



The City of Norwood Payneham & St Peters

Swimming Centres Redevelopment Strategy *Community Consultation*



City of
Norwood
Payneham
& St Peters

Background

The City of Norwood, Payneham & St Peters owns and operates two swimming facilities – the Norwood Swimming Centre, located in Kensington and the Payneham Memorial Swimming Centre, located in Felixstow.

The Norwood Swimming Centre opened in the swimming season of 1956-1957 and the Payneham Memorial Swimming Centre opened ten (10) years later in the 1967-1968 swimming season.

The condition of the infrastructure at both Swimming Centres is a significant issue for the Council, with the appearance and the design of both Centres limiting the Council's ability to attract patrons and in turn meet the Council's broader financial objectives. The infrastructure at both Swimming Centres is nearing the end of its functional life, with a review of the Centre's swimming infrastructure, undertaken in 2008, assessing the condition of both facilities as "average" and major pipe work at both facilities being required in the near future. The condition of both facilities increases Council's exposure to risk in terms of safety, environmental performance and increased operational costs.

Together with this, competitive pressure is being experienced from;

- the redevelopment of the Tea Tree Gully Water World;
- the redevelopment of the Burnside Swimming Centre;
- the redevelopment of the Campbelltown Leisure centre, which incorporates a 25m indoor swimming pool;
- the redevelopment of the Adelaide Aquatic Centre;
- the preference for indoor venues which offer a variety of leisure opportunities; and
- increasing consumer expectations of aquatic leisure facilities, with features like water slides and leisure water, impacting on decisions to use a certain facility.

Consequently, the Council commissioned a comprehensive review of its swimming facilities to assist in the development of a Swimming Centre Long-term Strategy.

Review Objectives

The overall goal of the Swimming Centres Review is to provide guidance to the Council in the development of a long term strategy to ensure that:

- the Council's Swimming Centre assets are managed, maintained and developed, in such a way that will effectively meet the current and changing needs of the community; and
- the ratepayer subsidy is maintained at current levels or reduced over the next five (5) years.

The primary objectives of the Review are to undertake a complete assessment of the management and operation of the Council's Swimming Centres and the current and projected costs to operate the Centres including but not limited to:

- The feasibility of the Council operating two Swimming Centres in their current form (i.e. no improvement in service levels, amenity or programming), into the future.
- A strategy which considers the lifecycle of the Swimming Centres and provides cost estimates for future upgrades, capital works and scheduled programmed maintenance costs. This strategy should incorporate innovative new designs and technologies and environmentally sustainable practices as appropriate.
- A strategy which considers the strengths and weakness of each of the Swimming Centres to determine how best to maximise the utilisation of each facility. (i.e. new and innovative ways of programming)

- A strategy which incorporates community capacity building and the current and future community needs associated with swimming pools and aquatic recreation.

In developing the Strategy, the Council has undertaken an extensive review of the operations of each Centre, the condition of the existing pool infrastructure, the market in which the Centres operate and competitive challenges. Details of this review are contained in **Appendix A**.

The Council engaged and consulted with the community through various methods, including patron surveys, facilitated Focus Group and information sessions, comments forms and a six week consultation process. Details of the engagement and consultation process adopted by the Council are contained in **Appendix B**.



Payneham Memorial Swimming Centre Strategy

Following the consideration of the investigations and the results from the community engagement, the Payneham Memorial Swimming Centre will continue to provide a 50 metre outdoor swimming pool to meet the needs of lap swimming, swimming squads, school carnivals and general recreational swimming and fitness, plus a teaching/learners pool to meet the demand of the swimming lessons market.

To facilitate this strategy, refurbishment of the main pool will include;

- provision of appropriate access for persons with disabilities to the swimming pool;
- replacement of scum gutters with wet deck entry;
- installation of a new filtration system and refurbishment of the plant room; and
- retiling of the pool.

The Learners/Teaching pool is a key element in the facilities proposed to be provided at the Payneham Memorial Swimming Centre, in order to provide of swimming lessons and water safety programs such as Vac Swim and Swim and Survive Program. To accommodate an increase in swimming lessons, as part of the Centres redevelopment, the Learners/Teaching pool will be replaced with a larger pool, which will include a beach entry to enable disabled access.

In addition, redevelopment of the Payneham Memorial Swimming Centre will include the introduction of leisure water activities aimed at not only babies and toddlers but also the older child/ teenage market.

In general, the community's expectations are that swimming facilities provide an interactive experience, which includes leisure water, such as splash pads and other interactive water based equipment. As part of the market research which has been undertaken, the recreational market, especially the teenage market, was identified as being poorly serviced within the Eastern Region. As a result the strategy for the Payneham Memorial Swimming Centre includes the development of an interactive Water Park.

The inclusion of a Water Park provides an opportunity for the Council to fill this gap in the market and creates a water based recreational destination for the Eastern Region, with the Payneham Memorial Swimming Centre becoming a destination venue, rather than just a swimming pool.

To complement the Water Play park, consideration will also be given to the introduction of an inflatable obstacle course at the Payneham Memorial Swimming Centre.

The operation of the Water Play park and the obstacle course will be based on session times, with those session times being set to target the teenage market. As such, the session times for both the Water Play park and the obstacle course will be set around weekends, public and school holidays.

To meet the needs of the families with babies and toddlers, the proposed redevelopment will include the introduction of a splash pad or zero water playground. The use of splash pad's to meet the recreational requirements of the babies and toddler's age group, is expected within the aquatics industry and the introduction of a splash pad will increase the attraction of the Payneham Memorial Swimming Centre to families with young children. The splash pad or zero water play-ground, would replace the existing toddlers' pool, which no longer retains water and has reached the end of its useful life and as such requires to be reconstructed.

Together with the swimming facilities, the installation of shade and the upgrade of facilities, such as the amenities building, barbeque and picnic facilities will be included as part of the redevelopment.

In summary, the key elements of the proposed redevelopment of the Payneham Memorial Swimming Centre include;

- Provision of a 50 metre outdoor swimming pool to meet the needs of lap swimming, swimming squads, school carnivals and general recreational swimming and fitness including:
 - installation of a ramp, at the shallow end to allow disabled access;
 - replacement of scum gutters with wet deck entry;
 - installation of new filtration system and refurbishment of the plant room; and
 - retiling of the pool.
- Replacement of the Learners/Teaching pool with a larger pool, which will include a beach entry to enable disabled access.
- Introduction of leisure water aimed at not only babies and toddlers but also the older child/ teenage market such as:
 - interactive water park
 - inflatable obstacle course
 - splash pad or zero water playground
- Installation of shade and the upgrade of facilities, such as the amenities building, barbeque and picnic facilities.

Cost Estimates

The preliminary cost estimates are based on information which has been collated as part of the Swimming Centre review. The preliminary cost estimates, based general concepts and not on detailed design, are set out below.

ELEMENT	COST ESTIMATE
Refurbishment of main 50 metre pool	
– installation of a ramp, at the shallow end to allow disabled access;	
– replacement of scum gutters with wet deck entry;	\$2,000,000
– upgrade of filtration system and refurbishment of the plant room; and	
– retiling of the pool.	
Replacement of Learners Pool	\$750,000
Water Play Park (includes water slides)	\$2,500,000
Splash Pad	\$400,000

ELEMENT	COST ESTIMATE
Upgrade of facilities	\$500,000
Refurbishment of amenities buildings	\$350,000



Norwood Swimming Centre Strategy

Following the consideration of the investigations and the results from the community engagement, the Norwood Swimming Centre will continue to provide a 50 metre outdoor swimming pool to meet the needs of lap swimming, swimming squads, school carnivals and general recreational swimming and fitness, together with a teaching/learners pool to meet the swimming lesson market.

To facilitate this strategy, refurbishment of the main pool will include;

- relining the pool shell with a heavy duty plastic or fibreglass (e.g. Myrtha pool) lining;
- re-configuration of the filtration system to bring it in line with common design and best practice;
- replacement of the balance tank, to bring it up to the minimum standard for a swimming pool the size of the Norwood Swimming Centre;
- provision of appropriate access for persons with disabilities to the swimming pool

The refurbishment of the main pool, by renovating with Myrtha Reno-Action liner or an appropriate alternative will provide for a useful life, for the pool, of between 25 – 30 years. In turn this will result in reduced on-going maintenance costs and mitigates against the current risk of delays in opening the Centre due to the issues associated with the current infrastructure.

The learners and teaching pool is a key element in the provision of swimming lessons and participating in water safety programs such as Vac Swim and Swim and Survive Program. The proposed redevelopment also includes the replacement of the learners and teaching pool with a larger pool, which will include a beach entry to enable disabled access.

Together with the swimming facilities, the installation of shade structures, barbeque and picnic facilities and the refurbishment of the amenities building, is included as part of the proposed redevelopment.

To address the needs of the recreational market, an inflatable obstacle course will be installed. The operation of the obstacle course will be based on session times, with those session times being set to towards the target market of the young teenage market. As such the session times will be set around weekends, public and school holidays.

In summary, the key elements of the proposed redevelopment are;

- Refurbishment of the main 50m pool by lining the existing pool shell with heavy duty steel or fibreglass (e.g. Myrtha pool) or similar lining and construction of ramp access for persons with disabilities.
- Re-configuration of the filtration system, including installation of a new plant room and replace the balance tank, to bring it up to the minimum standard.
- Replacement of the Learners/Teaching pool, with a larger pool, which will include a beach entry to

enable disabled access

- Installation of an inflatable obstacle course, to be used on weekends and school holidays.
- Installation of shade structures, barbeque and picnic facilities.
- Refurbishment of the existing amenities buildings, taking into account the relevant heritage status of the buildings.

Cost Estimates

The preliminary cost estimates are based on information which has been collated as part of the Swimming Centre review. The preliminary cost estimates, based general concepts and not on detailed design, are set out below.

ELEMENT	COST ESTIMATE
Refurbishment of the main 50 metre pool	
– Lining the main pool	
– Access ramp	\$1,900,000
– Upgrade of filtration system	
– New plant room	
Replacement of Learners Pool	\$350,000
Refurbishment of amenities buildings	\$750,000
Upgrade of facilities	\$250,000
Inflatable obstacle course	\$15,000

Have your Say

The Council is now seeking comments from the community on the proposed redevelopment of the Norwood Swimming Centre and Payneham Memorial Swimming Centre.

Comments may be provided in writing to:

Swimming Centre's Review

City of Norwood Payneham & St Peters PO Box 204, Kent
Town SA 5071

Or email to swimmingcentresreview@npsp.sa.gov.au

Consultation closes at 5.00pm, Friday 3 November 2017.

For more information please contact the Council's Acting
General Manager, Corporate Services, Sharon Perkins on 8366
4585 or email townhall@npsp.sa.gov.au

The Council's website at www.npsp.sa.gov.au/scr provides
further details about the Council's Swimming Centre's Review

Appendix A
Market Intelligence

Operational Performance

Operating Subsidy

- In the 2016-2017 Swimming Season, the Swimming Centres had a combined operating deficit of \$438,110, an increase of \$109,752 or 33% since the 2012-2013 Season (previous five (5) years).
- Income at the Norwood Swimming Centre has increased by 6%, whereas income at the Payneham Memorial Swimming Centre has declined by 19% compared to the 2012-2013 season.
- Expenses have increased at a greater rate at the Norwood Swimming Centre with a 15% increase in total expenditure whereas at the Payneham Memorial Swimming Centre, operating expenditure has been maintained at the 2012-2013 levels.
- Norwood and Payneham Memorial had operating losses in 2016-2017 of \$235,973 and \$202,137 respectively.

Revenues

- Total revenue for the 2016-2017 season was 16% down on the 2015-2016 Swimming Season, primarily due to a unseasonal cold and wet start to the Season. The Payneham Memorial Swimming Centres was also impacted by the opening of the ARC Recreational Facility in Campbelltown, which incorporates an indoor 25 metre Swimming Pool. Due to the cold and wet start and swimming lesson programs being operated at both the ARC and the Burnside Swimming Centre, Swimming Lesson income was significantly impacted in 2016-2017.
- Attendances at the Norwood Swimming Centre were 33,570, a decrease of 4,304 on the 2015-2016 Season.
- Attendances at the Payneham Memorial Swimming Centre were 62,035, a decrease of 15,403 from the 2015-2016 Season. The decrease was predominantly due to the combination of a cold period of weather prior to Christmas and the competition now being provided by the new ARC Campbelltown.

Expenditures

- Employee expenses have increased over the five years by 22% and 9% at Norwood and Payneham Memorial, respectively. However, materials, contracts and other expenses have increased by 30% and 9% at Norwood and Payneham Memorial, respectively.
- Both Centres currently receive community pool pricing for water used resulting in a significant reduction in the cost of water. This saving however has been offset by increased energy costs.

Attendances

- Total attendances at Norwood have fluctuated around 40,000 over the last 10 years, with a high of 50,922, which was influenced by the closure of the Burnside Swimming Centre in 2014-2015 (to undertake refurbishment) to the low of 33,570 experienced in the 2016-2017 season.
- Total attendances at Payneham Memorial have fluctuated around 80,000 over the last 10 years, with a high of 91,732, due to the closure of Water World (located at Tea Tree Gully) to the low of 62,035 experienced in the 2016-2017 season.

Market Intelligence

Trends

Key trends which may impact on the future of the Council's Swimming Centres are:

- A gradual aging of the population.
- Flexibility in the times when people recreate.
- Increasing range in recreation and leisure options.
- Time constraints to recreation and leisure participation.
- Changing employment structures, trading and work hours.
- Great market segment differentiation.
- Demand for high standard and quality of facilities and services.
- Desire for activities to be affordable.
- Expectation of universal access.

Aquatics Market

The aquatics market comprises at least six distinct segments, each requiring a specific marketing mix to maximise market share:

- Lap swimming.
- Swim coaching/squads.
- Learn to swim lessons (private, group and school).
- Recreational aquatic play.
- Aquatic fitness programs.
- Therapeutic and rehabilitation programs.

Competition

The Payneham Memorial Swimming Centre and the Norwood Swimming Centres compete in a market which comprises of twenty three pools including:

- Five public, heated aquatic centres – two are indoor facilities and three are outdoor.
- In addition, Campbelltown City Council opened an indoor swimming centre in the redeveloped Campbelltown Leisure Centre.
- Ten commercial indoor swimming centres.
- Six private schools have swimming pools, with three being indoor facilities.
- Nine hydrotherapy pools.

The aquatics market is very competitive, particularly for major markets – aquatic education and aquatic fitness. The only major market which appears to be under serviced is the play and recreational market. Tea Tree Gully Water World and Adelaide Aquatic Centre have play elements and Campbelltown Leisure Centre includes a splash pad.

Market Research

Population

The population of the City of Norwood Payneham & St Peters in 2014 was estimated to be 37,074. It is projected to stabilise at slightly more than 38,000 residents through to 2016. Whilst the number of children aged 5 – 14 will increase by about 400, the number of older adults aged over 55 years will increase by over 2,500. This suggests that aquatic centres will increasingly be expected to service the needs of this age group.

Telephone Survey

Key findings of a random telephone survey of 300 residents aged over 15 years are set out below:

- 53% had visited a pool in the previous 12 months. Norwood Swimming Centre was the most popular and Payneham Memorial Swimming Centre was the second most popular pool visited. Adelaide Aquatic Centre was the next most popular aquatic centre visited by residents from Norwood Payneham & St Peters.
- 65% who had visited Norwood Swimming Centre lived in postcodes 5067 (Beulah

Park, Kent Town, Norwood, Norwood South and Rose Park) and 5068 (Heathpool, Kensington, Kensington Gardens, Kensington Park Leabrook, Marrayville, St Morris and Trinity Gardens).

- 91% who had visited Payneham Memorial Swimming Centre lived in postcodes 5069 (College Park, Evandale, Hackney, Maylands, St Peters, Stepney) and 5070 (Felixstow, Firle, Glynde, Joslin, Marden, Payneham, Payneham South, Royston Park).
- The main reasons for using swimming centres are due to the proximity to the place of residence and the type of the facilities. These were also the main reasons for using the Norwood and Payneham Memorial Swimming Centres.
- The most popular activities are lap/fitness swimming, recreational swimming, taking children to swim lessons and recreational swimming with children. Lap swimming was the most popular activity for both genders and respondents aged 50+ years. Recreational swimming was the most popular activity for respondents aged 15 – 29 years. Taking children lessons was the most popular activity for respondents aged 30 - 49 years.
- 41% visit swimming pools all year round and 47% in summer only and a significant proportion of respondents visit pools at least weekly.
- The most important features of swimming centres are water quality, location and shade around, and over, pools.
- The main reasons for not using swimming pools related to personal preferences (not interested, don't like swimming), access to other facilities (own or neighbours pool, or use beach) or age and health reasons.
- 73% considered swimming and aquatic facilities in Norwood, Payneham & St Peters Council area were adequate.

User Survey

Key findings of a survey of 245 users of the Norwood Swimming Centre and the Payneham Memorial Swimming Centres are set out below:

- The Norwood Swimming Centre and the Payneham Memorial Swimming Centres were used most often followed by Adelaide Aquatic Centre. 4% of Norwood users had visited the Payneham Memorial Swimming Centre, and 9% of Payneham Memorial customers had visited the Norwood Swimming Centre.
- A substantial proportion of pools users are regular (i.e. at least once per week in either summer or all year round).
- Lap/fitness swimming was by far the most popular activity, followed by recreational swimming. Both pools had similar activity profiles, although Payneham Memorial customers appear to have greater emphasis on lap/competition swimming. Norwood customers seem to spend more time recreational swimming by themselves or with children.
- The Outdoor 50m lap/competition pool is very important to users, with other aquatic components receiving a much lower importance rating. Patrons of the Payneham Memorial Swimming Centre consider lap/competition pools are more important than patrons of the Norwood Swimming Centre. A leisure/fun pool and diving pool were the only two components which the patrons of the Norwood Swimming Centre considered more important than the patrons of the Payneham Memorial Swimming Centres.

Postcode Survey

Postcode surveys conducted in 2012-2013 and 2014-2015 identified a very high proportion of users of both pools live within the City of Norwood Payneham & St Peters. The Payneham Memorial Swimming Centre is also used by a significant number of residents of the Cities of Port Adelaide Enfield and Campbelltown.

Stakeholder Consultation

Consultation with a range of stakeholders indicated that both Centres are highly regarded by the local communities, particularly the Norwood Swimming Centre. Both Centres have deficiencies relating to the amount of shallow water and amenities for swimmers, instructors and spectators.



Appendix B
*Community Engagement
and Consultation*

Community Engagement

A community engagement and consultation program was undertaken in November 2015. The program consisted of two (2) focus groups with participants randomly selected from citizens, regular pool users and key stakeholder groups and a “drop in” session which was open to all members of the community.

Based on the comments which have been recorded the following aspects have been considered in developing the redevelopment options for the Council’s Swimming Centres:

- Both the Norwood and Payneham Memorial Swimming Centres are highly valued community facilities and the characteristics that should be retained are:
 - friendly and welcoming staff;
 - character and style of the pools which is linked to the era they were built in;
 - trees and grassed areas;
 - local, suburban nature which means you are likely to bump into someone you know;
 - open air nature; and
 - water quality and general maintenance of the facilities
- Provision of opportunities for water based/nature based play experiences as complementary activities to the swimming pools.
- Provision/upgrading of the built infrastructure such as seating and improvements to the change rooms.
- Provision of additional shade (both natural and constructed) over the pools and around the grounds
- Protection of and celebrating the heritage of the Norwood Swimming centre
- Consideration of changes to opening hours for lap swimming throughout the year.
- Support for more substantial change at Payneham Memorial Swimming Centre in comparison to the Norwood Swimming Centre.

Consultation Program

Following consideration of the information gathered throughout the review process and the community engagement and consultation, the Council resolved that the Long Term Strategy for the Council’s Swimming Centres will continue to be based on a two (2) Centre, outdoor pool model. The continuation of the two centre, outdoor pool model and the proposed redevelopment options were presented to the community for comment.

The redevelopment options which were provided to the community for comment are set out below.

Payneham Memorial Swimming Centre

- Refurbishment of the existing 50 metre outdoor swimming pool plus a teaching/learners pool to meet the swimming lesson market.
- Replacing the toddler’s pool with an interactive splash pad.
- New interactive water park targeting to the teenage recreational market.
- An inflatable obstacle course to complement the water play park
- Additional shade and the upgrade of dry land facilities.

Norwood Swimming Centre

Three options were considered:

- Complete Centre redevelopment:
 - Replace the existing 6 lane 50 metre pool with a 8 lane 25m pool;
 - Replace the Learners/Teaching pool, with a larger pool;
 - An interactive splash pad aimed at babies and toddlers;

- An inflatable obstacle course;
- Installation of additional shade, barbeque and picnic facilities;
- Replacement of amenities building
- Maintenance of the existing 50 metre Swimming pool, replacement of the Learner’s Pool and the refurbishment of the existing facilities
- Refurbish the existing 6 lane 50 metre pool, a new Learner’s Pool and the refurbishment of the existing facilities

A six week consultation period between Wednesday 1 March 2017 and Sunday 9 April 2017 was undertaken, which included:

- Advertisements were placed in both local Messengers
- Promotional posters placed at both Swimming Centres, on the Parade, and at each of the Customer Service Centres
- Dedicated Page on the Councils Website provided access to:
 - Options Report
 - Fact sheets outlining each of the proposals
 - Concept designs
 - Question & Answer Page
 - On-line Feedback Form
- Information sessions held at both Swimming Centres
- Hard copy feedback forms
- Dedicated email address
- Concept Designs on display at both Swimming Centres and Norwood Town Hall.

Participation in the consultation program was:

- Information sessions – Payneham Memorial 15 attended, Norwood 20 attended
- 176 submissions were received on-line, by email or feedback form

Consultation Results

Key outcomes of the community engagement and consultation program were:

- 1 The two pool strategy was supported by 97% of respondents.
- 2 92% of respondents were supportive of the proposed redevelopment option of the Payneham Memorial Swimming Centre.
- 3 Support for the Norwood Swimming Centre redevelopment options were:

Option 1: Complete Redevelopment	12%
Option 2: Maintenance of the main pool	32%
Option 3 Refurbishment of the main pool	57%
- 4 Major points noted in the feedback relating to Norwood Swimming Centre were:
 - Strong emphasis on retention of a 50 metre pool for lap swimming
 - Primary use of Norwood is for lap swimming and that the primary focus of lap swimming needs to be retained
 - Some of the respondents who support the retention of the 50 metre pool also want to see the splash play elements
 - Retention of the history of the Swimming Centre needs to be retained
- 5 Based on these comments, the preferred option is Option 3 - Refurbish the existing 6 lane 50 metre pool, a new Learner’s Pool and the refurbishment of the existing facilities:
 - Lining the existing pool shell with heavy duty steel or fibreglass (e.g. Myrtha pool) lining.
 - Re-configuring of the filtration system, including installation of a new plant room.
 - Replacement of the balance tank, to bring it up to the minimum standard.
 - Provision of ramp access for persons with disabilities to the swimming pool.
 - Replacement of the Learners/Teaching pool, with a larger pool, which will include a beach entry to enable disabled access.
 - An inflatable obstacle course, to be used on weekends and school holidays.
 - Installation of additional shade, barbeque and picnic facilities.
 - Refurbish existing amenities buildings, consistent with the heritage.

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City of
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