of the winter users. A modern café to provide a range of light meals, possibly including hot chips, toasties and similar hot snacks as well as coffee/tea and cool drinks with external users from the park able to purchase food and beverages from the café would improve the revenue. The upgrade would also contribute to the social amenity of the Swimming Pool as a place to meet for a coffee, snack or light meal.

COMPETITIVE POOL PRICING

The fees and charges at pools similar to Tenterfield have been researched. The current Operator of Tenterfield Memorial Pool is contracted to a number of pools and the entry pricing is similar to Tenterfield but the cost of Learn-to-swim and coaching is significantly higher.

2020 Price List

	Weekly	Block*	Weekly Direct Debit
Learn to Swim	1	$102.50	$18.50
Learn to Swim	Additional Lesson	+ $50	+ $10
Marlin	1	$70	$12.50
Marlin	Additional Lesson	+ $50	+ $10
Bronze / Silver / Gold	1	$52.50	$10.50
Bronze / Silver / Gold	Additional Lesson	+ $50	+ $10
Bronze / Silver / Gold	Unlimited	-	$33

	Per Lesson	Weekly Direct Debit
Masters	$12	$15.99

Bundamba 3282 2801 | Carole Park 3271 6116 | Goodna 3381 8240 | Leichhardt 3281 8743 | Rosewood 5464 1246

6. Income and Expenditure for Program/Hydrotherapy Pool – (400m2)

	Year 1	Year 2	Year 3	Year 4
Income - hydrotherapy	***40,000***	***42,000***	***44,100***	***46,250***
Hydrotherapy/aquafit costs $10.00/session (10 sessions/wk)				
Number in session	**8**	**8**	**8**	**8**
LTS	**42,000**	**44,100**	**46,305**	**48,620**
Casual entries @$3	**13,500**	**14,850**	**16,335**	**17,968**
Sub total	**95,500**	**100,950**	**106,740**	**112,838**
Expenditure				
Direct Wages	**137,500**	**151,250**	**166,375**	**183,012**
Gas and Electricity	**25,000**	**27,500**	**30,000**	**33,000**
Chemicals, cleaning, trade waste, repairs, maintenance, printing, purchases etc.	**35,000**	**38,500**	**42,350**	**46,585**
Provisional amount for Depreciation/Capital Expenditure etc.		**15,000**	**20,000**	**25,000**
Council charges (on-costs, super, insurances etc)	**20,000**	**22,000**	**24,500**	**27,000**
Sub Total	***217,500***	***254,250***	**283,225**	***314,597***
Total Surplus (Deficit)	***(122,000)***	***(153,300)***	***(176,485)***	***(201,759)***

The following assumptions have been made: -

- 8 x 45-minute sessions per week
- No customer base growth per annum (over 5 years the average per class expected to be 8)
- Direct wages increase by 5% per annum. Direct wages based on two staff to cover opening hours 8.00am to 12.00noon and 3.00pm to 7.00pm Monday to Friday and 8.00am to 4.00pm Saturday/Sunday with early opening 6.00am – 8.00am Monday and Wednesday and 12.00 to 2.00pm Tuesday and Thursday. Total hours of opening 64 hours with a qualified lifeguard/receptionist on duty at all times and LTS instructors (2 hours/day) and Aqua and Hydro instructors employed for 10 hours each week.
- Expenditure increase by 10% per annum

- Provisional allocation for costs for payroll, insurance, LSL and on-costs such as super

An average entry cost of $3.00 is used in the calculation for casual swimming. The entry fee is lower than the current $4.00 but the revenue is driven by the “value-add” from programs. No income for hire of the pool to groups or physiotherapists has been included but it is expected there would be hire income outside normal opening times.

Direct wages are based on 2 pool reception/lifeguards (2x 38 hours/week each) and Casual Instructors @$55/hour for hydrotherapy and $34/hour for LTS teachers (including super)

Income calculations for hydrotherapy and aquafit based on 8 sessions Monday – Saturday and with no classes on Sunday. LTS based on 4 classes/day Monday-Saturday (30-minute classes) with no Sunday classes.

(It should be noted that current fees and charges for entry to the existing swimming centre are low and the fees required to meet the cost of qualified instructors offering hydrotherapy and aquafit classes are high by comparison.)

Income from learn-to-swim classes has been included based on half the projected 9000 lessons by Justin Lemberg as the additional $58,000 in revenue would be generated by lessons in the heated outdoor family and 25m pools.

The Expenditure is based on an Operator managing the pool and retaining all income and paying all expenses. There may be savings if the pool is built as part of Stage 1 with new entry/café and retail sales and café income as well as expanded operations all year included in a re-negotiated lease. Income from a Gym/Fitness Centre open all year at the Memorial Pool in conjunction with the indoor heated pool would allow the Operator the best chance of meeting the cost of managing the pool and limit Council’s contribution.

7. Cootamundra Pool Case Study

The Cootamundra Shire constructed an Indoor 25m Pool in 2014 as part of the redevelopment of the town’s 50m pool. The Shire adopted a very tight financial approach to construction and using very basic materials and Council’s own project management completed the new indoor 25m pool on budget. The project did not include a separate program pool area or leisure pool space in the design.

The heating was a combination of solar and gas and the hours of operation during the 9 months outside the December/January/February summer season were restricted with an increase in entry fees to offset the additional heating and staffing costs.

Council was not expecting to operate the pool without subsidy but to set fees and charges and promote the programs and use of the pool throughout the year to enable the deficit that was previously associated with the operation of the seasonal outdoor 50m pool to be similar to that of the all year operation.

The visits for the 12 months July 2015 to June 2016 at the Cootamundra Indoor25m Pool were reviewed by the consultants as was the income and expenditure for this period. The income for the period identified the source of revenue and the categories of expenditure. It should be noted that $76,045 was entry fee revenue.

The design and presentation of the facility is very basic the 25m pool temperature is also cool. The temperature is related to heating costs and lower than would be recommended for pre-school LTS and swimming lessons for those who are beginners and not actively swimming in a stroke correction class or participating in a strenuous aqua class.

The deficit for the 2015 /16 financial year for the Cootamundra Pool was $223,371.

Visits to the Cootamundra Pool for the entire year were 22,775 compared with the Tenterfield Memorial Swimming Pool in 2019/20 of 17,000 for less than 6 months of outdoor seasonal operation.

The Cootamundra population is 5,579 indicating a visitation of a little over 4 times the population for a full year. The visits in 2019/20 for Mudgee represent a multiple of 2.5 of the Tenterfield Shire population but a multiple of 4.25 of the township of Tenterfield population.

The projected attendances at Tenterfield Memorial Pool with an indoor pool open all year and modern entry and café with new outdoor pools and landscaping is 72,400 which represent a multiple of 10.8 times the Council's population. The use of indoor pools by the older population has grown in recent years with a significant number of adults attending classes or swimming/walking for exercise at least 3 times each week. These projections are supported by the outcomes of community feedback from all ages for an indoor pool. A recent study for a new indoor pool at Bateman's Bay projected a multiple of 13 was realistic. Past experience has shown 6 to 8 times the catchment population is realistic.

Recommended Development – Option 2

Option 2 provides for the construction of the indoor Program/hydrotherapy Pool open all year supported by an updated café and reception and a range of new "wet" and "dry" programs.

Visits to the pool are expected to more than double and income from fees and charges as well as revenue from programs such as learn-to-swim, aqua-aerobics, hydrotherapy and walking for exercise and a range of "dry" fitness classes will reduce the Council subsidy per visit.

The range of programs and benefits provided to all age groups in the community and the visitors to Tenterfield will generate a "buzz" and provide a social meeting place for the community. The demographics support the projected participation in a range of classes and activities with older residents wanting an affordable experience that provides social and health/fitness outcomes in a quality facility.

The Junee Aquatic Centre has demonstrated that a population of 6,230 can generate significant revenue and visits if the programs are relevant to the community's needs and new facilities are provided.

Junee Aquatic & Recreation Centre had 53,508 visits in 2015/16 with an adult entry of $6 and child/concession entry of $4. There were 18,286 casual swims and 3,304 Direct Debit fortnightly swim member visits. The centre has a small fitness area and there were over 12,000 visits by members on fortnightly Direct Debit contracts who pay for Gym and Swim.

The existing Swim Club room is used for fitness activities but there is no "dry" space available for classes such as dance, aerobics, yoga and the range of Les Mills style classes found at commercial fitness centres. A wide variety of community programs, workshops and courses could also be offered by the Operators of the Tenterfield Memorial Swimming Centre if the Master Plan was funded.

8. Recommendations

1. That Council resolve to seek funding for the redevelopment of Tenterfield Memorial Olympic Swimming Pool to undertake the construction of the facilities outlined in Option 2. If a staged development a new indoor hydrotherapy/program pool and plant, entry and café with unisex DDA compliant toilets/change rooms is recommended as Stage 1.
2. Actively pursue grants to fund construction, solar heating and energy generation.
3. Undertake heating and purchase new pool covers and rollers for the 2020/21 season

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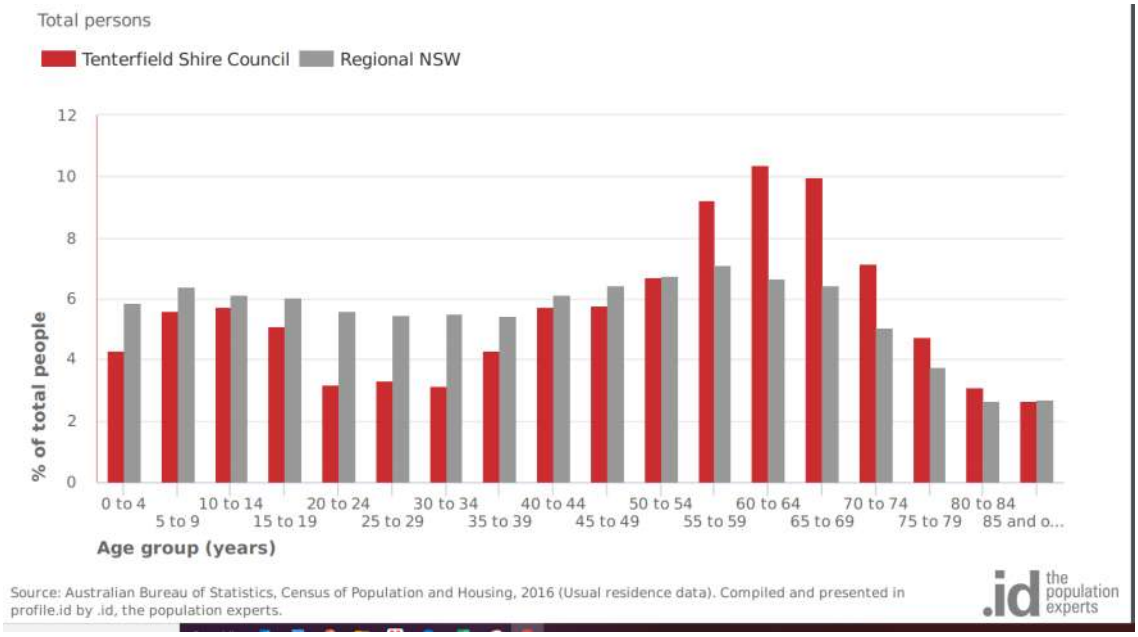
9. Demographic & Trends Analysis

The Mid-Western Region has experienced strong population growth, with an annual average rate of population growth over the last 10 years of 1.2%. Based on the annual average growth rate, the Region is projected to have over 30,000 residents by 2034. (2018 Economic and Business profile)

Population Data



An analysis of the demographic date revels that Tenterfield has an older population compared to most towns of similar size in NSW. The population overview reveals 16% are elderly singles, 11.4% are elderly couples and 21.3% are classified as older couples with families.

The demographics are important when considering the likely user groups an indoor heated pool would cater for all year round. The responses received from those at the community meeting in the RSL hall confirmed that there would be significant use of an indoor pool for during winter. The uses reflected the concentration of ages in the over 50 demographic seeking warm water for hydrotherapy, classes and exercise.

The redevelopment of the 25m pool to provide a FINA standard 8-lane pool with a family leisure pool heated during the summer season (October to March) was supported by all for lap swimming and classes for fitness such as aqua aerobics, a quality training pool for the Swim Club and warm water for school programs, recreational swimming and learn-to-swim.

Area: Tenterfield Shire Coun | Benchmark area: Regional NSW | Comparison year: 2011 | reset

Tenterfield Shire Council - Total persons	2016			2011			Change
Population	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
Estimated Resident Population	6,697	--	--	6,990	--	--	-293
Enumerated Population	6,731	--	--	6,712	--	--	+19
Usual Resident Population	6,628	--	--	6,811	--	--	-183

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id by .id , the population experts.
Please refer to specific data notes for more information

Selected subpopulation categories

export | reset

Tenterfield Shire Council - Total people (Usual residence)	2016			2011			Change
Population group	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
Males	3,253	49.1	49.2	3,390	49.8	49.3	-137
Females	3,375	50.9	50.8	3,421	50.2	50.7	-46
Aboriginal and Torres Strait Islander population	400	6.0	5.5	461	6.8	4.7	-61
Australian citizens	5,785	87.3	88.7	6,237	91.6	90.8	-452
Eligible voters (citizens aged 18+)	4,630	69.9	68.3	4,824	70.8	69.1	-194
Population over 15	5,589	84.3	81.6	5,512	80.9	80.6	+77
Employed Population	2,358	92.4	93.4	2,584	93.1	93.9	-226
Overseas visitors (enumerated)	58	--	--	26	--	--	+32

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id , the population experts.

Business and Industry

Tenterfield, 715 km north-east of Sydney and 275 km south of Brisbane. It is an historical district with many examples of its historical past well preserved and attracting tourists from the region and interstate. The area around Tenterfield has beautiful bushland and wildflowers with many spectacular trees. There are many picnic spots and walks. The climate is mild in summer and enjoys sunny winter days and crisp winter nights.

Tenterfield is the major centre of the region. It is surrounded by the villages of Drake, Jennings, Legume, Liston, Torrington and Urbenville. In 2018/19 the population of Tenterfield increased and with the current population around 3,500. The School of Arts is a restored building with historic exhibits relating to the role of Sir Henry Parkes and his famous speech prior to the Federation of Australia. There is also Tenterfield Railway Museum, part of the 1886-built Tenterfield Station.

Apart from the cafes, hotels, eateries and accommodation in Tenterfield there are other attractions in the region. These include the cool-climate wineries such as Zappa Wines, Reedy Creek Estate and Splitters Swamp Vineyards. There are also national parks close to Tenterfield that provide bushwalking, swimming, camping and

picnicking. Bald Rock is the largest exposed granite monolith in the southern hemisphere and attracts many visitors.

The Tenterfield area is mostly farming with sheep and cattle. There are also orchards, farm crops and a silica mine. The Tenterfield township has many motels and hotels as well as clubs offering good quality accommodation with expectations that the tourism sector will grow and contribute to the local economy.

A modern Aquatic Centre with an indoor heated pool open to the public all year will enhance the attractiveness of the town for business and family tourism. It will also assist Tenterfield to market itself as a place to live, especially as it is affordable for young families and the indoor pool and modern aquatic centre would be a significant factor for older residents and young families making lifestyle choices. Tenterfield is easily accessible from Armidale, Byron Bay, Lismore, Ballina, Gold Coast and Brisbane.

The 2020 summer tourism marketing campaign was rolled out across multiple host platforms, including social and digital media (website, Facebook, Instagram and Spotify), radio, and television. The focus was on promoting Tenterfield's dining experiences (including local cafes, restaurants and hearty country pubs), country hospitality, small town soul, boutique shopping, history, and nature, encouraging visitors to reconnect, explore and enjoy life's simple pleasures.

Tenterfield has an active Chamber of Tourism, Industry and Business. It is a not-for-profit business support organisation made up of leaders and business owners in the Tenterfield community. The Chamber provides value for members through advocacy, representation, information, education, promotion and networking.

Tenterfield Council is working hard to promote and support local business and industry. The Council has identified reasons to invest in Tenterfield as:

- Location and proximity to South East Queensland and Northern Rivers New South Wales
- Easy travel distance to major centres – Warwick, Toowoomba, Goondiwindi, Brisbane, Gold Coast, Byron Bay, Lismore, Northern Rivers, Armidale & Tamworth
- Proven resilience and ability to diversify with a strong history of achievement.
- Excellent housing opportunities
- Investment opportunities in commercial and industrial land
- A well established and expanding tourism industry
- Opportunity to develop niche market industries
- Stable community with a capacity to provide expertise, skills and qualifications to support business growth and development.

Recent and potential projects in the Tenterfield Shire include:

- Bolivia Hill Highway Realignment ($70m) – improving the freight task on the New England Highway;
- Heavy Vehicle Bypass ($50m) – improving the freight task on the New England Highway;
- Northern Growth Corridor – Mt Lindesay Road ($27m) – improving freight access to Qld and across to the north coast

- Tenterfield Industrial Estate – with reduced purchase prices for developments deemed to have a positive effect on the Tenterfield community
- Tenterfield Solar Farm

Council identifies several investment opportunities of significance within the Tenterfield Shire including:

- Agriculture accessing North Asia – food safety is becoming a critical unique selling point as Asian affluence grows. There are significant price premiums to be gained by becoming a trusted supplier. This is all about brand recognition – not just 'branding'. There are opportunities to develop the technology which makes agricultural products traceable for North Asian/Chinese consumers
- Transport – upgrading the Mt Lindsay Road to the north of Tenterfield would substantially improve the freight links to and from south east Qld and the north coast
- Recent development of the Brisbane West Toowoomba Well Camp Airport provides excellent export opportunities for New England produce to the Asian markets
- Strategic location – on the New England Highway 3 hours from Brisbane/the Gold Coast and on the Bruxner Highway giving access to the North Coast of NSW and western inland regions of NSW and Qld
- Forestry – significant public and private native forest resources in the shire. This provides scope for investment in timber processing and renewable energy options based around biomass including wood pellet manufacturing for domestic and industrial heating. The export market for wood pellets in Europe is growing rapidly. There is also a significant market for hardwood timber landscaping products in Brisbane which the Tenterfield LGA is well located to supply.
- Aged care – there is potential for further expansion of housing for the aged by private developers, and for upgrades to existing health facilities.
- Tourism – the abundance of natural assets in the region provides opportunities for adventure and nature-based tourism such as 4WD tours, nature tours, mountain biking and touring biking (cycling), farm stays and fishing.

Council's focus is on retaining our current businesses and developing new enterprises. Development Opportunities for Tenterfield include:

- Newly developed fully serviced industrial Estate
- Strategic location for access to newly developed and future mining activity in North West New South Wales and South West Queensland
- Enormous potential for Adventure and Eco-tourism industries
- Commercial opportunities for redevelopment of commercial sites in the CBD
- At the 2016 Census there were 10,369 people in the labour force, compared to 8,618 in 2011 with 39% of the labour force aged between 25 and 44 years old, and 40% are aged between 45 and 64 years.
- In terms of qualifications 47% of the labour force have certificate or diploma level educational qualifications, whilst 14% have a Bachelor's degree or above.

- Job diversity remains a key feature of the local economy, with the labour force employed across 114 different industry sectors. This provides a range of employment options for people living in the Region and also helps protect the economy against any downturns in individual sectors.
- The mining sector is the largest employer in the Region, accounting for 15.5% of the total labour force. In the last 5 years, an additional 492 jobs have been created in this sector with 3 large mining projects located in the Ulan area.
- The retail and health industries are the next biggest employers in the Region, comprising 10.6% and 9.8% of the labour force respectively.
- Whilst employment numbers have remained relatively stable in the retail sector at 1,069 jobs, the health sector has increased by 174 jobs in the last 5 years. The construction sector has also experienced significant job growth, with 245 new jobs created in the last 5 years.
- The agriculture sector rounds out the top 5 employing industries in the Region with 909 jobs. The overall unemployment rate for the Region in December 2017 was 4.4%, which is consistent with the NSW average.
  (2018 Economic and Business profile)

10. How does investment in a new indoor pool and upgrading the existing pools and amenities at the Tenterfield Memorial Pool contribute to business and investment?

The Royal Life Saving Society - Australia has just released a report on the economic impact that aquatic centres have in the community.

“Research shows that every visit to a public swimming pool creates health benefits worth $26.39, meaning that the average aquatic facility creates improved health outcomes worth $2.72 million each year to Australian society.”

The report, titled Economic Benefits of Australia’s Public Aquatic Facilities, outlines the economic burden of physical inactivity in Australia, which costs the health system $3.7 billion each year and leads to death and disability costing $48 billion – accounting for 5% of the overall burden of death and disability in Australia.

Data on Australians’ exercise habits shows that nearly 40% of the population is currently classified as “physically inactive” by World Health Organization standards, as they manage less than 60 minutes of vigorous exercise each week - leading to increased risk of Type II Diabetes, heart disease and cancer.

Economic analysis carried out by Royal Life Saving Society – Australia shows that an additional weekly visit to a public swimming pool would be enough to lift most Australians out of the “physically inactive” category, leading to improved health outcomes, reduced health system costs and better attendance at work.

Based on the dollar value of these improved health outcomes, the report shows that an extra swimming pool visit by a randomly selected Australian is worth, on average, $26.39, meaning that Australia’s aquatic facilities produce $2.8 billion in health benefits each year, over and above their value as sources of recreation, community and aquatic education.

The report underlines the importance of providing all Australians with access to safe, high quality aquatic facilities, not just for much-needed recreation and to help them learn about water safety, but to help them remain active and healthy as well.

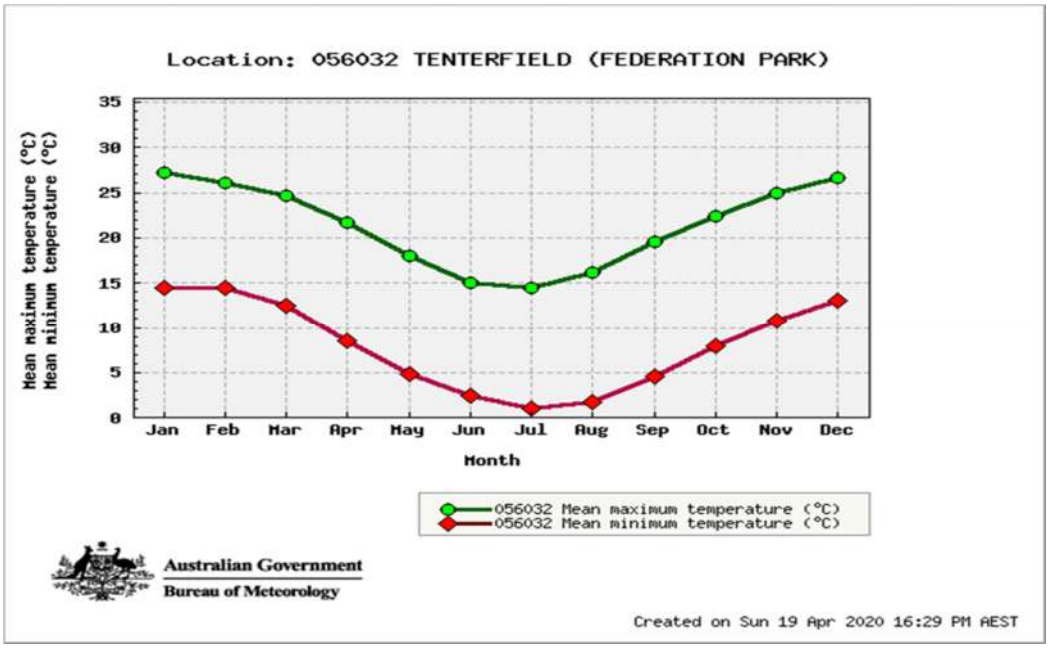
Dr. Paul Barnsley, the author, says “we knew going in, that swimming was a great way of keeping active, but we were shocked to find out just how effective even a single weekly swimming pool visit can be in cutting the costs of physical inactivity. We need to make sure that everyone is able to take advantage of those benefits. If we don’t find the money for pools we’ll end up paying for it via the health system.”

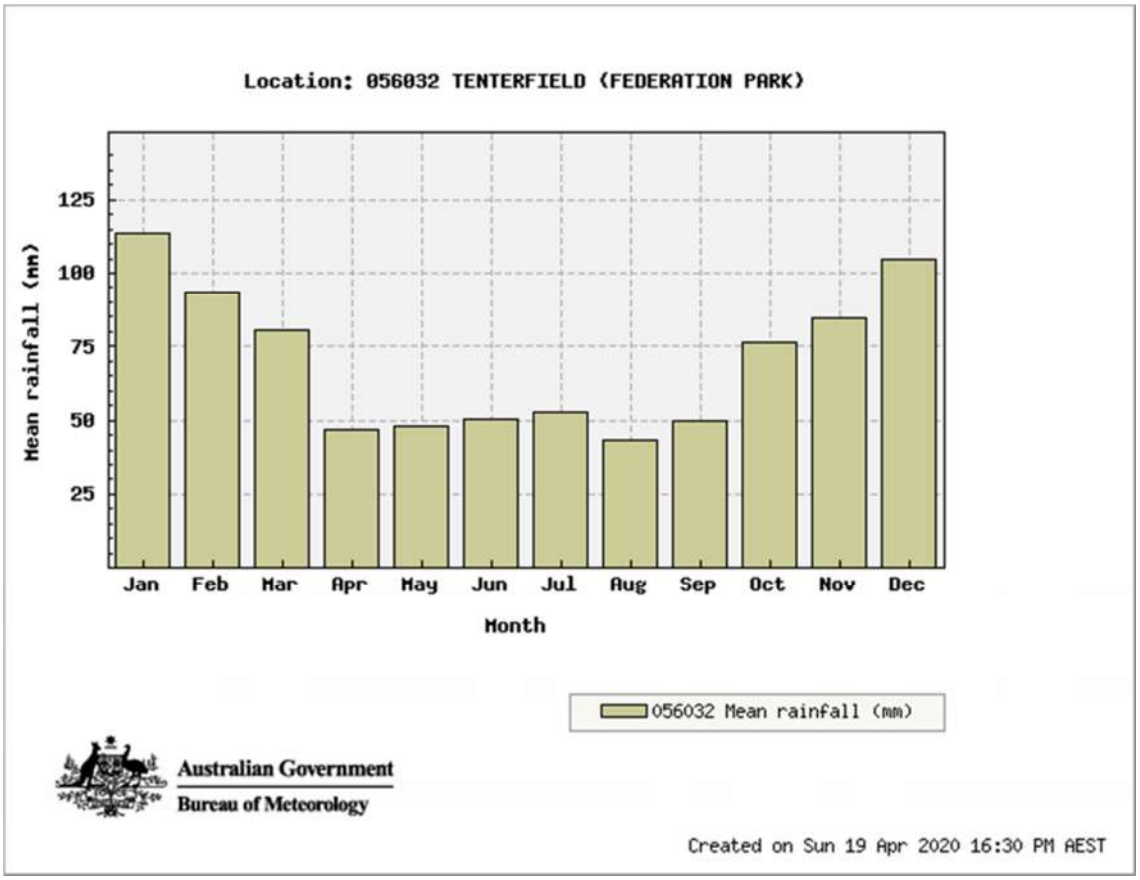
“We want to encourage all Australians to make full use of their local public swimming pool, not only this summer, but throughout the year, and to enjoy the health benefits of swimming” says Justin Scarr, CEO Royal Life Saving Society – Australia.

The information provided by the local schools in Tenterfield identified that the ability to swim was lacking in the school population. Incredibly over 80% of the school population was identified as non-swimmers or poor swimmers.

11. Climate

Tenterfield temperatures by month are represented in the Graph below.





(source: http://www.bom.gov.au/climate/data/)

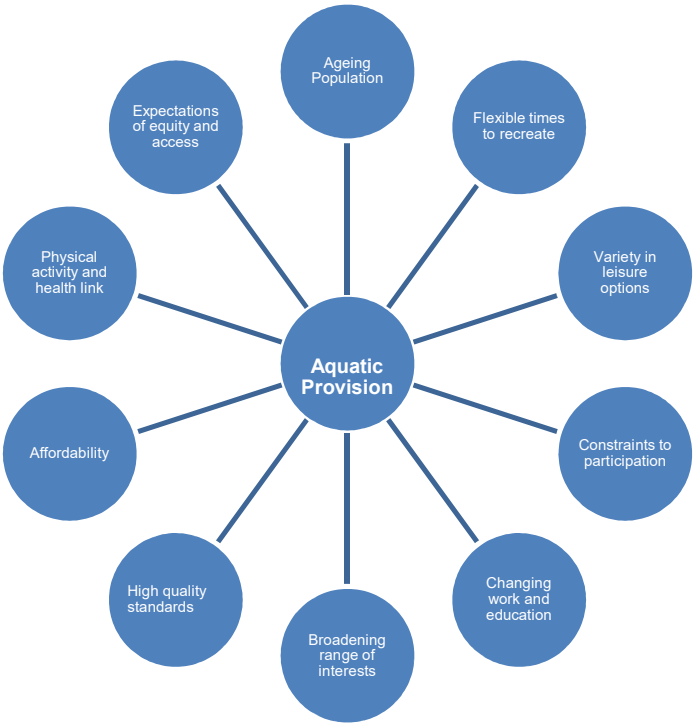
The cool climate experienced in Tenterfield has two significant implications for the Master Plan and Feasibility of redeveloping the Tenterfield Memorial Pool. Heating the outdoor pools requires significant energy in both October and March to maintain a temperature of 26 degrees Centigrade. The importance of pool covers and wind breaks cannot be over-stated in reducing pool water heat loss. In winter there is no efficiency in heating the outdoor pools (April to September) and the use of heat pumps and solar systems to provide direct heat is inefficient. However, a small indoor pool heated to 33 degrees C with a well-designed mechanical heating system and the use of modern insulation materials in the roof/ceiling and walls can make heating using a gas boiler both efficient and relatively affordable. Heat reclamation of air exhausted from the pool hall and pool blankets assist greatly in ensuring an indoor pool can operate efficiently and at an affordable cost over the colder months.

12. Aquatic and Leisure Implications

The community consultation and review of indoor pool attendances in small regional communities support the construction of an indoor pool and the replacement of existing pools and change rooms to meet community expectations and Health Department and Disability legislation.

The Concept Plans identify a new approach with a modern easily accessible entry adjacent to a new car park with supporting facilities such as a multi-purpose room for a gym and classes and modern entry integrating the reception and café. The older population would benefit from hydrotherapy and warm water exercise and the younger families with the opportunity to have pre-school and school-age children taught to swim all year. The strong local sporting population would benefit from an indoor pool able to provide rehabilitation and all-year swimming. New pools in an attractive layout with a range of water depths and temperatures as well as water features will introduce family fun to the pool visit and it will become a community “hub”.

Managing a multi-million-dollar business, particularly a service business like an Aquatic Centre in a competitive environment is extremely challenging. The following picture shows the different “stakeholders” management must recognize in its program and interface with the community.



Aquatic Provision 'Stakeholders'

The significant cost to Council of operating the existing Tenterfield Memorial Pool which is at the end of its lifecycle as a Council asset and subject to regular breakdowns and expensive maintenance is a key factor in any decision to invest in an indoor pool facility.

When considering the current pools improved efficiency of operation would be a significant achievement. The opportunities presented by outdoor seasonal pools compared to an indoor centre are limited. In an indoor pool such as proposed in the Concept Plans efficiency can be achieved by having a greater output (say number of lessons taught in a learn-to-swim program or financial members and casual users) for a given level of inputs (cost of staff, marketing costs and associated inputs required to achieve the number of lessons taught, memberships sold and casual attendances).

It may also be less input for a given level of output (such as the cost of operating the pool, reception and cafe being significantly less compared to the same or greater number of public swimmers than is currently achieved and extended hours of operation). This may not be due to reduced services but to a change in staff culture, extended hours of operation, enhanced marketing and reputation provided by the Pool Operator. The changes experienced in 2018/19 and 2019/20 reflect what a change in management can bring.

Changing public perception of the Tenterfield Memorial Pool as a cold and "tired" pool with old and unattractive change rooms and amenities is critical for increased participation. It is also important that the public have information about programs and services with the aim being a change in public perception of the pool. The new pool would be seen as a destination for a visit, lunch, coffee or swim.

Service quality is another key aspect of operation, particularly with services such as aquatic centres. The perception by the public of the Tenterfield Memorial Pool is a key determinant in the choices older community members and families make in attending the centre and enjoying the amenities or partaking in programs such as lap swimming, aqua-aerobics or learn-to-swim. The experience has value and it is possible to quantify this perceived value to clients as service quality.

Service quality is a measure of how well the level of service matches customer expectation and doing so on a consistent basis. In Australia and New Zealand, the Centre for Environment and Recreation Management (CERM) has offered LGA's and other organizations a survey tool that measures service quality.

To some degree the asset quality affects service quality as the experience is intangible and so clients rely on the tangible to make a judgement about the quality of the services offered. The appearance, presentation, age, appearance of staff, equipment used, the marketing material and other customers all contribute to the expectation of service quality.

Where an asset is old and poorly presented and material promoting programs and access is not attractive and engaging Council may need to budget for expenditure on improving these aspects of the facilities.

In summary, the key elements of quality of service are responsiveness and speed of service, readily available information, simplicity of systems such as bookings, staff who are respectful and show empathy to the customer, accessibility (which includes the location, time, price and physical access) and perceived value for money. When dealing with the public in providing a service that is also available from a range of other providers the quality of service and the degree to which management can be flexible is critical to retaining and increasing clients.

The ABS data on Australian business reveals the importance of quality. Service industries such as accommodation and food were those whose highest focus was on quality. Cost of staff and the inflexibility that arises from a high percentage of staff who are full time or permanent part time staff employed by Council cannot be addressed by employing casual staff to fill instructor and reception positions.

The private sector and not-for-profit sector has developed skills and knowledge in the provision of aquatic services and associated programs as "core business" for these organizations. The operation of the Tenterfield Memorial Pool by an experienced Operator has a financial benefit to Council and decreases Council's risk and has resulted in increased attendances and more activities.

The existing 6-lane 25m pool and grandstand and Toddler's Pool with shade structure are both well-maintained although at the end of their asset life. The current Operators have done well in increasing the quality of the squad and learn-to-swim as well as introducing a fitness/gym membership and casual visits. Although the pools are not meeting current recommended turnover times the pool water quality is high.

13. Benchmarking Analysis

Best Practice Aquatic Facility Provision

Industry trends indicate that the majority of current indoor stand-alone aquatic facilities are not profitable. Losses range from $100,000 to $500,000 plus per annum depending on factors such as the facility location, type, size and elements. The limited numbers of Centres that are meeting their operating costs show minimal return on capital investment.

A review of the most successful centres shows that the following occurs:

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

To ensure financial viability and attract potential interest from capital investors, any future facility development must be designed with the above business aims in mind. As many additional benefits as possible need to be considered. For example, at a low capital cost a sauna room could be installed at the Tenterfield Memorial Pool. The proposed Family Leisure Pool has spa jets and a turbo channel in the leisure pool acting as a de-facto spa pool. Similarly, a steam room could be added to attract a new customer base as well as tourists staying in the area

Designing components that can:

- Provide a mix of shallow leisure/recreation water with programmable water areas.
- Provide high revenue generating complementary service areas such as fitness rooms, spas, saunas, and food and beverage services.
- Ensure value-added services are located in a high traffic/visitation area.
- Ensure there are suitable pools and facilities located as part of the leisure facility development to attract users willing to pay for membership, classes or tuition.

Traditionally, commercial investment in aquatic facilities has been in specialist pools such as learn-to-swim or as additions to health and fitness clubs. The high capital cost and limited financial returns have contributed to this situation.

Councils can seek support from State and Federal Government Programs aimed at increasing sporting opportunities, reducing obesity in children and meeting health needs. It may be that grants from Federal and/or State Government Health Departments or Disability Services funding could be available as the proposed indoor pool is providing access to hydrotherapy for older residents. As the local hospital does not provide a hydrotherapy pool and there is no hydrotherapy pool

within a reasonable travelling time, there is a strong case for funding to meet the health needs of the community. The use of hydrotherapy in case management under the NDIS also provides funding for individuals who need hydrotherapy for their rehabilitation or health management.

The Singleton Pool was recently expanded with a Program/Hydrotherapy Indoor Pool. Council was successful in obtaining a significant capital contribution from the Coal Board to provide miners with a rehabilitation pool and seeking financial support for an indoor pool from insurers who handle workers' compensation and accident claims can also be considered.

Public aquatic facilities and in particular outdoor aquatic facilities are in the vast majority of cases, heavily subsidised by local government. Some however perform better than others depending on facilities, size of the catchment population and management. In most cases local government is prepared to accept the need to budget for a significant subsidy on the basis that the community is provided with benefits such as health, fitness, community development, learning to swim and social interaction.

The efficient operation of aquatic facilities and the minimisation of this subsidisation should still be a goal as improved efficiency not only produces savings it often results in environmental benefits through reduced utility consumption.

Health + 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.

A Fitness Centre was not specifically included in the Brief to develop a Master Plan and Feasibility Study for the Tenterfield Memorial Pool. Since taking over operations Justsportsnfitness has introduced a fitness gym in the Swim Club Room and club veranda. Many successful centres have gyms. Traditionally the high returns associated with gym membership can also attract commercial investors and operators to provide health and fitness facilities in conjunction with an aquatic centre. 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. In a small town it is important for Council not to compete with existing businesses but "commercial" Operators of the pool are able to offer a competitive gym membership and classes on a "level playing field".

The "dry" programs are a range of classes that can be run in a suitable room re-purposed or built specifically for multi-use. The classes would vary from cardio and strength with participants typically using light weights, bars, stretch bands, steppers and mats. In summer many classes could be held outdoors or even in the adjacent park.

Ancillary Services +Activity Areas

In recent years, in addition to health and fitness areas there has been a trend to develop a range of complementary businesses in conjunction with aquatic leisure facilities.

These include:

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

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

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

Sports Medicine: Development of consulting rooms, with patient access to health and fitness and pools are revenue generators.

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

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

It is up to the Operator to assess the market and make a decision as to whether investment in these services is viable.

Multi-Use Compared to Specialist Use

The aquatic facility development trend that is most prevalent in Australia is the development of larger more multi-use indoor/outdoor facilities than the 1960s to 1990s where there was strong pressure to build limited 50 Metre competition and training facilities.

In recent years there has been a strong shift away from developing 50 metre pools (indoor or outdoor) outside major metropolitan areas across Australia due to:

- High cost of provision
- Limited use and flexibility of this large activity space
- High cost of operations and maintenance
- Limited market of fitness and competition swimmers
- Ability of short course pools to meet many of the specialist needs traditionally met by 50 metre pools.
- Design flexibility and new features that allows for moveable floors and changing lane widths and moveable booms to maximise use of water areas.

Outdoor areas

The location of the pool on a site with great visibility from the New England Highway and with adjacent parkland is a great asset for the Tenterfield Memorial Swimming Centre. The grass and trees are a very attractive backdrop to the swimming centre. The Concept Plans have considered how the adjacent park and trees can be integrated with a design that looks over the park and trees and a new car park and entry on the park side of the site. Shade is also very important when swimming carnivals are held and during hot summer days. Access to the parkland is also an opportunity for instructors offering fitness classes with walking and running programs outside the complex using the surrounding parkland.

CERM Performance Indicators

The Centre for Environment and Recreation Management (CERM) conduct an annual survey throughout Australia of a large number of aquatic and recreation centres regarding their performance in a wide range of areas including financial, services, marketing, staffing, facility management and utilities usage.

Key Indicators are a guide but as they draw examples from all over Australia and NZ there is substantial variation between the age, the management, the facilities and programs offered although all are less than 3000m2.

Of more importance is the Customer Service data that sets out the expectations of visitors to small aquatic centres. The Operating Procedures and Staff Training at all pools should reinforce these customer service outcomes to ensure the success of their centres.

Indicators

Indicator	CERM 2010 Group 7 Public Aquatic Centres <3000m2 (N42)
Expense Recovery	84%
Fees per visit	$6.79
Secondary Spend/visit	$0.37
Gross Receipts	$1,342,791
Gross Expenditure	$1,467,895
Surplus (subsidy per visit)	$1.22

Customer Service Quality Gaps (34 Aquatic Centres)

CSQ Attributes	Expectations	Performance	CSQ Gap
Pool water cleanliness	5.6	4.5	-1.1
Facility cleanliness	5.5	4.3	-1.2
Staff friendliness	5.4	4.9	-0.5

Value for money	5.3	4.5	-0.8
Staff presentation	5.3	5.0	-0.3
Food & Drink	4.8	4.2	-0.6
Child minding	4.4	3.9	-0.5

The existing Gym and Change Rooms are clean but unattractive, cold and lacking in amenity. No doors on showers, no modern décor and lighting with a makeshift gym that doesn't compete with the industry standard of presentation and space.

Other Centres – Lithgow Aquatic centre (photo in Capital Cost section)

The indoor 25m 5-lane pool integrated with a ramp and program pool is a low-cost design with one plant and one temperature (29 deg C) and natural rather than mechanical ventilation. It provides programs such as a swim school and use of areas such as the Swim Club room for classes such as aerobics, pilates, yoga, boxing and core strength.

The Indoor 25m and Program Pool Open Hours

Monday to Friday 6.00 am to 7.00 pm

Saturday to Sunday 8.00 am to 6.00 pm

Fees & Charges 2018/19

Entry	
Child 3 years and under	Free
Child (4 - 16 yrs)	$5.00
Adult	$7.00
Concession Card Holder	$5.00
Over 75 yrs	Free
Spectator (non-swimming)	$2.50
Family	$17.50*

*Per Entry 2 Adult + Anybody living at the address that is listed on the current Medicare card.

Season Pass 6 Month	
Child (5-16 yrs)	$160.50
Concession Card Holder	$160.50
Adult	$214.50
Family	$375.00*

*Per Entry 2 Adult + Anybody living at the address that is listed on the current Medicare card.

6 Month Exercise Membership	
Child (5-16 yrs)	$290.00

Concession Card Holder	$290.00
Adult	$384.00
Over 75	$83.00

Season Pass 12 Month	
Child (5-16 yrs)	$315.00
Concession Card Holder	$315.00
Adult	$420.00
Family	$730.00*

*Per Entry 2 Adult + Anybody living at the address that is listed on the current Medicare card.

12 Month Exercise Membership	
Child (5-16 yrs)	$550.00
Concession Card Holder	$550.00
Adult	$730.00
Over 75	$160.00

Learn to Swim *	
First child	$155.00
Second Child	$145.00
Third Child	$135.00
One on one private lesson	$330.00

* Learn to Swim - 30 Minute lessons once per week. 10-week term payable upfront. Includes pool entry fee for child (U/12yr) + one supervising parent or guardian.

Private Lane Hire

Commercial Hire - Private Learn to Swim Contractor

Per lane Per 30 minute time slot includes pool entry for 1 child (under 12 years) and 1 supervising parent or guardian - $16.00

Commercial Hire (excluding entry)

Per lane or part thereof per 3- minute time slot - $23.00

Kids Parties

Party Package

Per child 10 children minimum. Personal party host 1.5 hours of fun and games and prizes - $10.50

Aqua Aerobics Timetable

Day	Time	Description
Monday	7:00am	Deep Aqua
9.30am	Gentle Aqua	
Tuesday	7:00am	Aqua Bootcamp
6.00pm	Aerobics	
Wednesday	7:00am	Swim-fit

1.15pm	Gentle Aqua	
6:00pm	Aerobics	
Thursday	7:00am	Aerobics
6.00pm	Aqua Bootcamp	
Friday	7:00am	Flipper-fit
9.30am	Gentle Aqua	
Saturday	8.30am	Circuit Aqua
Sunday	8.30am	Boxing

Gym at Singleton Gym and Swim

The Gym and Swim Centre has a weights area, cardio area and group Fitness Studio as seen in these photos. The new indoor Program and Hydrotherapy Pool was added recently to the indoor heated 25m pool and outdoor 50m pool. There is a café and reception lounge, spa and sauna as well as change rooms that meet the needs of both gym and swim users.

Aerobics Studio Singleton Gym and Swim.

Indoor Program Pool with disabled access via an integrated leisure pool at Runcorn (Brisbane City Council) as part of a community pool with outdoor heated 25m pool (as seen above and below)

14. Attachments

1. Donovan Payne Architects Concept Plans
2. Donovan Payne Architects Concept Design Cost Estimates
3. Reduced Operating Hours May-September
4. Restricted Operating Hours for an future Indoor Pool

Attachment 4

Restricted Operating Hours April to September

Monday 6am - 7:30am, 12pm - 7pm

Tuesday 12pm - 7pm

Wednesday 6am - 7:30am, 12pm - 7pm

Thursday Closed (Open in School Holidays from 12pm - 7pm)

Friday 6am - 7:30am, 12pm - 7pm

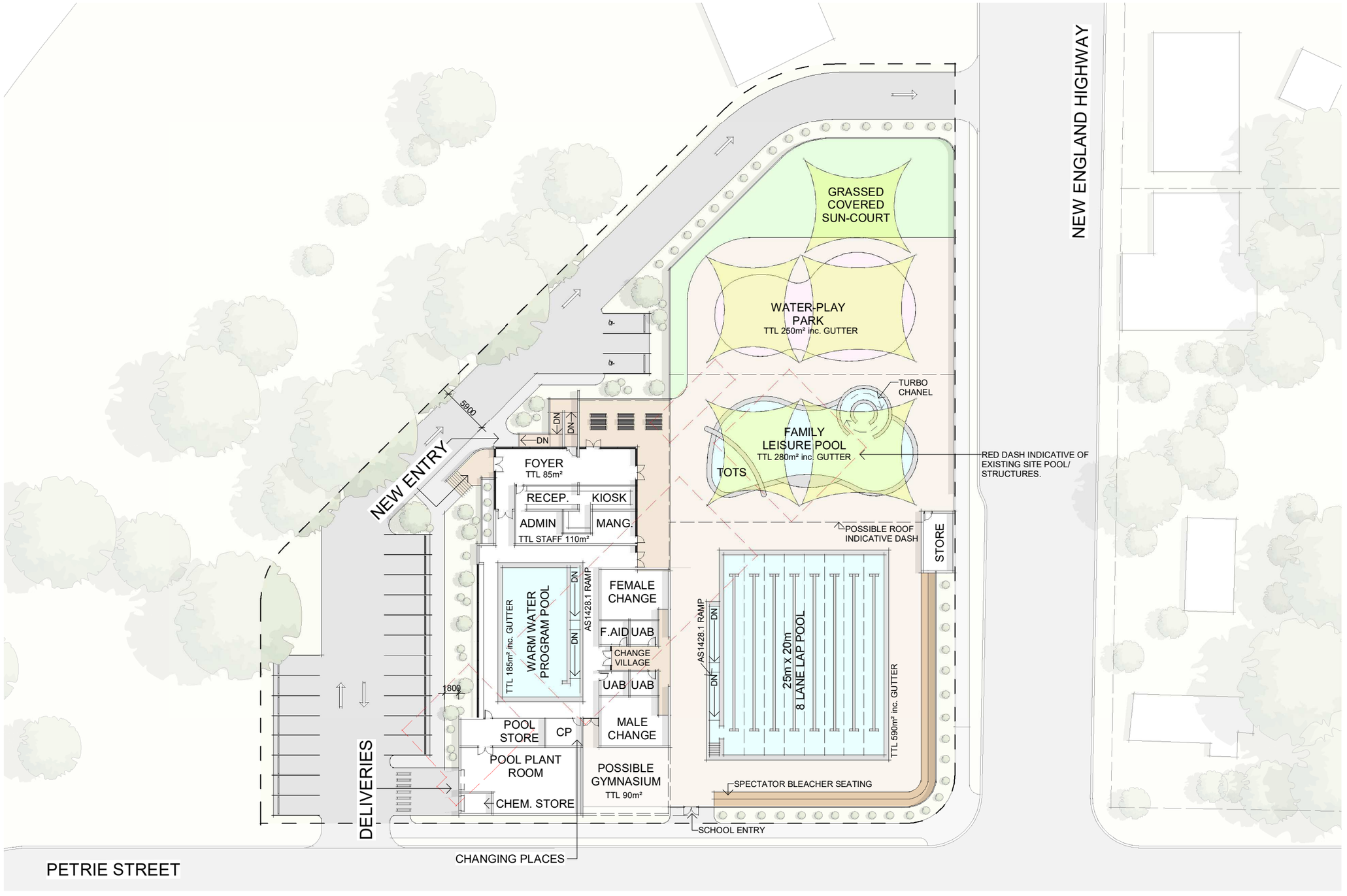
Saturday 12pm - 7pm

Sunday 12pm - 7pm

OPTION 2.0 - TENTERFIELD AQUATIC RE-DEVELOPMENT

GREENFIELD OPTION - LINEAR

- o NEW ACCESS AND ADMINISTRATION FROM PARK SIDE;
- o NEW CHANGEROOM AND AMENITIES FACILITY;
- o NEW WARM WATER POOL inc. RAMP TO AS1428.1;
- o NEW 25m x 8 LANE POOL inc. RAMP TO AS 1428.1;
- o NEW FAMILY LEISURE POOL w/ POSSIBLE ROOF OVER;
- o NEW INTERACTIVE WATER-PLAY PARK;
- o NEW PARKING ESTABLISHED - 19 CAR BAYS / 2 DISABLED;
- o NEW GYMNASIUM POSSIBLE LOCATION.



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donovan payne

TENTERFIELD AQUATIC CENTRE RE-DEVELOPMENT

TENTERFIELD SHIRE COUNCIL

N

TITLE
OPTION 2.0

SCALE	1 : 500 @ A3
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CHECKED	KD
JOB NO.	2004

DWG NUMBER SK03

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OPTION 1.1 - TENTERFIELD AQUATIC RE-DEVELOPMENT

BASE OPTION - EXPANDED SCOPE

[1] NEW ACCESS AND ADMINISTRATION FROM PARK SIDE;

[2] REFURBISH EXISTING ENTRY AND CHANGE ROOMS;

[3] CONSTRUCT NEW POOL PLANT ROOM, MANAGERS OFFICE, CLUB/ STAFF/ LTS STORE AND FIRST AID.

[4] NEW WARM WATER POOL inc. RAMP TO AS1428.1;

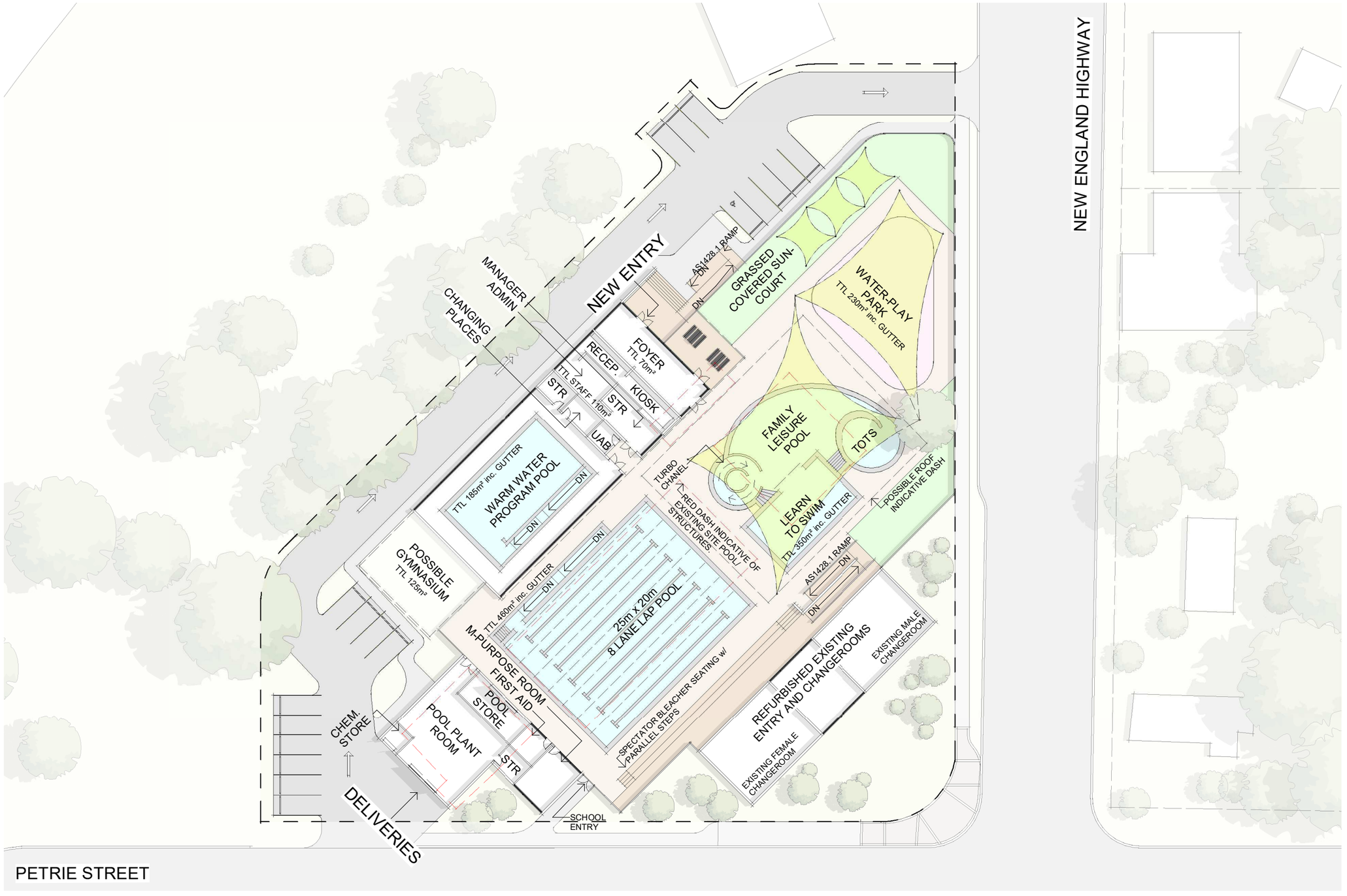
[5] NEW 25m x 8 LANE POOL inc. RAMP TO AS 1428.1;

[6] NEW FAMILY LEISURE AND LEARN TO SWIM POOL w/ POSSIBLE ROOF OVER;

[7] NEW INTERACTIVE WATER-PLAY PARK;

[8] NEW PARKING ESTABLISHED - 16 CAR BAYS / 1 DISABLED;

[9] NEW GYMNASIUM POSSIBLE LOCATION.



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donovan payne

TENTERFIELD AQUATIC CENTRE RE-DEVELOPMENT

TENTERFIELD SHIRE COUNCIL

N

TITLE
OPTION 1.1

SCALE	1 : 500 @ A3
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