

# Regional Capital Projects Committee Agenda & Reports

**21 April 2021**

## Our Vision

*A City which values its heritage, cultural diversity,  
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable  
and socially cohesive, with a strong community spirit.*

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**City of  
Norwood  
Payneham  
& St Peters**

16 April 2021

## To all Members of the Regional Capital Projects Committee

### **Committee Members**

- Mayor Robert Bria
- Cr John Minney (Presiding Member)
- Cr Carlo Dottore
- Cr Christel Mex
- Cr Fay Patterson

### **Staff**

- Mario Barone (Chief Executive Officer)
- Sharon Perkins (General Manager, Corporate Services)
- Keke Michalos (Manager, Economic Development & Strategic Projects)

### **NOTICE OF MEETING**

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Regional Capital Projects Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

**Wednesday 21 April 2021, commencing at 7.00pm**

Please advise Skye Grinter-Falzun on 8366 4539 or email SGrinter-Falzun@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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**VENUE** Mayors Parlour, Norwood Town Hall

**HOUR**

**PRESENT**

**Committee Members**

**Staff**

**APOLOGIES** Cr Christel Mex

**ABSENT**

**TERMS OF REFERENCE:**

*The Regional Capital Projects Committee is established to fulfil the following functions:*

- 2.1 *To assist the Council in the development of Regional Capital Projects which are referred to the Committee by the Council.*
- 2.2 *The Committee is charged with making recommendations to the Council regarding actions, including the conduct of studies associated with the development of masterplans and concepts as required, in order to develop masterplans, concepts and reports in respect to Regional Capital Projects which are referred to the Committee by the Council.*

1. **CONFIRMATION OF MINUTES OF THE REGIONAL CAPITAL PROJECTS COMMITTEE MEETING HELD ON 16 DECEMBER 2020**
2. **PRESIDING MEMBER'S COMMUNICATION**
3. **STAFF REPORTS**

### 3.1 PAYNEHAM MEMORIAL SWIMMING CENTRE & PATTERSON RESERVE MASTERPLAN

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**REPORT AUTHOR:** Manager, Economic Development & Strategic Projects  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 83664509  
**FILE REFERENCE:** qA1548  
**ATTACHMENTS:** A - C

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#### PURPOSE OF REPORT

The purpose of this report is to present the final draft Masterplan for the *Patterson Reserve Community & Recreational Precinct* and the *Payneham Memorial Swimming Centre* to the Committee for its consideration, endorsement and recommendation to the Council.

#### BACKGROUND

At its meeting held on 27 October 2020, the Committee considered a report on the *Patterson Reserve Community & Recreational Precinct*, which includes the *Payneham Memorial Swimming Centre*. For the purposes of this Project, the *Patterson Reserve Community & Recreational Precinct* comprises of the *Payneham Memorial Swimming Centre*, *Patterson Reserve*, which is home to the East Torrens Baseball Club and the East Torrens Payneham Lacrosse Club, the *Payneham Youth Centre*, the East Torrens Payneham Sports Clubrooms, the *Payneham Library Complex* and the Payneham Library Playground and Third Creek.

Following consideration of the report the Committee resolved the following:

1. *That the report be received and noted.*
2. *That the Regional Capital Projects Committee recommends to the Council that it reaffirm its support for the Council's decision to refurbish the main pool in accordance with the Swimming Centres' Long Term Strategy.*
3. *That a report be resubmitted to the Council at a later date regarding the Tender for the Stage 2 Refurbishment of the main pool which was deferred by the Council at the August 2020 meeting.*
4. *That TCL (Consultants) be instructed to review Options A, B1 and C1 and develop any other options that are required to complete the Masterplan.*
5. *That TCL (Consultants) consult with the existing stakeholders regarding the draft concepts before finalising the draft concepts for the Committee's consideration.*

Subsequently, at its meeting held on 2 November 2020, the Council considered and adopted the recommendations of the Committee, and in doing so, endorsed the Committee's recommendation to retain the main pool in its current location.

On the basis of the Committee's recommendation and the Council's endorsement to retain the main pool in its existing location, the Council's Consultant TCL, was requested to finalise the draft concepts around the existing location of the main pool.

At its meeting held on 16 December 2020, the Committee was presented with four (4) draft concepts for the *Patterson Reserve Community & Recreational Precinct* and more specifically, the *Payneham Memorial Swimming Centre*. Following consideration of the concepts, the Committee resolved the following in relation to the *Patterson Reserve Community & Recreational Precinct* and the *Payneham Memorial Swimming Centre*.

*That Concept B2 be recommended to the Council for adoption for the purposes of progressing to the development of a draft Masterplan.*

Subsequently, at its meeting held on 18 January 2021, the Council considered and adopted the Committee's recommendation and in doing so endorsed Concept B2 as the preferred concept for the future redevelopment of the Payneham Memorial Swimming Centre and more broadly the *Patterson Reserve & Community Recreation Precinct*.

In accordance with these resolutions, the draft Masterplan has now been finalised and is the subject of this report.

The recommendations associated with the *Payneham Memorial Swimming Centre* as set out in the *Swimming Centres Long Term Strategy* (a copy of which is contained in **Attachment A**), were used as the foundation for the various concepts, and the draft Masterplan. More specifically, the key recommendations from the Long Term Strategy that have been incorporated into the draft Masterplan include:

- the retention and refurbishment of the 50 metre outdoor swimming pool;
- the replacement of the Teaching/Learners' Pool with a 25 metre pool, which includes a ramp to enable disabled access;
- the replacement of the toddler's pool with a splash pad or zero water playground;
- the inclusion of an interactive Water Park to complement the traditional programs and services offered at the facility;
- the inclusion of both fixed shade structures and informal shade opportunities (eg trees, umbrellas) and the shade structure over the main pool; and
- an upgrade of the facilities, including but not limited to barbecue and picnic facilities and the refurbishment, addition or replacement of the amenities building.

Whilst these elements have formed the foundation, the draft Masterplan takes a more strategic approach to the Precinct as a whole. The relocation of the *Patterson Reserve Clubrooms* to a more central location and the integration of various elements within the Precinct will result in building a relationship between the Swimming Centre and the uses within Patterson Reserve.

Other significant changes include the removal and replacement of the playground along Turner Street, with additional carparking, the proposed relocation of the Memorial Garden to give it greater presence and by doing so creating a space for a three (3) storey carpark to accommodate the increasing visitor demand, as well as the 'naturalisation' of the Third Creek.

In addition, the decision to retain the 50 metre pool in its current location, has provided an 'anchor' for all of the remaining aquatic elements. It should be noted that the retention of the pool in its current location does not preclude the Council from reconstructing the main pool and potentially extending the width and/or length of the pool should the final costs of this option warrant such a decision. This option does however preclude the pool from being relocated.

A copy of the draft Masterplan is contained in **Attachment B**.

## RELEVANT STRATEGIC DIRECTIONS & POLICIES

A range of Council documents are relevant to this Project. These documents are briefly summarised below:

### 4.1 *CityPlan 2030: Shaping Our Future*

The Outcomes, Objectives and Strategies of the Council's *CityPlan2030: Shaping Our Future – Update 2017* that are relevant to this Project are provided below:

#### **Outcome 1: Social Equity – An inclusive, connected, accessible and friendly community.**

- **Objective 1.1: Convenient and accessible services, information and facilities.**  
*Strategy 1.1.3: Design and provide safe, high quality facilities and spaces for people.*
- **Objective 1.4: A strong, healthy, resilient and inclusive community.**  
*Strategy 1.4.1: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.*

### 4.2 *Open Space Strategy*

The objective of the Council's *Open Space Strategy* is to provide the Council with information to enable it to proactively plan for open space and to ensure that there is equity in respect to access to useful open space and recreational facilities throughout the City. It also ensures that the Council's open space assets maximise the benefits in respect to environmental management, public health and wellbeing, tourism and community capacity building.

The Council's *Open Space Strategy* designates both the *Payneham Memorial Swimming Centre* and the *Norwood Swimming Centre* as Regional Level Facilities, mainly due to their function as formal sporting facilities and appeal to a wide cross section of the community. This designation makes both of the Swimming Centres some of the most significant pieces of community and recreational open space facilities within the City of Norwood Payneham & St Peters.

The *Open Space Strategy* also recognises Patterson Reserve as a Regional Level Facility because of its size and wide range of facilities that it offers.

### 4.3 *Swimming Centres Long Term Strategy*

The Council's *Swimming Centre Long Term Strategy*, which was adopted by the Council in December 2017, sets the future direction for both the Norwood Swimming Centre and the Payneham Memorial Swimming Centre.

The *Swimming Centre Long Term Strategy*, was developed following extensive consultation and engagement with the community to identify the future direction for both swimming facilities.

The objective behind the development of the Strategy was to:

- identify whether or not there was still a demand and/or need to retain both Swimming Centres; and
- to establish the framework upon which to base the future direction of both Centres, to ensure that both Swimming Centres are managed, maintained and developed in an effective manner to ensure that they remain contemporary and are able to meet the changing needs of the community in the future.

The *Swimming Centre Long Term Strategy* recognises the unique character of both of the Council's Swimming Centres, the community which they serve and builds on the strengths of each facility. The Strategy also acknowledges the history and "sense of place" associated with both swimming centres, in particular recognising the cultural heritage of the Norwood Swimming Centre and the dynamic, vibrant public space opportunities at the Payneham Memorial Swimming Centre, Patterson Reserve and the other community and recreational uses within the Precinct.

The key components contained in the Strategy which have been endorsed by the Council are set out below:

1. Retention of the two (2) outdoor pool facilities and focus on providing a diverse range of aquatic recreational opportunities with an emphasis on:
  - lap swimming;
  - swim coaching/squads;
  - learn to swim lessons (private, group and school);
  - recreational aquatic play;
  - aquatic fitness; and
  - community and family gatherings.
- 2 Development of a marketing and promotions plan that provides the community and visitors access to current information on the Council's aquatic recreation opportunities to ensure the longevity and success of the swimming facilities; and
- 3 Effectively developing and managing the two (2) Swimming Centres with a strong focus on on-going sustainability, customer experience and public safety.

A copy of the *Swimming Centres Long Term Strategy* is contained in **Attachment A**.

#### **4.4 Playground Strategy**

The Council's *Playgrounds Strategy* provides the long term strategic direction for the provision and management of playgrounds within the City. More specifically, the *Playgrounds Strategy* identifies the key issues associated with each of the playgrounds throughout the City and outlines an integrated and strategic framework for the enhancement of these important community assets.

The *Playgrounds Strategy* establishes a hierarchy of playgrounds, which aims to achieve different levels of provision and the best use of resources. The hierarchy ranges from Regional and District level playgrounds, which cater to users from a wide geographic area and generally provide innovative, unique or higher standard play equipment and spaces, through to Neighbourhood and Local play opportunities, which generally cater for the surrounding local area and a smaller number of users. A playground's designated level in the hierarchy will ultimately determine the level of development and the quality of the playground.

The Payneham Library Playground is designated as a Level 3 Neighbourhood Playground, making it one (1) of nine (9) Neighbourhood Level playgrounds within the City. Designation as a Neighbourhood Level Playground assumes that the playground will cater for the local neighbourhood and will generally include standard rather than unique play equipment. However, its designation is more a reflection of its current elements rather than its location and role.

In respect to Payneham Library Playground, the *Playgrounds Strategy* identifies the lack of disability access, fencing too close to the play equipment and lack of connection with the Swimming Centre and Patterson Reserve as some of the key issues with the playground and its location. It recommends:

- increasing amount of seating; and
- considering whether a playground is better linked to Patterson Reserve and other sport and recreation facilities (eg Patterson Reserve or the Payneham Memorial Swimming Centre).

Given the playground's association with the regional level facilities and its proximity to other playgrounds, consideration should be given to whether it should be retained, relocated and/or potentially incorporated within the Payneham Memorial Swimming Centre as an additional feature.

#### **4.5 Public Health Plan**

The *Public Health Plan* for the Eastern Region sets out the strategic directions to work towards delivering better living and better health. The Masterplan and its eventual implementation should assist in achieving the directions of the *Public Health Plan*, particularly those under the theme of '*Environments for better health*', by creating attractive, more useable and stimulating reserves and recreational facilities. The Masterplan maximises the opportunities for active and passive recreation and encourages greater physical activity, social interaction and social cohesion.

#### **4.6 Eastern Region Climate Change Adaptation Plan**

The *Eastern Region Climate Change Adaptation Plan* establishes a number of priorities for action, including increasing the areas of open space in key locations and increasing plantings in urban areas to create a greener, cooler space. The Masterplan includes provision to assist in reducing and mitigating the impacts of climate change.

### **FINANCIAL AND BUDGET IMPLICATIONS**

The Council has allocated a total budget of \$100,000 for the development of the two (2) Masterplans for the *Norwood Swimming Centre* and the *Payneham Memorial Swimming Centre*.

At its meeting held on 7 December 2020, the Council resolved to submit a grant funding application under the *Local Government Infrastructure Partnership Program* for the *Payneham Memorial Swimming Centre*. The preferred draft concept, as endorsed by the Council at its meeting held on 2 November 2020 was submitted in support of the application. As part of the application the Council was required to prepare and submit a Business Case. A copy of the Business Case that was prepared by Staff and submitted as part of the grant application is contained in **Attachment C**. Please note that due to the size and number of attachments to the Business Case they have not been included but will be available at the Committee meeting.

In addition, as part of its 2018-2019 Annual Budget, the Council allocated \$1.6 million to undertake the refurbishment of the main pool at the *Payneham Memorial Swimming Centre*. However, since this budget allocation was made, the scope of the work in respect to the upgrade of the main pool has been expanded to include components that were not previously envisaged when the scope of the Project was originally established (ie new plant room and a new filtration system). A funding submission to allocate \$4.5 million for the refurbishment of the 50 metre pool was presented to the Council for its consideration at the Special Council Meeting held on 14 April 2021. It should be noted that at time the funding submission was submitted for the Council's consideration, the outcome of the grant funding application was unknown, hence the scope of the funding submission does not reflect all of the elements of the *Payneham Memorial Swimming Centre Redevelopment Project*.

On 22 March 2021, the Council was advised that it was successful in securing a grant of \$5.6 million for the *Payneham Memorial Swimming Centre Redevelopment Project*. Under the terms of the grant funding, the Council is required, as a minimum, to match the grant funding amount. Staff have since revised the draft 2021-2022 Annual Budget to include a total project cost for the redevelopment of the *Payneham Memorial Swimming Centre* of \$24 million, which comprises of the \$5.6 grant funding and the \$4.5 million (originally intended) for the refurbishment of the main 50 metre pool. The remaining \$13.9 million will enable the detail design and construction documentation to be developed and the construction of all of the aquatic elements (ie 25 metre pool, aquatic play elements and plant room) as well as a new Swimming Centre entry, reception, café and clubroom facilities to be constructed.

The project is scheduled to be delivered over two (2) financial years, with the estimated spend being incurred as follows:

- 2021-2022 - \$ 3.0 million
- 2022-2023 - \$21.0 million

## **EXTERNAL ECONOMIC IMPLICATIONS**

Through an injection of \$24 million, it is estimated that the Gross Regional Product will increase by \$16.928 million. Contributing to this is a direct increase in output of \$24 million, 58.13 additional FTE jobs, \$3.115 million more in wages and salaries and a boost in value-added of \$6.373 million.

It is anticipated that this direct expansion in the economy, will deliver flow-on supply-chain effects in terms of local purchases of goods and services. It is estimated that these indirect impacts would result in a further increase to output valued at \$16.342 million, 51.03 more FTE jobs, \$3.584 million more paid in wages and salaries, and a gain of \$6.431 million in terms of value-added.

The increase in direct and indirect output and the corresponding change in jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$7.199 million, employment by 24.25 FTE jobs, wages and salaries by \$1.731 million, and value-added by \$4.124 million.

Therefore the total output is expected to rise by \$47.541 million. Corresponding to this are anticipated increases in employment of 133.41 FTE jobs, \$8.430 million wages and salaries, and \$16.928 million in terms of value-added.

## **SOCIAL ISSUES**

Both the *Payneham Memorial Swimming Centre* and *Patterson Reserve* are regional level swimming and recreation facilities and are very well utilised assets within the City. Upgrading the main pool and the swimming centre generally, will ensure the longevity of these assets.

*Patterson Reserve*, in its own right, is also recognised as a regional level facility. The integration of these two (2) facilities (ie *Patterson Reserve* and *Payneham Memorial Swimming Centre*) together with the *Payneham Library* will reinforce the importance of swimming and recreational play in community life and the strategic role of the *Patterson Reserve Community & Recreational Precinct* in providing these facilities at a regional level.

## **CULTURAL ISSUES**

The *Payneham Memorial Swimming Centre* has been a key feature in the cultural and historic fabric of this City for over fifty (50) years.

## **ENVIRONMENTAL ISSUES**

The proposed improvements to the *Patterson Reserve Community & Recreational Precinct* will deliver environment improvements by reducing water loss and water usage. It is estimated that the operational costs associated with the Swimming Centre will reduce the operational costs by approximately \$40,000 per year.

The potential consolidation of buildings will also assist in reducing the footprint of the buildings and increase the amount of open space, which will ultimately reduce the carbon footprint from this Precinct. Environmental elements such as solar power, rainwater tanks etc will be incorporated into the design of facilities where possible and warranted.

## **RESOURCE ISSUES**

Council staff have and will continue to manage TCL (the Consultants). Council staff will also manage and oversee the contract works throughout the project program, which as Elected Members will appreciated, will require a significant resource requirement.

## RISK MANAGEMENT

There is no significant risk with the development of the Masterplan however there is a significant risk if the decision making over the planning and design stages of this Project are unnecessarily protracted.

Due to the age and condition of the current filtration system there is a risk that in the event of a major breakdown or failure in the filtration system and/or plant, the filtration may not be easily repaired, resulting in delays and a significant impact on the operation of the *Payneham Memorial Swimming Centre*. The advice received from Crackerjack, (Engineering Consultants), is that a major infrastructure failure would most likely not be repairable and cause significant impact on users with little or no notice. The intent of the proposed refurbishment is to futureproof the facility for the next 25-30 years.

In addition, there are also financial risks. Should the Committee and/or the Council delay their decision on the draft Masterplan, there is a risk that the Council could lose its grant funding.

## COVID-19 IMPLICATIONS

At this stage, unless further restrictions are imposed by the State and Federal Governments, there are no known COVID-19 implications that would restrict the Masterplan from progressing, or for the proposed redevelopment work to be undertaken

## CONSULTATION

- **Elected Members**

The Council adopted the *Swimming Centres Long Term Strategy* on 4 December 2017. The Council considered a Confidential Report on the Stage 1 Refurbishment at its meeting held on 29 May 2018. In March 2020, Elected Members attended an Information Session regarding the preparation of Masterplans for the Norwood Swimming Centre and the Payneham Memorial Swimming Centre. On 3 August 2020, the Council considered a Confidential Tender Selection Report on the Payneham Memorial Swimming Centre Main Pool – Stage 2 Refurbishment Project.

A report outlining five (5) draft concepts was considered by the Council's *Regional Capital Projects Committee* on 27 October 2020. The Committee's recommendations regarding the main pool at the Payneham Memorial Swimming Centre were considered and adopted by the Council at its meeting held on 9 November 2020. A further report outlining four (4) options was considered by the Council's Regional Capital Projects Committee on 16 December 2020. The Committee's recommendation regarding the preferred option was considered by the Council at its meeting held on 18 January 2021.

- **Community**

It was originally proposed that once the draft Masterplan was developed, community consultation would be undertaken, however given that the conditions/requirements of the grant funding to deliver the project within a short timeframe and given that the Council undertook significant consultation as part of the development of the *Swimming Centres Long Term Strategy*, and given that the Masterplan is simply implementing the *Swimming Centres Long Term Strategy*, it is proposed that community consultation on the Masterplan not be undertaken. It is recommended that targeted consultation regarding specific elements with key stakeholders be undertaken as required, as part of the detail design/design development stage of the Project.

- **Staff**

General Manager, Corporate Services  
Manager, Swimming Centres  
Project Manager  
Project Manager, Urban Design & Special Projects

- **Other Agencies**

Not applicable.

## DISCUSSION

The Council's original intent was to deliver the Masterplan for the *Payneham Memorial Swimming Centre* and *Patterson Reserve Community & Recreational Precinct* in three (3) distinct stages, as outlined in the report which was considered by the Committee at its meeting held on 27 October 2020. Stage 1, was intended to encompass the background analysis, preliminary investigations and the development of high level concepts for the *Payneham Memorial Swimming Centre* and the *Patterson Reserve Community & Recreational Precinct*, based on the key directions outlined in the Council's *Swimming Centres Long Term Strategy*. Stage 2 of the Project involved the preparation of the draft Masterplan for the *Payneham Memorial Swimming Centre* and the *Patterson Reserve Community & Recreational Precinct* based on the preferred Concept developed as part of Stage 1. The intent was that this stage would also be used to determine the feasibility and best design outcomes to maximise the return on investment. Community consultation and stakeholder engagement would be undertaken as part of this stage. Finally, Stage 3 would be used to finalise the Masterplan taking into account all of the comments received during the community consultation and engagement stage.

However, given that the Council has since been successful in obtaining a grant of \$5.6 million under the State Government's *Local Government Infrastructure Partnership Program*, the proposed timeframe for the delivery of the Masterplan has had to be amended. In order to enable the staff to progress to the detail design and construction documentation stage of the project, it is proposed that the community consultation and stakeholder engagement, which was planned as part of Stage 2, not be undertaken and that the Committee simply endorse the draft Masterplan contained in **Attachment B** and recommend to the Council that it be adopted. The endorsed Masterplan will however be promoted on the Council's website.

### Scope of Payneham Memorial Swimming Centre Redevelopment Project

The *Payneham Memorial Swimming Centre Redevelopment Project* comprises of the following specific elements as depicted in the draft Masterplan contained in **Attachment B**:

- refurbished 50 metre pool with provision for a solid cover;
- new semi-enclosed 25 metre outdoor Learners' Pool;
- new two (2) storey sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;
- new leisure pool with interactive water play and high platform water slides integrated with the building;
- the installation of shade, barbeques and picnic facilities on grassed embankment; and
- new Plant Room to service the 50m Pool, new 25m Learners' Pool and the Aquatic Recreation Equipment and Facilities.

It should be noted that in line with the conditions under the *Local Government Infrastructure Partnership Program Grant*, the Council was unable to apply for grant funding for any component that has already been funded by the Council or any other State Government funding program. Therefore, whilst the refurbishment of the 50 metre pool forms part of the redevelopment project it does not form part of the elements identified in the *Local Government Infrastructure Partnership Program*. This means that the Council will need to fund the total cost of the 50 metre pool regardless of whether it resolves to refurbish or rebuild the pool.

The grant funding of \$5.6 million received only applies to the aquatic based components of the Project, namely the 25 metre pool, the aquatic play equipment and the plant room. The grant funding does not apply to the proposed carpark building, or the sports and leisure centre/administration building. Should the Council resolve to proceed with these elements, these will need to be funded by the Council (albeit that the Council can look for other funding opportunities for these components).

As previously outlined in the Financial and Budget Implications section of this report, under the terms and conditions of the grant fund, the Council is now required to contribute at least \$5.6million towards this project – assuming it wishes to accept the grant funding of \$5.6 million. Should the Committee and the Council resolve to deliver any other components (for example the sports and leisure centre/administration building), adequate Council funding will need to be allocated to deliver these components. Given that the draft Masterplan contained in **Attachment B** requires the demolition of the existing building and the 25 metre pool to enable the construction of the new facilities it is recommended that the sports and leisure centre/administration building also be included in the redevelopment.

As part of the Council's 2021-2022 Budget, the nominal amount of \$24,000,000 has been included to deliver both the refurbishment of the main 50 metre pool (which has a proposed budget allocation of \$4.5 million) and associated infrastructure, as well as the 25 metre pool, aquatic play equipment, plant room, the sports and leisure centre/administration building as well as all ancillary features such as fencing, outdoor furniture and landscaping (estimated at approximately \$20million).

### **Main 50 Metre Pool**

As a result of the number of infrastructure issues associated with the age of the main pool at the *Payneham Memorial Swimming Centre*, the Council endorsed the refurbishment of the Main Pool as a matter of priority, in order to "future proof" the pool for the next twenty-five (25) to thirty (30) years. It was decided that due to the extent of work required, the refurbishment would be undertaken in two (2) stages, to minimise the interruption to the regular twenty four (24) week swimming season. Stage 1, which comprised the replacement of the pipework associated with the main pool, was completed in October 2018.

In accordance with the Council's previous resolutions and the *Swimming Centres Long Term Strategy*, the tenders for the Stage 2 works, which comprised of the construction of a new disabled access ramp, replacement of the scum gutter with a wet deck entry, new plant room, new filtration system, retiling of the main pool as well as replacement of the concourse around the pool, were released in February 2020. Following various discussions with the preferred contractor, the tenders were presented to the Council for consideration at its meeting held on 3 August 2020.

Following the consideration of the Tender Assessment and all of the options available, including the construction of new 50 metre pool, the Council resolved to defer consideration of the matter until the Masterplan was presented to the Council for its consideration.

In order to enable the Masterplan to progress to finalisation, the matter of refurbishing versus reconstruction was once again considered by the Regional Capital Projects Committee. At its meeting held on 27 October 2020, the Committee resolved the following in respect to the main 50 metre pool at Payneham Memorial Swimming Centre.

2. *That the Regional Capital Projects Committee recommends to the Council that it reaffirm its support for the Council's decision to refurbish the main pool in accordance with the Swimming Centres' Long Term Strategy.*
3. *That a report be resubmitted to the Council at a later date regarding the Tender for the Stage 2 Refurbishment of the main pool which was deferred by the Council at the August 2020 meeting.*

On the assumption that the Committee and the Council endorses the draft Masterplan contained in **Attachment B**, it is expected that staff will progress to detail design and construction documentation for the area defined as the *Payneham Memorial Swimming Centre*. As part of this stage, the Council will prepare construction documentation for both the refurbishment and reconstruction of the main pool and will subsequently tender both options to determine the most financially viable option. This will ensure that the Council is provided with a more definitive cost for both options. In the case of the refurbishment, the documentation has already been prepared and in this case will be incorporated into the final documentation with the intent that a single contractor will be appointed to undertake all of the construction works.

As the Committee is aware, a detailed cost estimate was prepared by Rider Levett Bucknall (RLB), which indicated that the construction of the new pool would be in the vicinity of \$5.3M, compared to approximately \$4.2 million for the refurbishment of the existing pool. Given that experience with the construction of 50 metre outdoor pools in Adelaide is limited, the most accurate way to determine the cost is to develop the documentation for both options and let the market determine the actual cost through a tender process.

Whilst both options are viable and both will deliver a better outcome for the *Payneham Memorial Swimming Centre* and more broadly the Precinct, the redevelopment of the Payneham Memorial Swimming Centre is a significant financial investment for the Council, and therefore significant investigation needs to be applied before a decision is made.

## **OPTIONS**

The Committee can choose to endorse the final draft Masterplan as contained in **Attachment B** or alternatively, the Committee can choose to amend the Masterplan. However, on the basis that the final draft Masterplan delivers a well-considered vision for the long term viability of the *Patterson Reserve Community & Recreational Precinct*, which can be further refined as part of the detail design stage, and it also aligns with the majority of the outcomes which the community has put forward as part of the consultation on the Long Term Strategy for the swimming centres, it is recommended that the Committee endorses the *Patterson Reserve Community & Recreational Precinct Masterplan* as contained in **Attachment B**.

Alternatively, the Committee can resolve to recommend to the Council that it not proceed any further with the Masterplan. This option is not recommended.

Whilst there are a number of options available, the current resolution of the Council requires the Masterplan to be completed and endorsed before the Council makes a decision to undertake refurbishment of the pool or build a new pool in the current location.

For the purposes of finalisation of the Masterplan, it is recommended that the Committee review and endorse the draft Masterplan which clearly aligns with the *Swimming Centres Long Term Strategy*, which was endorsed by the Council and reflects the resolution of the Committee and the Council to retain the main pool in its current location.

## **CONCLUSION**

The draft Masterplan contained in **Attachment B** delivers a comprehensive and innovative design framework for the future redevelopment of the *Patterson Reserve Community & Recreational Precinct* and more specifically sets a clear direction for the development of the proposed aquatic facility at the *Payneham Memorial Swimming Centre*. From a strategic perspective, it is recognised that a detailed Masterplan for the *Payneham Memorial Swimming Centre* cannot be developed in isolation without taking into consideration its broader context, and the Swimming Centre's significant role within the *Patterson Reserve Community & Recreational Precinct*.

More specifically, the Masterplan should provide the Council with the confidence to prioritise the investment and works for the redevelopment of this significant Precinct.

## **COMMENTS**

Both *Patterson Reserve* and the *Payneham Memorial Swimming Centre* are significant Council assets that have served the community well for over fifty (50) years.

As the facilities at the *Payneham Memorial Swimming Centre* have effectively reached the end of their useful life cycle, there is an opportunity to build new facilities which will ensure that the facility remains contemporary and can 'compete' successfully with other aquatic facilities in the eastern region.

If the Council wishes to pursue the establishment of a regional level facility and promote it as such, it will need to ensure that all elements (including car parking) support its classification. The current situation has resulted in large operational costs, all of which are a direct result of the age of the infrastructure. Whilst investment is required to reduce both operational costs and provide a contemporary facility, the need to invest in a facility that delivers longevity is critical.

The need to upgrade the facility and the decision to expand its offering together with the recently acquired grant funding has presented the Council with a great opportunity to plan strategically and expedite the delivery of the upgrade to this Precinct.

## **RECOMMENDATION**

1. That the draft Masterplan contained in **Attachment B** be recommended to the Council for adoption.
2. The Committee recommends to the Council that Stage 1 of the Payneham Memorial Swimming Centre Redevelopment Project, for the purposes of detail design, construction documentation and construction, should comprise of the following elements:
  - refurbished 50 metre pool with provision for a solid cover;
  - new semi-enclosed 25 metre outdoor Learners' Pool;
  - new sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;
  - new leisure pool with interactive water play and high platform water slides;
  - the installation of shade, barbeques and picnic facilities on grassed embankment; and
  - new plant room to service the 50m Pool, new 25m Learners' Pool and the aquatic recreation equipment and facilities.
3. That the Committee notes that staff will now progress to the detail design and construction documentation stage of the Project for the Payneham Memorial Swimming Centre Redevelopment.
4. That the Committee notes that a suitable consultant will now be engaged to prepare a Prudential Report for the Council's consideration.

# **Attachment A**

## **Payneham Memorial Swimming Centre & Patterson Reserve Masterplan**

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**City of  
Norwood  
Payneham  
& St Peters**



The City of Norwood Payneham & St Peters

# Swimming Centres Long Term Strategy



*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 Centre's 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.

To assist in the development of the Strategy, the Council undertook 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**.

We also 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**.



## Long Term Strategy

Our current provision of public swimming facilities is based on the service provision approach common throughout the 1950's-1960. The approach focussed on 50 metre outdoor swimming facilities which cater in most part for recreation and lap swimming.

Aquatic recreational activities have grown over time and the strategy developed is focussed on ensuring that current and future unmet aquatic recreational needs are met, while being cognisant of the traditional needs of recreational and lap swimmers.

The future direction for both Swimming Centres recognises the unique characteristics of each facility, the community they service and builds on the strengths of each Centre. The ultimate goal is for our Swimming Centres to be attractive and highly utilised recreational destinations.

This strategy contributes to the Council's strategic objective of Community Well-being by providing convenient and accessible quality aquatic facilities and services, which will help build a strong healthy and resilient community. In addition, the strategy recognises the history and sense of place by recognising the cultural heritage of the Norwood Swimming Centre and providing a dynamic, vibrant public space at the Payneham Memorial Swimming Centre.

Following the consideration of the investigations undertaken and the comments and feedback received from the community engagement and consultation, the long term strategy is to continue the current "two outdoor pool strategy" and with the focus on:

1. A diverse range of aquatic recreation opportunities being available for all to enjoy, assisting in promoting healthy living, with emphasis on the following markets;
  - Lap swimming ;
  - Swim coaching/squads;
  - Learn to swim lessons (private, group and school);
  - Recreational aquatic play;
  - Aquatic fitness; and
  - Community and family gatherings.
2. Our community and visitors having access to current information on the Council's aquatic recreation opportunities through the development of a marketing and promotions plan.
3. Effective development and management of the Swimming facilities with a strong focus on on-going sustainability, customer experience and public safety

## Payneham Memorial Swimming Centre Strategy

The Payneham Memorial Swimming Centre will celebrate its 50<sup>th</sup> Birthday in 2018. Over the years a range of refurbishments have been undertaken to maintain the infrastructure in good order. On average the Centre attracts between 75,000 and 80,000 patrons during the Swimming Season.

The Centre currently caters for lap swimming, swimming lessons, both Department of Education run lessons plus Centre led Child and Adult learn to swim and stroke correction programs, Club Swimming, Canoe Polo, school carnivals, water safety programs and recreational swimming.

The Centre currently has three pools (main, learners and toddlers) which provide a range of water depths and configurations to cater for multiple aquatic markets. The Centre has extensive grassed areas, off street car parking and good standard of amenities for both customers and staff.

The future direction and strategy for the Payneham Memorial Swimming Centre is aimed at building on the traditional programs and services, while encouraging greater family and child entries by adding more leisure water, play and fun water features.

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;

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

The Learners/Teaching pool is a key element in the long term strategy, in order to provide swimming lessons and water safety programs such as Vac Swim and Swim and Survive Program. To accommodate an increase in swimming lessons, the Learners/Teaching pool will be replaced with a larger pool, which will include a ramp to enable disabled access.

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.

Market research identified the recreational market, especially the teenage market, was 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, an inflatable obstacle course will also be introduced at the Payneham Memorial Swimming Centre.

To balance the needs of the traditional users, such as lap swimming, club swimming and general recreational swimming, with that of the play and water fun features, 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, a splash pad or zero water playground will replace the existing toddler's pool. 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.

Together with the water based facilities, the installation of shade and the upgrade of facilities, such as barbecue and picnic facilities will be included as part of the redevelopment. The refurbishment of the amenities building is to include improved family/disabled change rooms and separate school change areas to improve the customer comfort and access to change facilities for all users. To improve the utilisation of clubrooms located at Payneham Memorial Swimming Centre, formal agreements with Norwood and Payneham Swimming Clubs will be entered into.

Feedback received during the community engagement and consultation indicated that users, in-particular lap swimmers and swimming clubs are looking for an extension to the current twenty-four (24) week season. To meet this need, subject to guaranteed programmed use, the lap swimming season be extended through to the end of April.

## 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	
<ul style="list-style-type: none"> <li>– installation of a ramp, at the shallow end to allow disabled access;</li> <li>– replacement of scum gutters with wet deck entry;</li> <li>– upgrade of filtration system and refurbishment of the plant room; and</li> <li>– retiling of the pool.</li> </ul>	\$2,000,000
Replacement of Learners Pool	\$750,000
Water Play Park (includes water slides)	\$2,500,000
Splash Pad	\$400,000
Upgrade of facilities	\$500,000
Refurbishment of amenities buildings	\$350,000

The redevelopment works will be staged over a number of years, with the major works being undertaken outside of the swimming season.



## Norwood Swimming Centre Strategy

The Norwood Swimming Centre celebrated its 60<sup>th</sup> Birthday in 2017. The Norwood Swimming Centre is highly regarded by the immediate community, with many valuing the character of the pool and the natural environment which surrounds it. On average the Centre attracts between 35,000 and 40,000 patrons during the Swimming Season.

The Centre currently caters for lap swimming, swimming lessons, both Department of Education run lessons plus Centre led Child learn to swim programs, school carnivals, water safety programs and recreational swimming.

The Centre has two (2) pools (main pool and learners/toddlers pool), which provide a range of water depths and configurations to cater for multiple aquatic markets. The Centre has natural shade and grassed areas however the footprint is small with no opportunity for expansion and there is limited off-street parking.

The future direction and strategy for the Norwood Swimming Centre is aimed at future proofing the current infrastructure in line with the cultural heritage of the Centre. In line with the overarching strategy, 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.

To address the needs of the recreational market, in particular the younger people who are seeking play and water fun features, an inflatable obstacle course will be installed. The introduction of an obstacle course is aimed at attracting younger people to the pool, and providing a major attractor to the Centre to expand the catchment area.

To balance the needs of the traditional users, such as lap swimming, and general recreational swimming, who use the Centre to "cool off", with that of the play and water fun features, the operation of 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 the obstacle course will be set around weekends, public and school holidays.

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

Given the small size of the site and the relatively low patronage of the Centre, in particular during the middle of the day on weekdays outside of school holidays, the refurbishment of the amenities buildings will consider elements to enable the Centre to be operated as a low-patronage centre, i.e. during times where attendances are fewer than 50 patrons.

## 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

The redevelopment works will be staged over a number of years, with the major works being undertaken outside of the swimming season.

# 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, Marryatville, 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, barbecue 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, barbecue and picnic facilities.
  - Refurbish existing amenities buildings, consistent with the heritage.

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*City of*  
**Norwood**  
**Payneham**  
**& St Peters**

# **Attachment B**

## **Payneham Memorial Swimming Centre & Patterson Reserve Masterplan**

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**City of  
Norwood  
Payneham  
& St Peters**



City of  
Norwood  
Payneham  
& St Peters

# Patterson Reserve Community & Recreation Precinct

## Draft Masterplan Report

April 2021



# CONTENTS

Client:



**City of  
Norwood  
Payneham  
& St Peters**

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Report No: A2003 Patterson Reserve Community & Recreation Precinct

Rev	Description	Date	By	Checked	Approved
1	Draft Issue	03.03.21	PA/AL/SB	AL	SB
2	Revised Draft Report	31.03.21	PA/AL	AL	DS
3	Final Draft Report	12.04.21	AL	AL	DS

- 1.0 **INTRODUCTION**
- 2.0 **CONTEXT**
  - 2.1 Site History
  - 2.2 Walking the Site
- 3.0 **KEY DESIGN MOVES**
- 4.0 **THE MASTERPLAN**
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# 1.0 INTRODUCTION

The City of Norwood Payneham & St Peters is a dynamic and vibrant inner-urban municipality with a rich culture and history. In recent years, the City has experienced a net growth in population related to an increasing number of dwellings, albeit with decreasing household size. As part of its open space and recreational assets, the Council owns and operates two swimming facilities, the Norwood Swimming Centre, located in Kensington, and the Payneham Memorial Swimming Centre located in Felixstow. Whilst the Norwood Swimming Centre is generally surrounded by residential development, the Payneham Memorial Swimming Centre forms part of a larger recreational and community precinct, the Patterson Reserve Community and Recreation Precinct.

Although both Swimming Centres have served the community well over the years, the infrastructure at both centres is ageing and the trend towards aquatic recreational facilities has evolved significantly since their establishment. The community is now seeking a higher standard and expects a greater variety of recreational activities from each facility.

In light of these factors, the Council has resolved to undertake significant redevelopment of the Payneham Memorial Swimming Centre to ensure that it remains viable and continues to offer a high standard of aquatic recreational facilities to the community.

## Payneham Memorial Swimming Centre

On average, the Payneham Memorial Swimming Centre attracts approximately 75,000 and 80,000 patrons during the swimming season, which runs from October through to mid-April.

The City of Norwood Payneham & St Peters has engaged the TCL consultant team to develop a detailed Masterplan for the future redevelopment of the Payneham Memorial Swimming Centre, as well as some guidance of opportunities to integrate the Centre within the wider Patterson Reserve Community and Recreation Precinct.

This report is a summary of the Masterplanning process undertaken and puts forward design proposals for the master planning of both the Centre and the Precinct.

The report assesses the site in detail by highlighting the current inherent strengths and weaknesses, such as its accessibility to users and general fitness for purpose.

The appendices also summarise the consultation undertaken by the Council.

Included in the Appendix is a copy of the report prepared by Aquatic One, which assesses the options and limitations for the redevelopment of the existing pool structures and associated plant and equipment.



## 2.0 CONTEXT

### 2.1 Site History

The proposal to construct a full-sized outdoor Olympic swimming pool in one of the then faster-growing urban areas in eastern Adelaide was first put forward in late 1964. Funds were obtained over the following years with the City of Payneham securing contributions from the local community through organisations such as the Payneham RSL and St Peters and Payneham Rotary Clubs, and a site in Felixstow adjacent Third Creek was acquired for the project.

The Payneham Memorial Swimming Pool was officially opened by Payneham Mayor, Max Redden, on 10 February 1968, and dedicated to honouring soldiers of the area who had served in combat. Playing fields, lawns and gardens were also developed on the site as a "joint recreation scheme" for the growing local population.

The Payneham Swimming Club was established at the pool when a club based at the Adelaide City Baths originally known as the 'Richardson's Industries Patriotic Club', and later the 'Chrysler Swimming Club', relocated to the newly opened pool following the demolition of the City Baths in 1969. The Club produced many champion swimmers through the seventies and more recently nurtured the talents of Olympic silver medallist Glen Beringen and Commonwealth Games gold medallist Martin Roberts.



## 2.2 Walking the Site

Identifying the characteristic attributes are best appreciated by walking the site, providing an important foundation to assess how each unique Masterplan strategy can reinforce and enhance the core positive qualities of the place, while ensuring site weaknesses are appropriately addressed. At Payneham Memorial Swimming Centre, the following qualities demand attention:



### Sense of Arrival

- The site lacks a strong sense of arrival due to the unassuming architecture of the buildings, the dominance of the featureless bituminised carpark surrounding the entry point, and minimal entrance signage.*
- The site lacks a visual presence on its only street frontage along OG Road and signage is poor at the carpark entry.*

### Community Facility

- The Centre is popular with its local community and receives high visitation on hot summer days.*
- The facility is affiliated with local suburban swimming clubs, and houses meeting rooms for club meetings.*
- Baseball & Lacrosse Clubhouse is increasingly popular, with training and games on week nights and weekends.*

### Parkland Setting

- Generous wide open lawns surrounding the main pool and two children's pools create a strong parkland quality for the site, allowing good sightlines for supervision.*
- A small number of large mature trees are located within the lawns providing good shade for pool users.*



### Accessibility and Code Compliance

- Upgrades to the main pool and associated buildings will form part of the development, improving pool accessibility and functionality.*
- Accessible parking spaces in the carpark need to be reviewed for compliance with current standards.*
- Baseball & Lacrosse Clubhouse require a review & upgrade of facilities.*

### Aging and Underutilised Buildings

- The Swimming Centre & Baseball / Lacrosse buildings are in average condition, are functional but eg. the Swim Centre offers opportunities to improvements the efficiency of staff operations, particularly in the entry, kiosk, first aid and storage spaces.*
- Modernisation of the change room facilities is required to better accommodate regular family and school groups visitors.*

### Fragmented Community Precinct

- The Centre is located centrally within a precinct of fragmented community assets, including the Council library, a youth centre, a community primary school, a memorial garden and several sports fields and club facilities.*
- Each facility operates independently of each other without any sense of being part of an integrated and connected community precinct.*

## 3.0 KEY DESIGN MOVES

In proposing the masterplan, a series of key design moves have been identified to guide further and more detailed planning and design.

### The Patterson Reserve Community & Recreation Precinct

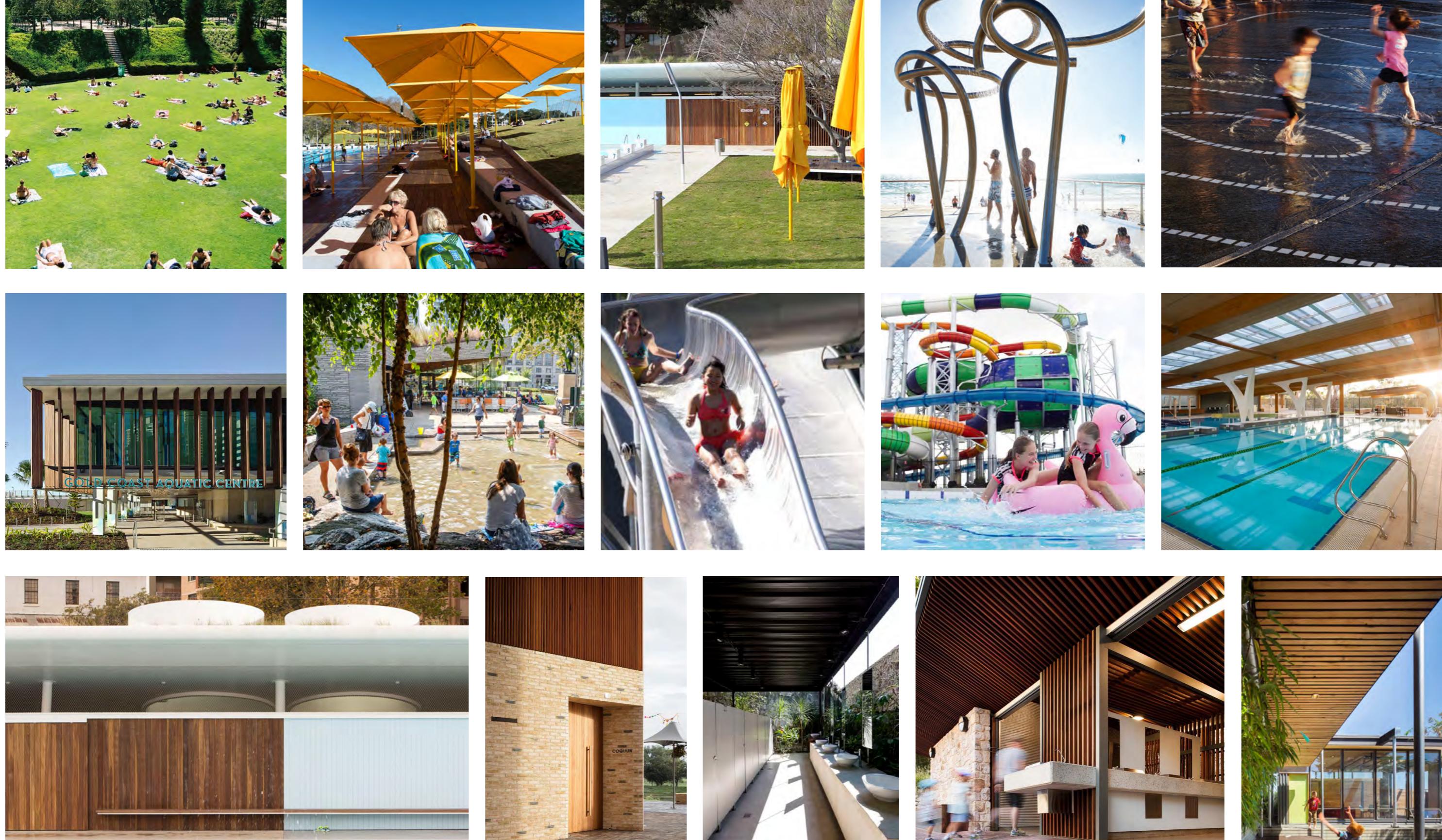
1. Create a park entrance with an activated central axis.
2. Relocate and upgrade the Baseball and Lacrosse clubrooms along the central axis.
3. Maintain and protect significant trees.
4. Enhance the Third Creek corridor and connection to local path networks.
5. Provide adequate parking to meet a variety of needs.

### Payneham Memorial Swimming Centre

1. Create a new entrance in a park setting.
2. Maintain an open-air/outdoor swimming experience for the community and its user groups.
3. Create a new two-storey Sports and Leisure Centre.
4. Consolidate a new 25m lap pool and learn to swim under a semi-enclosed roof for year-long use.
5. Extend the swimming centre water activities to entice teenagers and younger patrons.
6. Provide a diverse range of shade options for patrons.
7. Provide adequate parking to meet the needs of an enhanced facility.

## Precedent Images

The following images are examples of the desired character for the landscape, built form and aquatic elements that are envisioned for the Patterson Reserve Community & Recreation Precinct and Paynham Memorial Swimming Centre Pool.



## 4.0 THE MASTERPLAN

### 4.1 The Patterson Reserve Community & Recreation Precinct

The Masterplan for the Patterson Reserve Precinct seeks to draw together several community assets within the area including the sports fields, play facilities, the Library, Youth Centre and the Payneham Memorial Swimming Centre. Seen holistically, new landscaping unifies the Third Creek culvert with a new axial pathway connecting OG Road to the centre of the precinct.

Highlighted by a large-scale sculptural marker at the OG Road site entry and the adjacent new entrance to the Swim Centre, the axial path features a relocated memorial garden and a new playground which replaces the existing playground adjacent to the library. At the pivotal location at the intersection of the path and Third Creek, is a new clubroom building with dedicated toilets, café, storage and broad decking across the creek culvert.

A new multilevel carpark services the reserve, its sports fields, and the new Swim Centre with approximately 250+ spaces, while retaining the existing form of the private open-air carparking off OG Road.

In the reserve, dated facilities have been demolished and relocated to the clubroom building, to increase the number and variety of playing fields. Significant trees across the reserve have been retained and provide shading for both park spaces and sports field audiences.

The demolition of the playground along Turner Street allows the off-street parking along Turner Street to be increased and rationalised and new club change rooms and storage space to be provided.



## 4.2 Payneham Memorial Swimming Centre

The Payneham Memorial Swimming Centre is reordered to ensure the centre has a far greater street presence along OG Road alongside the Payneham Community Library.

A new two-storey sports and leisure centre building provides an administrative base and a range of new facilities. The new purpose-made, architecturally-designed building will be the central focus of the site as the single point of entry and exit, providing all change facilities, as well as a café, gym and dry pool training equipment, multisport clubrooms and lettable function areas, and a dedicated access point to the new water slides and other water park play activities incorporated into the site. A large overhanging roof form provides shelter and shade at the most active portion of the site and encloses a new 8-lane, 25m learn-to-swim pool along with dedicated school changerooms and all associated plant rooms and circulation spaces.

The existing 50m 8-lane lap pool is substantially upgraded, with an option to extend the roof form over the large pool in the future, providing year-round swim facilities to all pools.

High platform waterslides and multi-use water play facilities, including zero-depth splash pads for toddlers, provide a range of offerings for children and adults of all ages and abilities.

The 50m pool and play areas are surrounded by lawn and ornamental planting, creating a park setting within the wider open public reserve. The retained existing trees and new shelters and umbrellas allow for flexible shading options across the site.

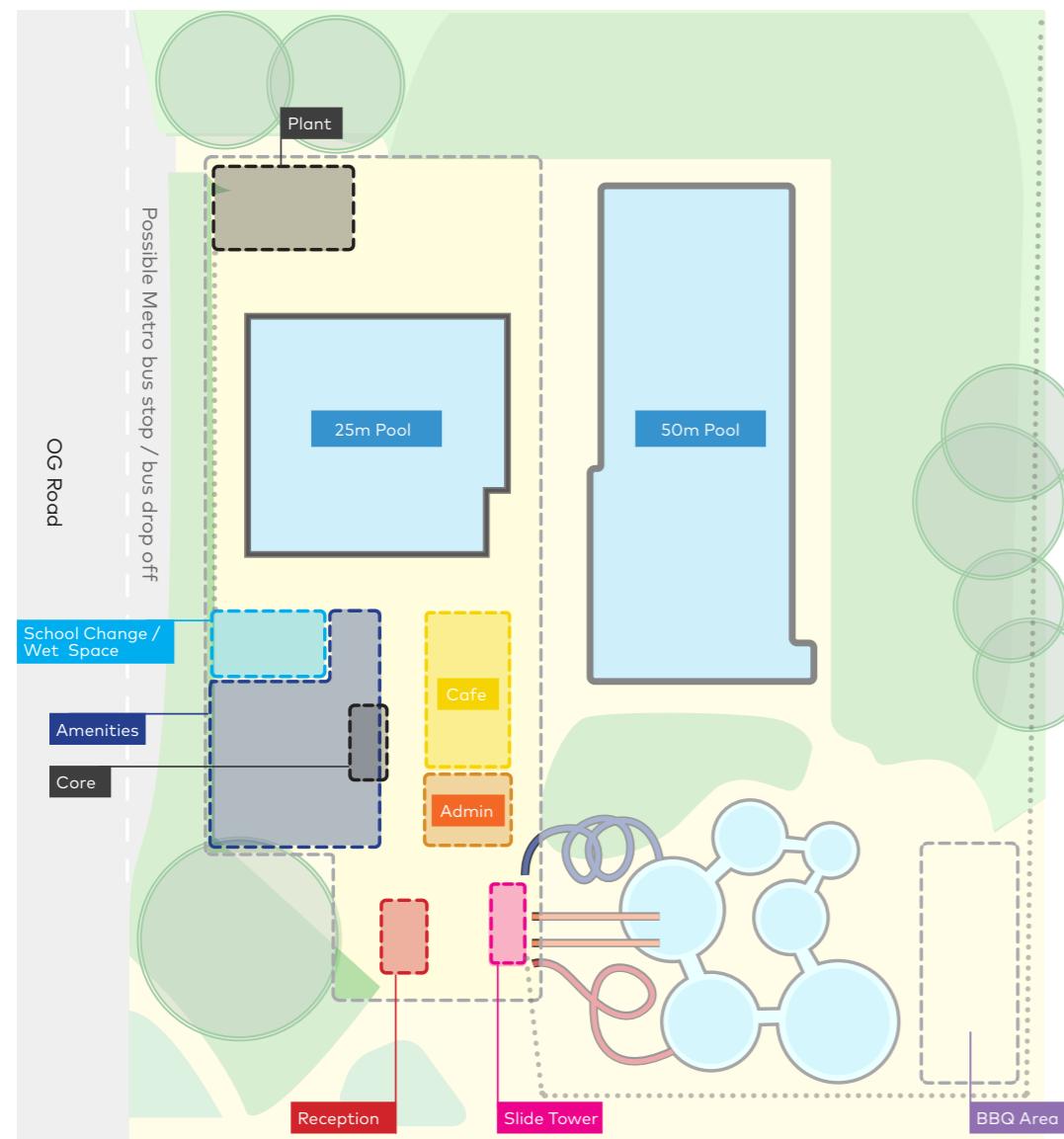


## 5.0 MASTERPLAN ELEMENTS

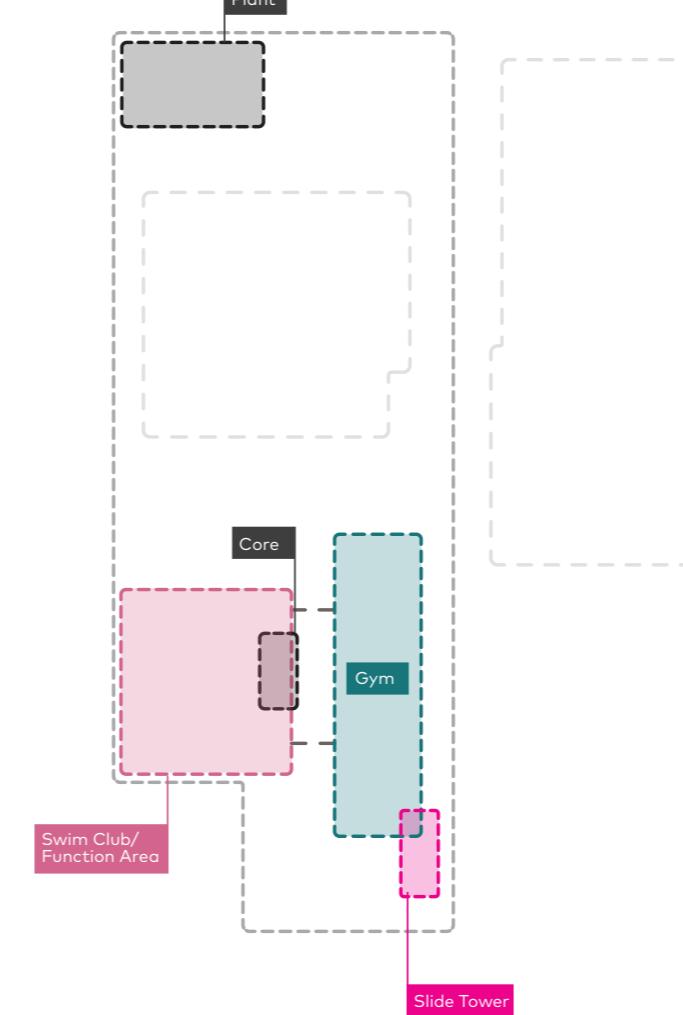
### 5.1 Architectural Schematic Spatial Arrangement

The following diagram provides a schematic floor plan arrangement for the proposed building facilities for both the ground floor and first floor. This is to be read in conjunction with the adjacent Building Area Analysis that provides approximate floor area requirements.

**Ground Floor Plan**



**First Floor Plan**



**Building Area Analysis**

<i>*all areas approximate only</i>		
<b>Payneham Memorial Swimming Centre</b>		Area*
Existing facility	115	
Entrance	63	
Administration areas	350	
Toilets and change room	125	
Café and storage	118	
Swimming club	127	
External plant room (upgraded)	898	
<b>Option B2</b>		Area*
Steel framed car park 250 cars (G, 1 and 2)	6000	
New external plant room Double storey facility	160	
Entry (ground floor)	1500	
	170	
New toilets / change rooms (ground floor)	340	
School change / wet function space (ground floor)	80	
New café and storage	140	
New hydrotherapy and gym facilities (first floor)	290	
New swim club and letable function areas (first floor)	200	
Outdoor terrace (first floor)	-	
Slide tower	80	
Storage	200	
New roof cover for new 25m pool 3m high Palisade fence to OG road	1800	
		10960

## 5.2 Aquatic Elements

The aquatic elements intended for the facility are described in the following section. The general sizing, specifications or design intent of the elements have been obtained from the briefing information provided by the client.

### 50m Pool

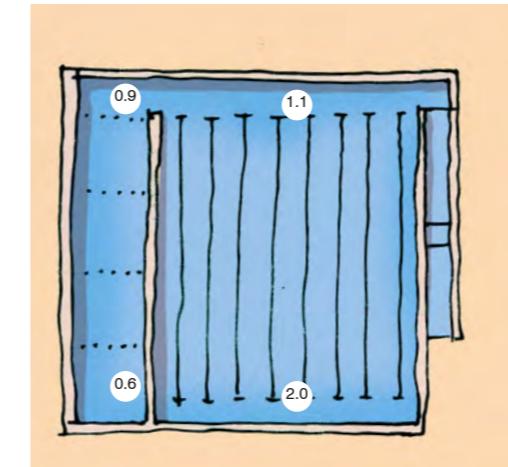
The 50m pool is an existing reinforced concrete lap pool, consisting of 8 swimming lanes. The pool is 1.1m deep at the shallow end, grading down to 1.8m at the deep end. Start blocks are placed at the deep end of the pool, with access provided through ladders along the side walls. No form of compliant disabled access is provided. The pool structure and finishes will be upgraded as part of an existing project, however the filtration equipment will be located in the new equipment room.



The general properties of the pool are as follows.

Element	Value	Comment
Length	50,275 mm	Obtained from the survey, the pool is a 55 yard pool
Width	18,500 mm	Obtained from the survey
WSA	930 m <sup>2</sup>	Nominal pool area
Depth	~1.5m	Average depth. Pool grades from 1.1m to 1.8m
Pool Volume	1,350m <sup>3</sup>	Nominal pool volume

### 25m Pool



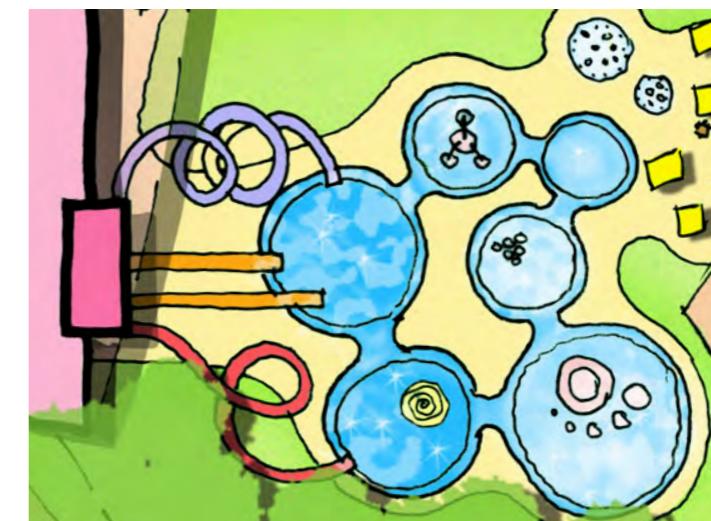
The 25m pool is a reinforced concrete multi-use pool, consisting of 8 lap lanes, 5 learn-to-swim areas and a disabled access ramp. The pool is 1.1m deep at the shallow end, grading down to 2.0m at the deep end.

The general properties of the pool are as follows.

Element	Value	Comment
Length	25m	Nominal pool length
Width	25m	Nominal width, consisting of 20m of lap lanes and 5m of LTS area. Dividing wall and ramp excluded
WSA	655 m <sup>2</sup>	Nominal pool area
Depth	~1.4m	Average depth
Pool Volume	885m <sup>3</sup>	Nominal pool volume

### Leisure Pool / Water slides

The Leisure Pool is a combination of zero-depth splash pads, shallow water leisure pools and dry-deck runout waterslides. As the design of the waterplay is preliminary only, determining surface area statistics does not provide a large benefit at this point as filtration system sizes relate to feature flow instead. Typical feature flows are currently selected, with appropriate waterplay designs to be developed accordingly.



The general properties of the pool are as follows.

Element	Value	Comment
Nominal Size	750m <sup>2</sup>	Approximated from plan
Waterslide Flow	180 L/s	45 L/s per flume, four flumes
Waterplay Flow	50 L/s	Nominal flow for a variety of waterplay elements.

## Water Treatment System

### Introduction

The following section discusses the elements pertaining to the swimming pool's filtration, sanitation and circulation systems.

### Water Treatment System Methodologies

There are numerous different swimming pool filtration, sanitation and circulation system options available; the correct system for a particular installation depends on several factors specific to each site and installation. The design is currently too preliminary to allow for accurate comparisons, however for the sake of equipment room sizing and services coordination, the types of equipment utilized are provided below.

### Filtration System

#### *Ultrafine Filtration*



Figure 5: Typical commercial-grade ultrafine filter

A perlite-based ultrafine pool filter provides a high level of filtration performance, a moderate level of maintenance and a higher capital cost, however the capital cost can be balanced at times by the reduced footprint over sand filters. It involves coating a large number of small filter 'tubes' or 'candles' inside a pressure vessel with a thin (~10mm) coating of perlite filter media; a white powdered substance commonly used in agriculture. The perlite media mechanically removes particles from the pool water. The filter is 'regenerated' on a daily basis to redistribute the media inside the filter, and cleaned on a monthly basis by dislodging the media from the filter, discharging to sewer and vacuuming in new media.

### Pumping System

Stainless steel end-suction centrifugal circulation pumps are proposed for this project, as they are commercial-grade, high-efficiency, suitable for the duties required and have a long lifespan. Pumps are to be fitted with seal flush kits to reduce the likelihood of detritus becoming lodged in the mechanical seal and interrupting lubrication.

All pumps drawing directly from unfiltered water sources (such as balance tanks or direct from pools) are fitted with pre-pump strainers to remove large suspended detritus and fibers prior to pumping. Pre-pump strainers are designed to be inspected as a daily item, reducing the likelihood of mechanical damage to pumps, while lowering the load on the filtration and sanitation systems. Pre-pump strainers to be used shall be of HDPE construction, with an SS316 basket for longevity and shall contain an inspection port to streamline daily inspections.

### Sanitation System Concept

The recommended sanitation system for this pool consists of three primary elements; a chlorine dosing system, a pH correction system and an automatic water chemistry controller.

#### *Controller*

Providing an automatic water chemistry controller is critical to ensure consistent water quality parameters in the pool. This is a device which continually measures the chlorine and pH levels of the pool water, and then automatically regulates the operation of the chlorinator and pH correction equipment. There are a wide range of automatic water chemistry controllers available, however the key features recommended for the controller are;

- Measurement of free available chlorine;
- Integrated flow switch to prevent dosing in to a static system;
- Continual measurement and dosing control;
- Multiple replaceable probes (instead of a single combined probe);
- Alarm and fault warnings;

Providing a web-module or similar integrated connection to allow the controller to SMS or email out when it detects a fault (such as a low chlorine warning) is a useful feature as well, especially in scenarios where the pool is only visited daily for maintenance.

#### *Chlorinator*

The chlorine dosing system provides the primary oxidizer for the swimming pool to sanitize the system.

A liquid chlorine dosing system is proposed for this project, due to the low capital cost, high capacity and simple maintenance. These systems involve a dosing pump and a storage tank of liquid sodium hypochlorite (chlorine). The liquid is pumped from the tank and delivered in to the returning filtered water stream. The system is simple, cheap and easy to maintain, however

does involve storing a corrosive liquid. Additionally liquid chlorine must be continually purchased and refilled, nominally on a weekly or fortnightly basis. Suitable risk mitigation measures must be adopted to ensure safety is maintained.

#### *pH Correction Equipment*

The pH of the pool water plays a significant part in the effectiveness of the sanitizer used. Continual pH correction equipment is required to ensure a stable pH level.

A dry acid dosing system (sodium bisulphite) is proposed for this project, due to the low capital cost, moderate maintenance and reduction in associated risks when compared to a liquid system, such as reduced fumes and reduced spill potential. These systems involve a dosing pump drawing from a mixing tank, where dry sodium bisulphite powder is added and mixed with water to form a liquid acid. The liquid is pumped from the tank and delivered in to the returning filtered water stream. The system is simple, relatively cheap and easy to maintain, however does require regular refilling of the tank. The acid is also not compatible with liquid chlorine, so must be kept separate with the potential for mixture of the substances reduced. The acid storage must be continually purchased and refilled, nominally on a weekly or fortnightly basis. Suitable risk mitigation measures must be adopted to ensure safety is maintained.

#### *UV System*

As the 25m pool is an indoors pool in an air conditioned space, ongoing control of combined chlorine levels is important to maintain good water quality as well as detectable minimizing smells from the pools. It is recommended to provide the filtration system with a medium-pressure UV unit to assist in this regard.

#### *Heating System*

Heating for the pool is proposed via dedicated pool heat pumps, where heat energy is taken from the atmosphere by passing large volumes of air through a refrigerant process, and transferring it to the pool water. This provides the best outcome for lifecycle cost of the system. While the capital cost of heat pumps is high, heating is a major operational cost for pools and the major energy savings offered by the refrigerant process far outweigh the initial expense in a relatively short period of time. Heat pump footprint requirements, noise emission and air circulation requirements must be closely considered.

Where mains-source heater units are provided (such as heat pumps or gas heaters), thermal pool blankets are required in accordance with the energy efficiency requirements of the current edition of the National Construction Code. For the thermal calculations, it's assumed that the blankets will have a minimum R value of 0.13 and will be used when the pools are closed.

#### EQUIPMENT ROOM SPATIAL ALLOWANCES

## Equipment Room Spatial Allowances

Based on the preliminary design, a nominal equipment room spatial plan has been developed. The plan involves four key elements:

1. Primary pool equipment room, housing the majority of the pumping, filtration and sanitation equipment.
2. Secondary leisure pool circulation room, located at the base of the waterslide start tower that house the waterslide and leisure pool circulation pumps.
3. External heater court
4. External truck bund for chlorine deliveries, as well as a truck turning bay as trucks must be able to drive out forwards from chemical delivery bunds.

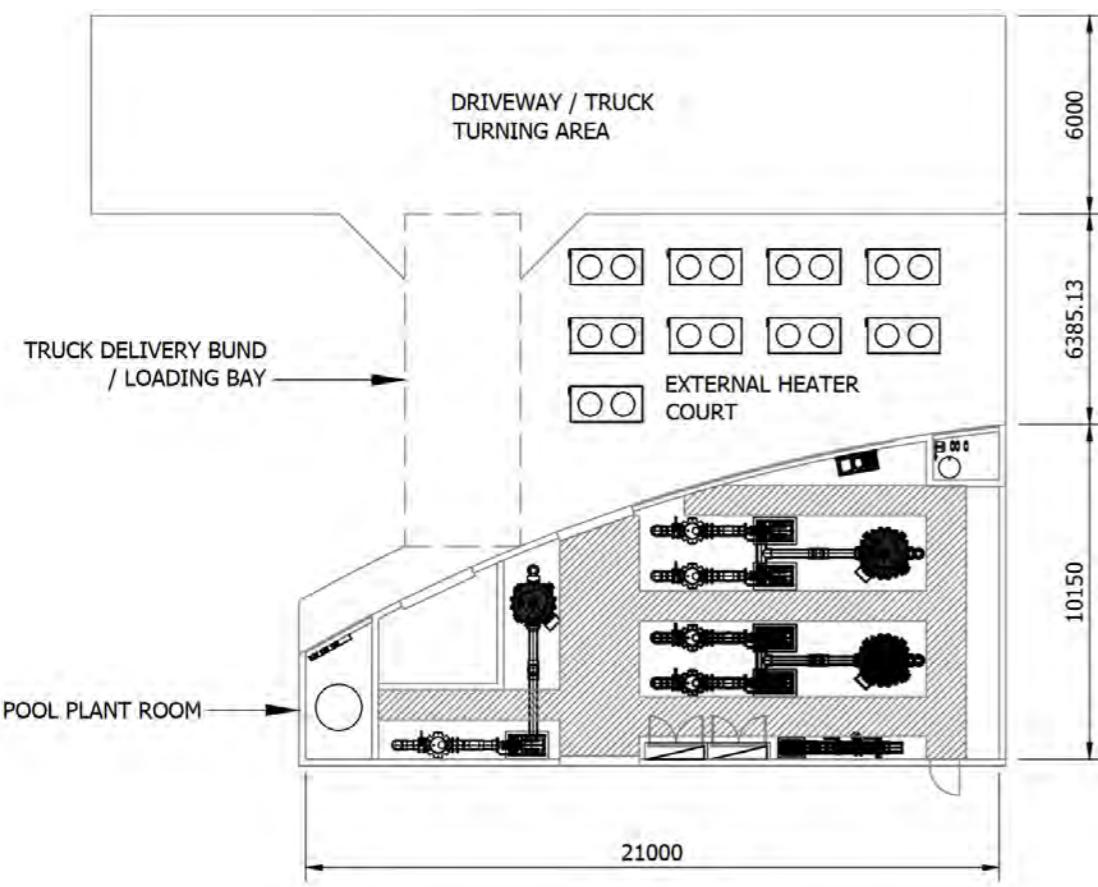


Figure 6: Overall Equipment Area Plan

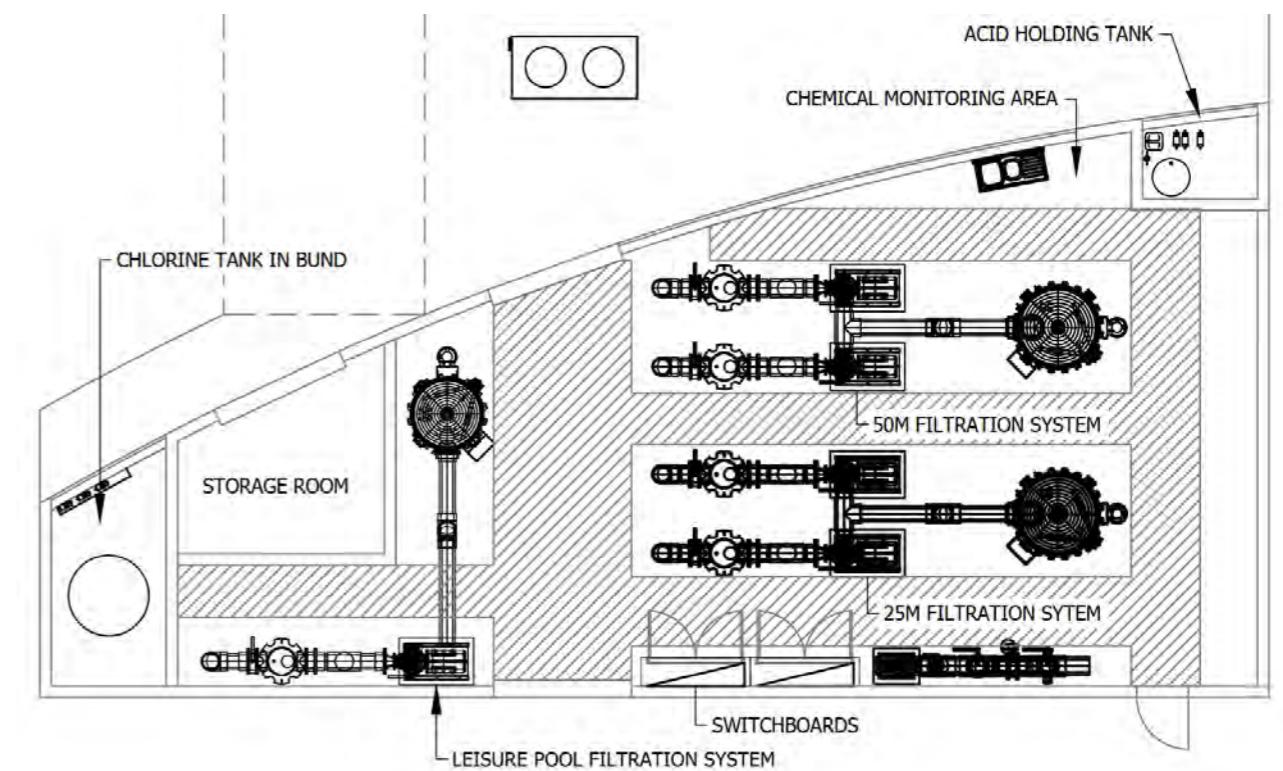


Figure 7: Pool Plant Room General Plan

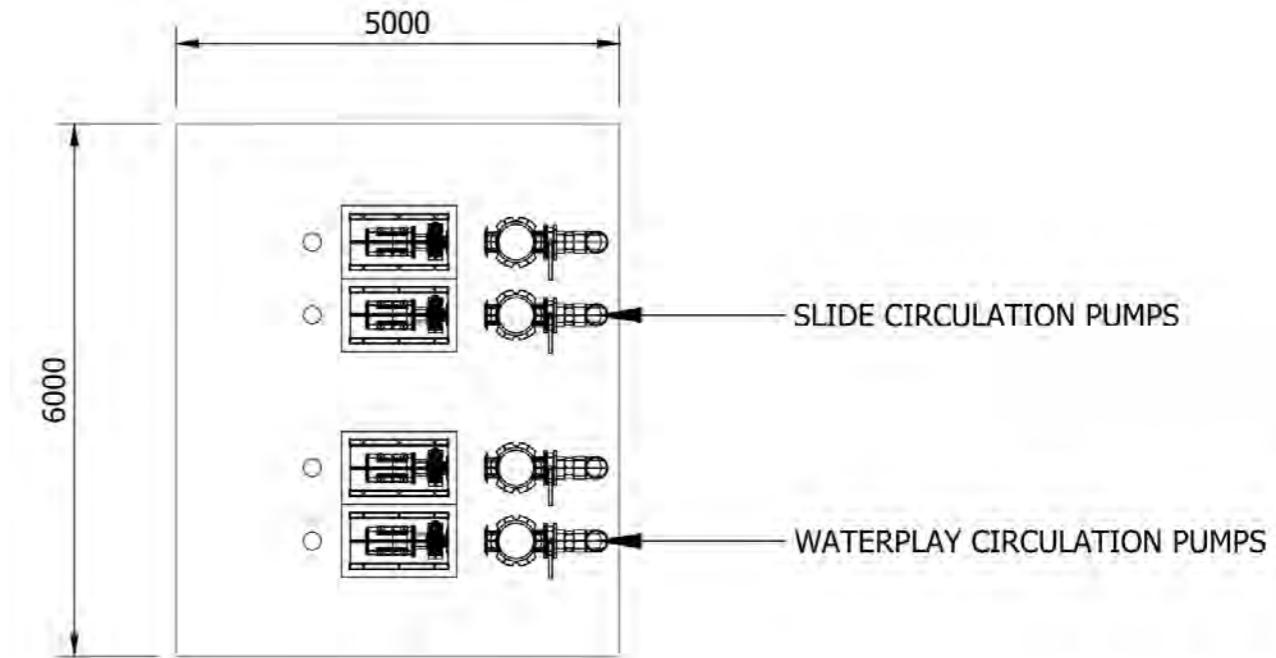


Figure 8: Leisure Pool Local Pumping Room

Key notes of consideration for the plant spatial allowance are as follows:

- The layout shown is minimum sizing required; if more length or width is available, then it is advisable to include to provide a spacious plant room.
- A minimum vertical clearance of 4,100mm is required inside the pool plant room to fit in the required filters and associated pipework.
- Access to the room is currently provided by 2400w roller doors to the loading area and 25m concourse, with a personnel door to the pool concourse also. This is nominal only, and additional access may be required.
- Three storage areas are provided within the layout of the room; one for liquid chlorine, one for acid and one for incidental chemicals. No storage area is provided for pool blankets, pool cleaning equipment etc.
- A backwash holding tank is currently not shown, and will likely be constructed below the ground as an extension of the 25m pool balance tank.
- The size of the driveway and truck bund is nominal only for general magnitude sizing, and will require Architectural input to confirm suitability.

## Preliminary Services Coordination

Preliminary designs to allow for high-level coordination of the required mains services have been undertaken. The results are provided within this section. It must be noted that whilst every attempt is made to be accurate, all the loads, quantities and the like provided in this section are preliminary only for the purpose of general magnitude review. Aquatic One reserves the right to review and update the values as the design develops.

### Electrical Load

The pool contractor will provide a pool control panel / switchboard in the pool plant room, which in turn will provide power and control to all the recirculation equipment associated with the pool water treatment system. The pool control panel will power and control all the filtration, sanitation and heating equipment pertaining to the pool. The anticipated electrical loads for the system is provided in the table below.

Element	Nominal Draw
Pool Filtration Systems	280A Three Phase
Pool Heating Systems	700A Three Phase
Leisure Feature Pumps	170A Three Phase

The above power draws are peak power figures based on the nominal motor/equipment motor sizes or stated power draw figures, and include a 20% preliminary-stage design oversize. Actual experienced loads may be

lower, however a more detailed design is required to facilitate. Ancillary elements to be provided by the electrical contractor and covered in the electrical consultant's documentation include:

- General power outlets in the equipment room;
- General lighting in the equipment room;
- General power around the pool area itself for the connection of cleaning equipment;
- Equipotential bonding of conductive items in the pool area as per AS3000

### Mains Water Load

The pools are supplied with automatic top-ups to maintain minimum water levels in the system. The nominal size of a mains water connection to be provided to the pool equipment room through an RPZ protected source is provided below. The hydraulic contractor is to provide this connection to the pool equipment room, finished at an isolation valve. The pool contractor will continue the connection to the pool systems including the provision of all water level sensing equipment and actuated valves.

Pool	Make-up Size
All pools	DN50

Additional water supply requirements include:

- Plant Room – DN12 water supply to the sink
- Plant Room – DN25 tepid water supply to the safety shower
- Plant Room – General hose cocks in the equipment room for maintenance
- Pool Concourse – General hose cocks around the water elements for cleaning and maintenance purposes

### Stormwater Load

Outdoor pools are subject to stormwater loading. Whilst small incidental amounts of rainfall can typically be retained within the system, under constant or large rainfall, pool water will be discharged from the Leisure Pool system through a gravity overflow, to prevent the pool system from flooding. Anticipated maximum flows, nominal overflow pipe sizes and approximate locations of the overflows are nominated in the table below.

Pool	Nominal Flow	Nominal Pipe Size	Location
Leisure Pool	35 L/s	DN225	Balance Tank

The hydraulic contractor is to provide appropriate connection points, into which the pool contractor will discharge their overflows. Suitable location for discharge (eg, stormwater vs sewer) depends on the requirements of the local water authority and the project specifics, and is to be confirmed by the hydraulic consultant.

In addition to this, all stormwater not landing in the pools (such as on concourses) must be directed away from the pools and captured separately. As for the 25m pool, it is not subjected to rainfall. It is still recommended to provide an overflow from the pool, to prevent the pool from flooding and causing damage to surrounding elements in the event that the make-up system fails in the open position. The overflow need only be 50mm in size, and whether it discharges to sewer or stormwater will depend on local authority requirements. The hydraulic consultant is to confirm.

### Sewer Load

The pool filtration systems primary interaction with the sewerage system onsite are as follows:

- Filter backwash cleaning cycle, where volumes of water are expelled to sewer from the filters;
- Floor wastes in each equipment room, capturing flow from spills or incidental leaks;
- General trade wastes around each equipment room for incidental flows from air relief valves, pressure relief valves and the like. It's anticipated that each equipment room will require at least one tundish.
- Trade waste for each heater unit, to capture condensate drains from the heaters.
- Pool drainage points, to allow the pools to be drained under gravity for maintenance. Location of the drains is typically provided near the pool itself, depending on appropriate levels and access.

During filter cleaning cycles, the filter volume is dumped into an on-site storage tank, where it is then pumped to sewer at a controlled rate. A tundish in the equipment room capable of receiving pool filter waste water containing perlite it to be provided by the hydraulic contractor, rated at 1 L/s. The local water authority will require consultation to determine what acceptable limits are appropriate for this site for discharging chlorinated water to the sewerage and stormwater systems.

### Ventilation

Ventilation will be required to the following primary areas:

- Pool plant room – sufficient mechanical ventilation to maintain air quality and temperature in accordance with local OSH legislation and NCC requirements. This is often provided at a nominal flow rate of 10 room air volume changes per hour, however is subject to review by the Mechanical Consultant.
- Balance tanks – nominal 100mm vent pipe to atmosphere
- Chemical storage room – As required to ensure chemical fumes are extracted to the building exterior.
- Heat pump – As the heat pumps are located externally, no additional ventilation is required. The potential noise impact of the heat pumps on neighboring areas must be considered.

## 5.3 Engineering

Several items relating to civil, geotechnical and traffic engineering design will need to be considered in the detail design stage of the Project. These have been itemised below.

### Civil

As the site is directly adjacent to Third Creek, any new buildings will need to be above the 1 in 100 year flooding event (typically finished floor levels are set at least 300 mm above this level). FMG has reviewed the existing flooding information and the eastern sports fields do flood during larger events. It should also be noted that the masterplan indicates an option for the creek to return to a more natural creek, which will likely impact the flooding risk to the adjacent buildings. This will need to be further investigated once the flood naturalisation plans are further developed.

During the redesign, subsurface drainage for the sports fields can also be considered to better drain these areas. The subsurface drainage will reduce the likelihood of the pitches to become waterlogged and unusable.

To reduce the impact on the environment, it is recommended that stormwater from carparks etc. which may be likely to incidental oil spills, be directed to some form of treatment (GPT / oily water separator) prior to discharge to the Council's stormwater infrastructure.

### Geotechnical

Due to the location of the site, it is likely that the entire site is situated on reactive to highly reactive clays, but a full geotechnical study would be required to determine this as the close proximity to the creek may indicate that the site may be more alluvial in nature. Highly reactive clays expand with the addition of moisture and contract as the soil dries. This is further exacerbated with the inclusion of trees around the site infrastructure. The impact of reactive soils is that structural and civil elements need to be designed to take this into account.

The level of the watertable will also need to be determined in the geotechnical investigation as this may affect the design of civil and structural elements.

### Traffic

The site is located adjacent to OG Road, which is under the care and control of the Department of Infrastructure and Transport (DIT). As this is the case, a Traffic Impact Statement is likely to be required if new carparks etc. are to be constructed. This is due to the increase in traffic demand that will be generated, which may cause impacts on queuing along in OG Road, even if the carparks are accessed via Turner street. Additionally, any new relocated bus stop will need to be worked through with DIT.

### Other items – access, trees and recycled water

The existing site has poor access for ambulant patrons. An example of this is the lack of conforming disabled parking close to the entrance of the facility. These items should be improved and addressed as part of the next design phase of the project.

With regard to trees, there appear to be several regulated and significant trees on site. An arborist report needs to be considered to determine the impact of these trees on the future development.

Recycled water is supplied to the Patterson Reserve and Payneham Memorial Swimming Centre for irrigation purposes. The recycled water is drawn from the Third and Fourth Creek outlets to the River Torrens and treated prior to pumping and distribution through ERA water's pipe network. Recycled water should continue to be used for irrigation purposes.

## 6.0 APPENDICES

### A Analysis of Payneham Memorial Swimming Centre Site

A.1 Landscape Site Analysis

A.2 Comparative Analysis

A.3 Site Inspection Report

### B Past Consultation Outcomes

### C Draft Masterplan Options



# Appendix A | Analysis of Payneham Memorial Swimming Centre Site

## Appendix A.1 | Landscape Site Analysis

### Functional Areas

The Centre features a major building spine along the southern boundary of the site with major visitor facilities consolidated together. Plant buildings and related equipment has been built on the north eastern corner of the site where maintenance vehicles can easily access the compound via the library carpark.

- Plant Equipment
- Changing Rooms
- Ticketing
- Offices / Staff Facilities
- First Aid
- Storage
- Kitchen / Kiosk
- Swim Club



### Shade & Shelter

The Centre provides many shading options throughout the site. Advanced trees dot the site, while an arrangement of impermeable and semi-permeable shade structures line the eastern and western lawns. All the pools feature some form of shade structure, while the primary building spine has breakout areas that feature extended shade areas.

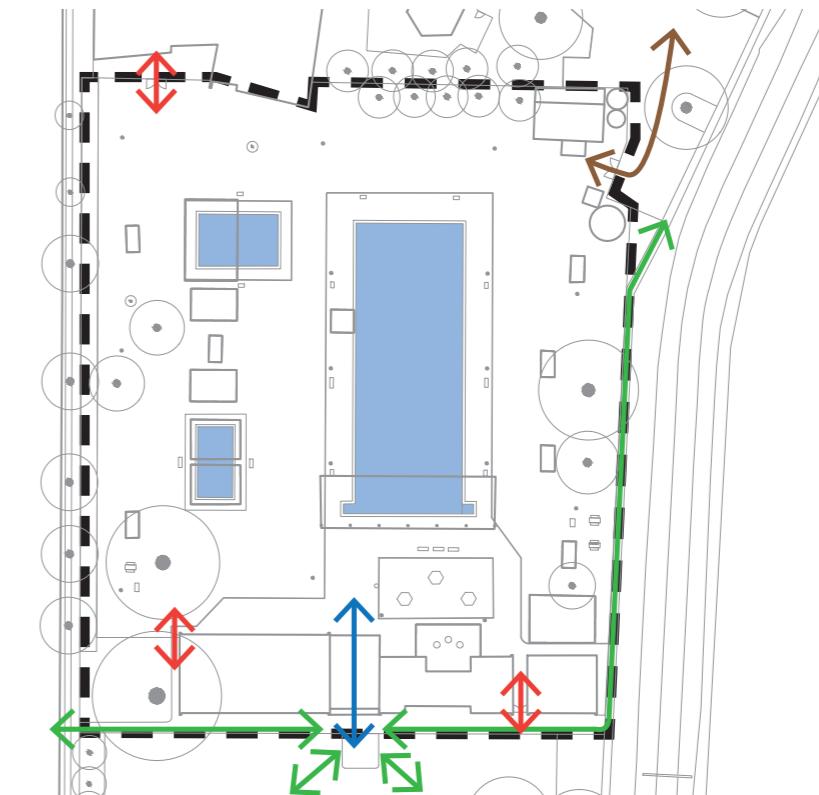
- Tree Shade  
1280m<sup>2</sup>
- Permeable Shade  
525m<sup>2</sup>
- Impermeable Shade  
389m<sup>2</sup>



### Access

Access into the Centre is through the central entry foyer / ticketing area - allowing ease of surveillance and staffing. Service access is provided on the southern and north western sides of the site, while a maintenance gate is provided in the north eastern corner which adjoins the library carpark for plantroom maintenance and deliveries. Pathways on the western and eastern sides of the site provide access to bus drop off and an adjacent public off-street carpark respectively.

- ↔ Maintenance
- Public
- ↔ Service / Staff
- ↔ Links to carparking and bus drop off



### Surfaces

The site features generous grassed areas and concrete paved concourse around pools and buildings.

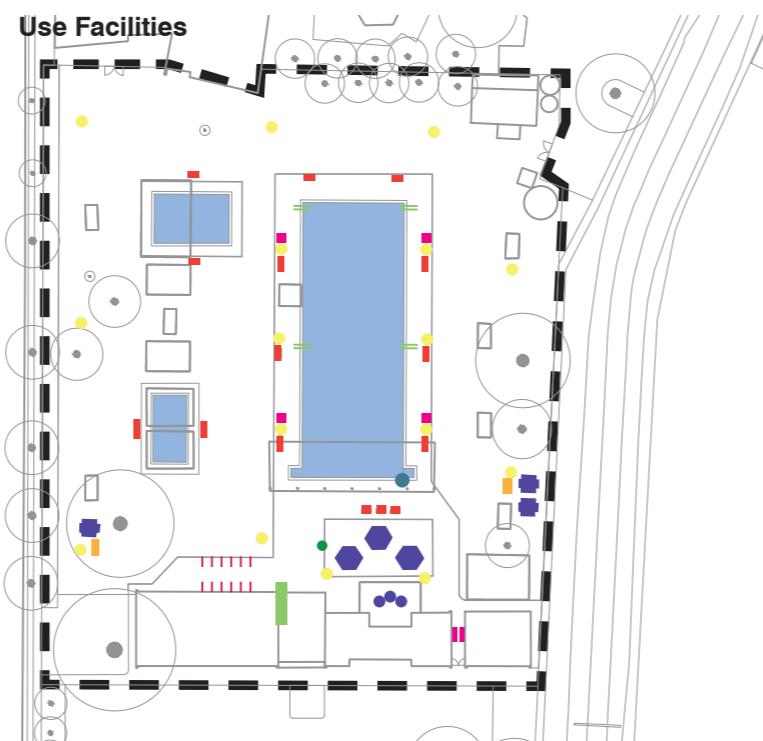
The perimeter lawns are relatively open and popular especially during summer, and offer good opportunities for events to occur.

- Pavement - 1600m<sup>2</sup>
- Grass - 5700m<sup>2</sup>



Site fixtures have been scattered around the site in a reactive way. There is little consistency in colour, form or style between all the items.

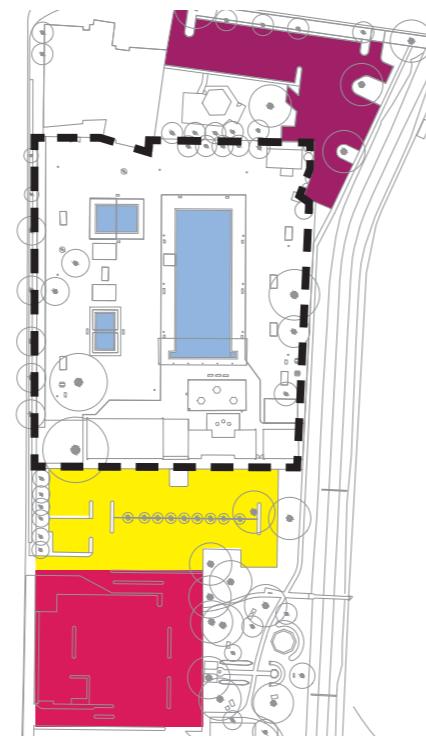
- Seat / Bench
- Picnic Setting
- Light Pole
- Water Fountain
- Bike Rack
- Pool Access Lift
- Pool Ladder / Step
- Bins



### Carparking

Dedicated off-street parking for the Centre is provided on the southern side of the property. On the northern side a public carpark associated with the library is often used as overflow parking by pool patrons. There is a lack of definition between this carpark and an adjacent private carpark which creates confusion for pool patrons.

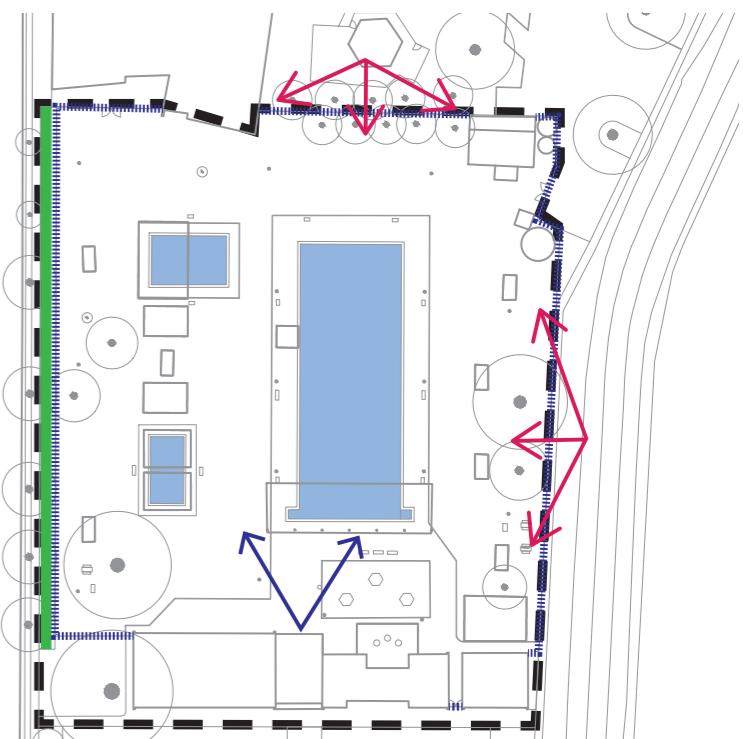
- Dedicated Off-Street Parking
  - 2 accessible parks
  - 93 standard parks
- Nearby Public Off-Street Parking
  - 2 accessible parks
  - 64 standard parks
- Private Carpark (not accessible to pool patrons)



### Views & Boundaries

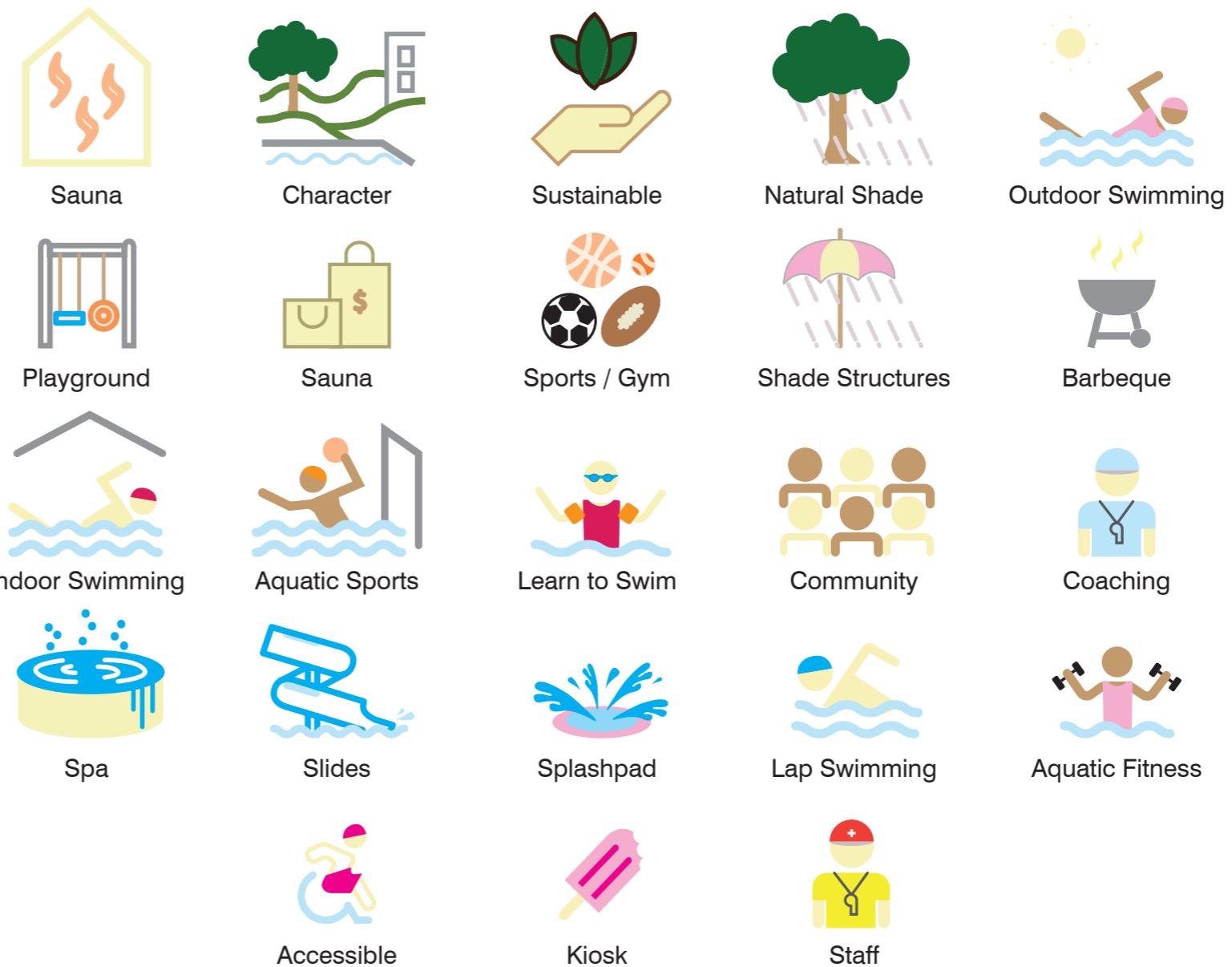
Views within the Centre are largely uninterrupted, with little vegetation or structures to obstruct views across the site. The tall hedge on the western boundary provides a visual barrier to OG Road, while on the eastern side a permeable 'cyclone' fence provides unobscured views to the vegetation and footpath alongside the Third Creek culvert. The open fence fails to prevent overlooking views into the site along the eastern side.

- Framed View
- ↗ Overlooking
- Visual Barrier
- Permeable Fence



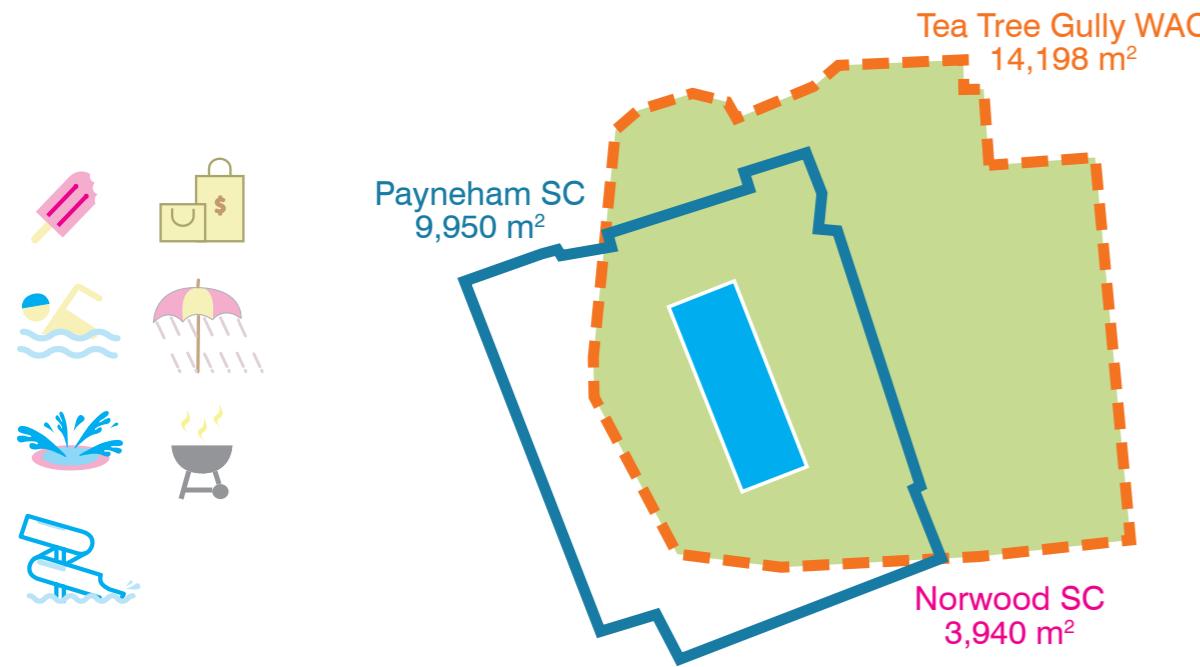
## Appendix A.2 | Comparative Analysis

Facilities provided at swim centres are varied across the state and country. The following pages provide an easy-reference review of the types of facilities available at a variety of different swim centres across Adelaide and Australia, to assist understanding the sorts of opportunities available at Payneham, or a gap in the offerings provided in the local leisure market.



## Tea Tree Gully Waterworld Aquatic Centre

Golden Grove Road, Ridgehaven SA



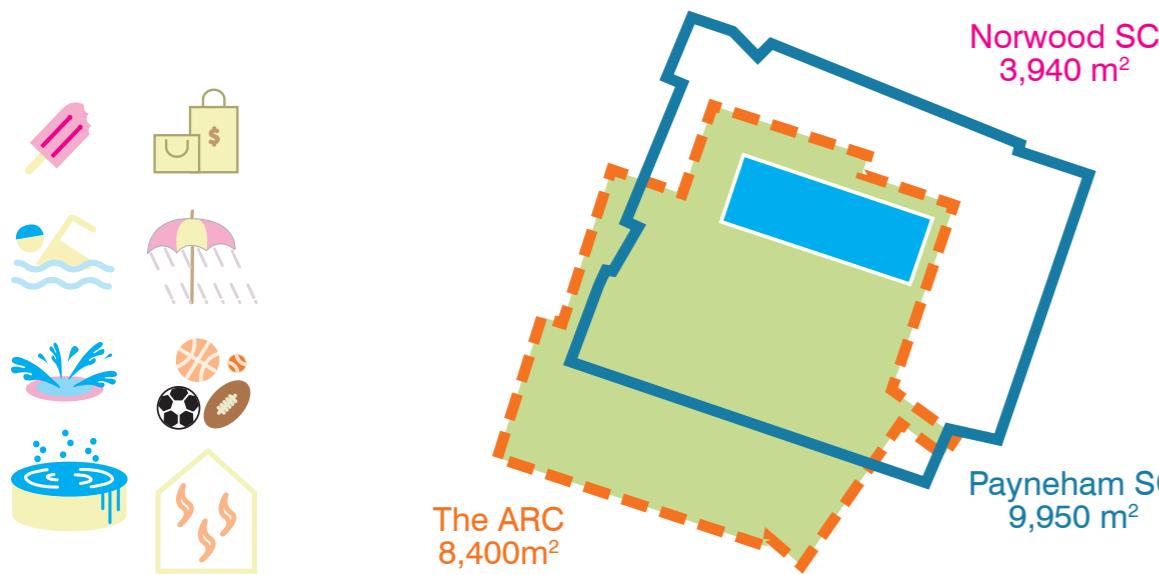
## George Bolton Swimming Centre Burnside

Howard Terrace, B26, Hazelwood Park SA



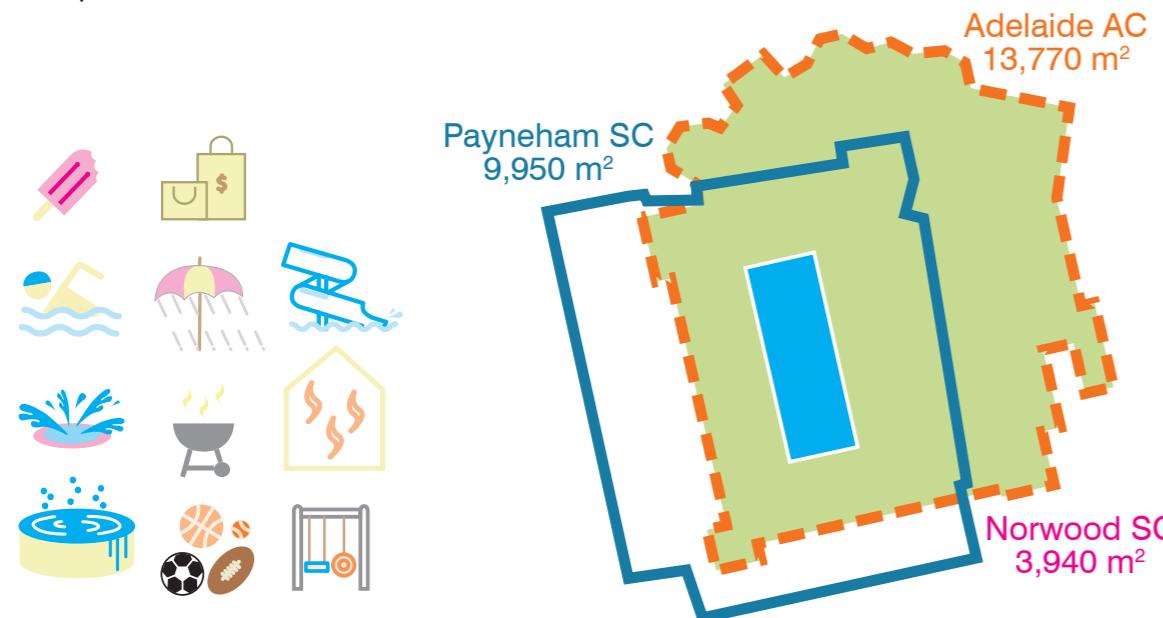
## The ARC Campbelltown

19 Kenwyn Drive, Campbelltown SA  
Car park numbers: 250



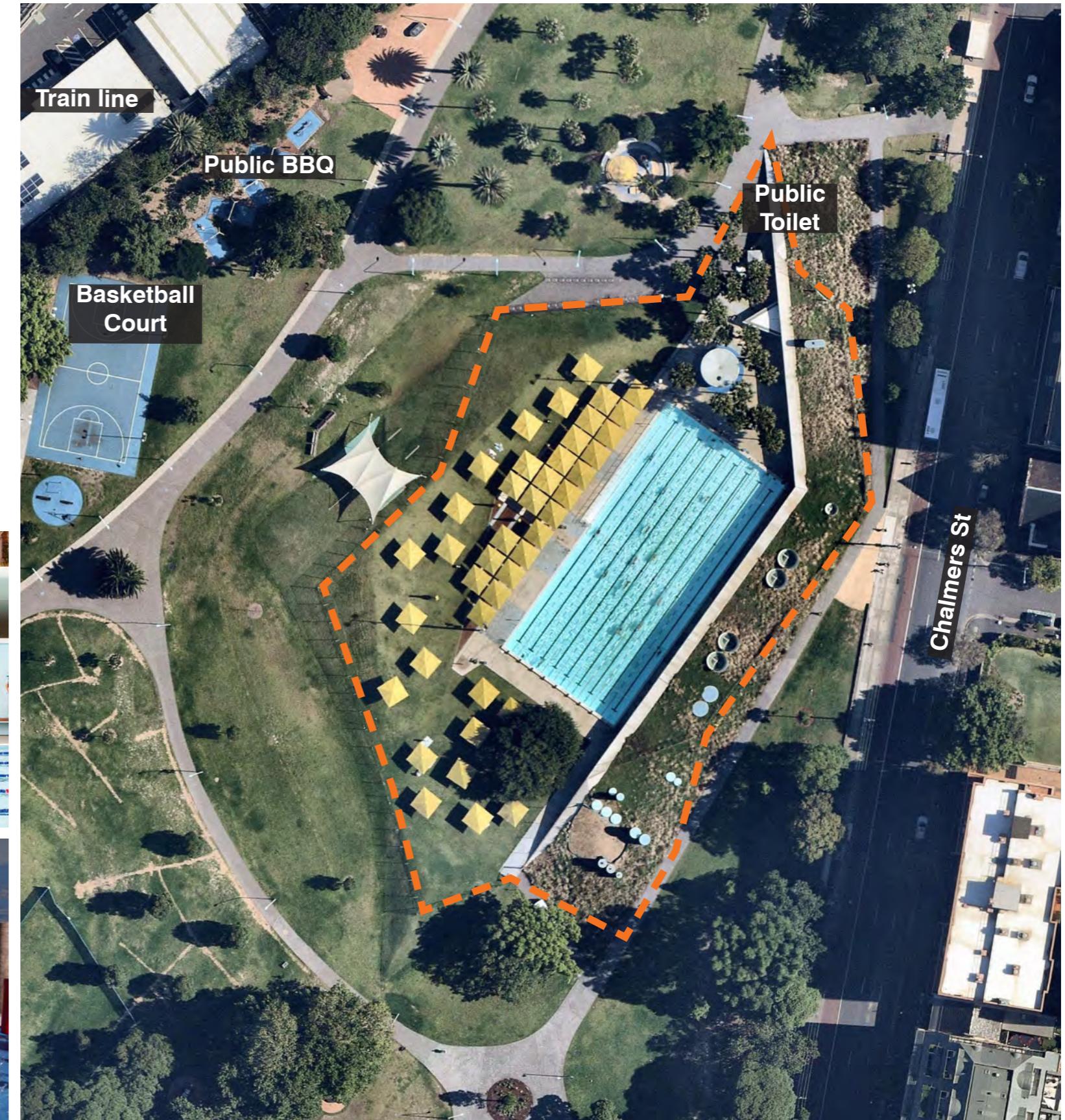
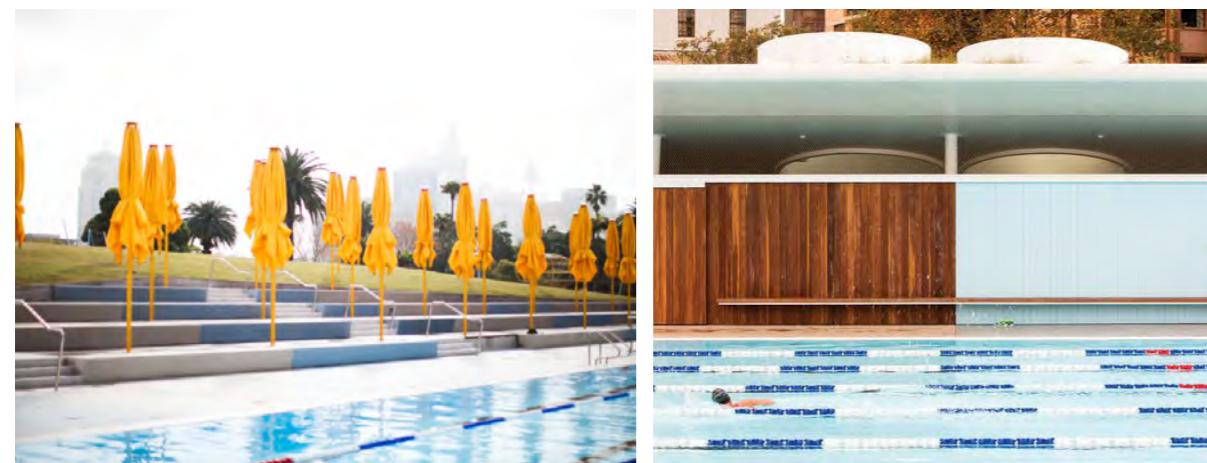
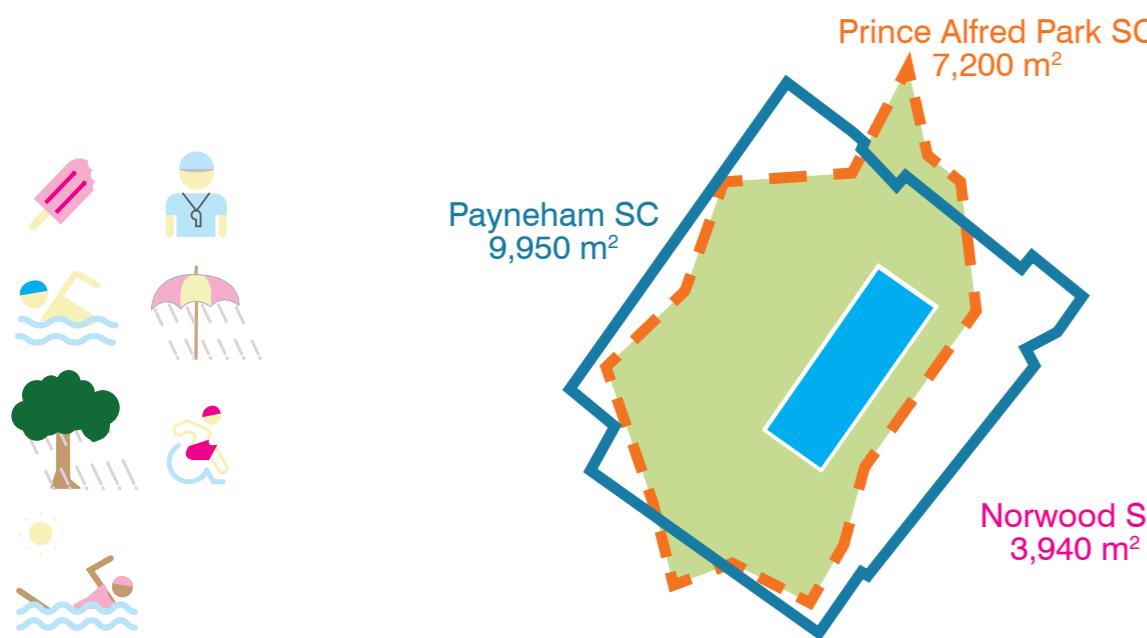
## Adelaide Aquatics Centre

Jeffcott Road, North Adelaide SA  
Car park numbers: 400



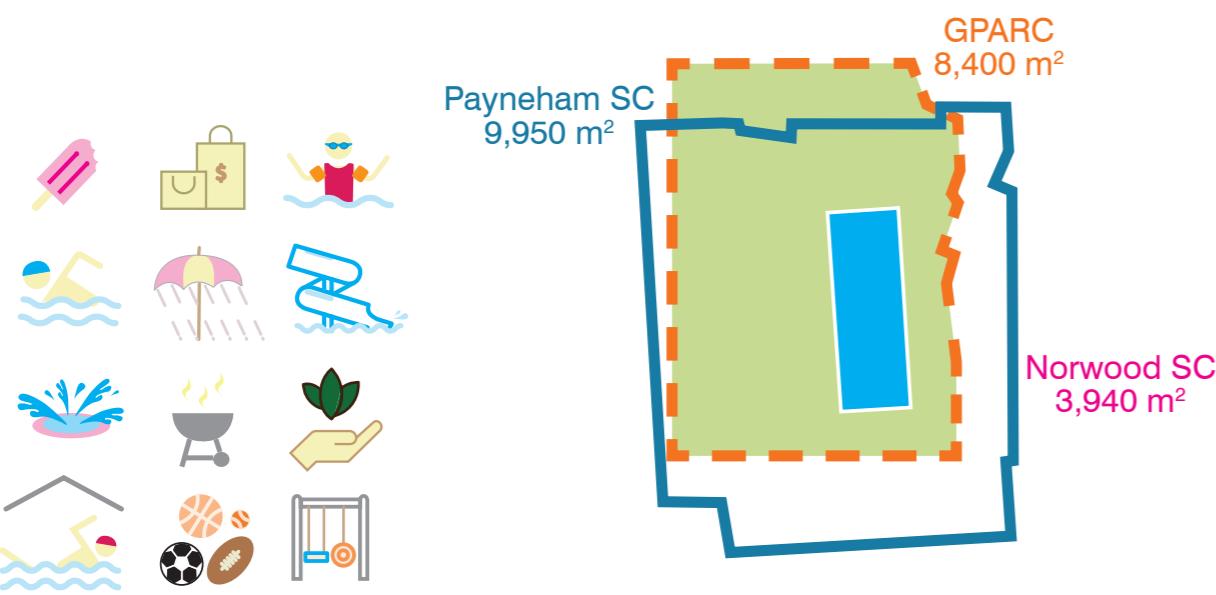
## Prince Alfred Park Swimming Centre

105 Chalmers St, Surry Hills NSW



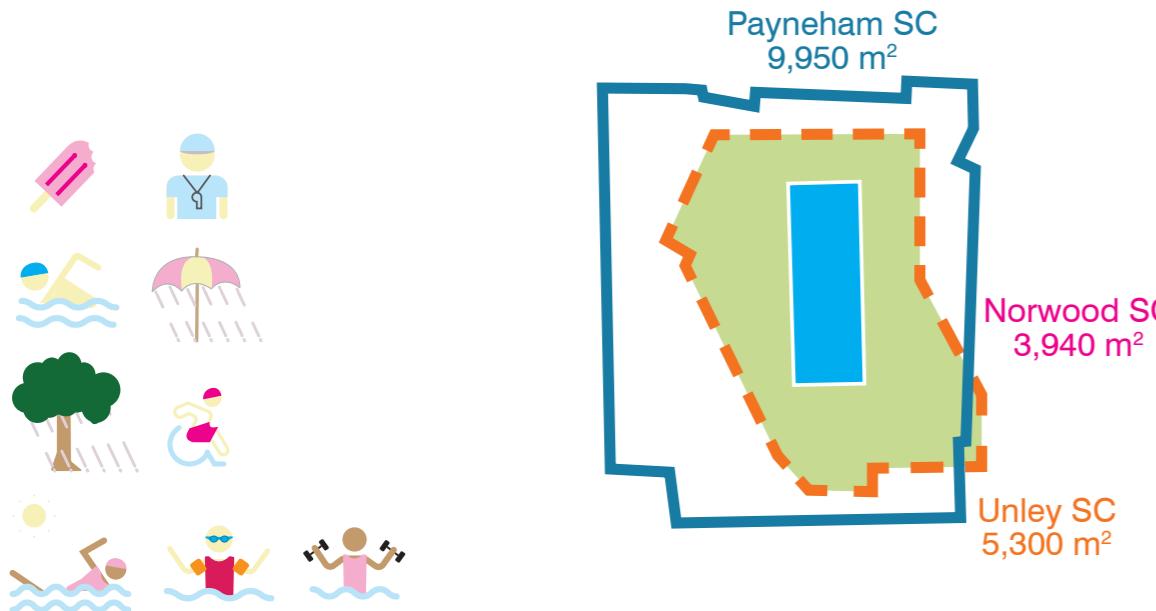
## Gunyama Park Aquatic and Recreation Centre

17 Zetland Avenue, Zetland NSW



## Unley Swimming Centre

Ethel Street, Forestville SA  
Car park numbers: 100





# Site Inspection Report

AQ1-0073-DR2, REVISION A

## Payneham Swimming Centre

T.C.L

### PROJECT DETAILS

**Project:** Payneham Swimming Centre  
**Area:** Overall  
**Client:** T.C.L  
**Reference:** AQ1-0073-DR2, Revision A

### REVISION SCHEDULE

Revision	Date	Description	By
A	31/01/20	For Review	LB

## SUMMARY



*Figure 1: Payneham Swimming Centre (Courtesy Google Maps, 2020)*

The Payneham Swimming Centre is a publicly accessible swimming centre located in Felixstow, South Australia. Constructed in 1968, the centre contains an 8-lane 50m lap swimming pool, a medium-depth learner pool and a shallow kids wading pool. The centre is aging, and has been targeted for refurbishment to maintain operation of the facility. Aquatic One has been engaged by T.C.L to review the centre from an aquatics perspective and provide input in to options and limitations for the redevelopment. Redevelopment works on some of the aquatic elements onsite including the 50m pool, learner pool and filtration systems are engaged to be undertaken later this year. The target of the masterplanning works is to look beyond this period.

Aquatic One's scope of work focuses primarily around the swimming pool water treatment systems, structures and finishes. Whilst elements such as the building structure materials, mechanical ventilation and pool structure systems may be touched on, they are generally excluded from the scope of works.

## SYSTEM DESCRIPTIONS

A representative from Aquatic One attended site on 23<sup>rd</sup> January 2020 to undertake an inspection of the existing aquatic elements. General descriptions of the aquatic elements are provided below.

### 50M POOL



*Figure 2: 50m Pool*

#### General Description

The 50m pool is a reinforced concrete lap pool, consisting of 8 swimming lanes. The pool is 1.1m deep at the shallow end, grading down to 1.8m at the deep end. Start blocks are placed at the deep end of the pool, with access provided through ladders along the side walls. No form of compliant disabled access if provided. Large light fittings are placed along one side of the pool. The pool is finished with commercial pool tiles.

#### Water Circulation

Filtered water is delivered to the pool through a series of floor returns along the length of the pool. Soiled water is removed through scum gutter channels to the length of each side wall, flowing to the combined balance tank under the equipment room floor.

## Filtration System

All three pools are currently serviced by a single filtration system onsite, located in a plant room in the north-eastern corner of site. This system is targeted for replacement as part of the works, resulting in the provision of a new ultrafine filtration system for the 50m pool and another for the Learner's pool. This second system is apparently designed to be suitable for use on a larger 25m lap pool at a later date, but is being ramped down to operate with the Learner's Pool in the interim period.

## LEARNER'S POOL



*Figure 3: Learner Pool*

## General Description

The Leisure Pool is a small rectangular pool, located to the west of the deep end of the 50m pool. The pool is 600mm deep at both ends, sloping to 900mm deep in the middle. The pool is fully tiled throughout.

## Water Circulation

Filtered water is delivered to a series of floor returns across the centre of the pool. Soiled water overflows scum gutters at each end of the pool, flowing back to the common system balance tank.

## WADING POOL



*Figure 4: Wading Pool*

## General Description

The Wading Pool is a small rectangular pool, located to the west of the shallow end of the 50m pool. The pool is shallow, and fully tiled throughout.

## Water Circulation

Filtered water is delivered to a series of floor returns across the centre of the pool. Soiled water overflows scum gutters at each end of the pool, flowing back to the common system balance tank.

## SITE OBSERVATIONS

### 50M POOL GENERAL ITEMS



*Figure 5: 50m Pool Entry Steps*

#### Observations

Key observations from the inspection are as follows:

- The pool circulation system is poor. The gutters were flooring towards the end, and the single row of floor returns does not provide good circulation in an 8-lane pool.
- The current scum gutter system presents an ankle entrapment risk.
- No form of compliant disabled access is provided.
- Movement in the pool concourse is observed, with the operators reporting notable leaking from the pool.

The redevelopment works proposed for the pool are understood to be targeted to address the above items. Plans of the works have not yet been sighted.

### Additional Photographs



*Figure 6: 50m Scum Gutter Removal system*



*Figure 7: Scum gutter outlets at ends of channel*

## LEARNER POOL GENERAL ITEMS



*Figure 8: Learner Pool*

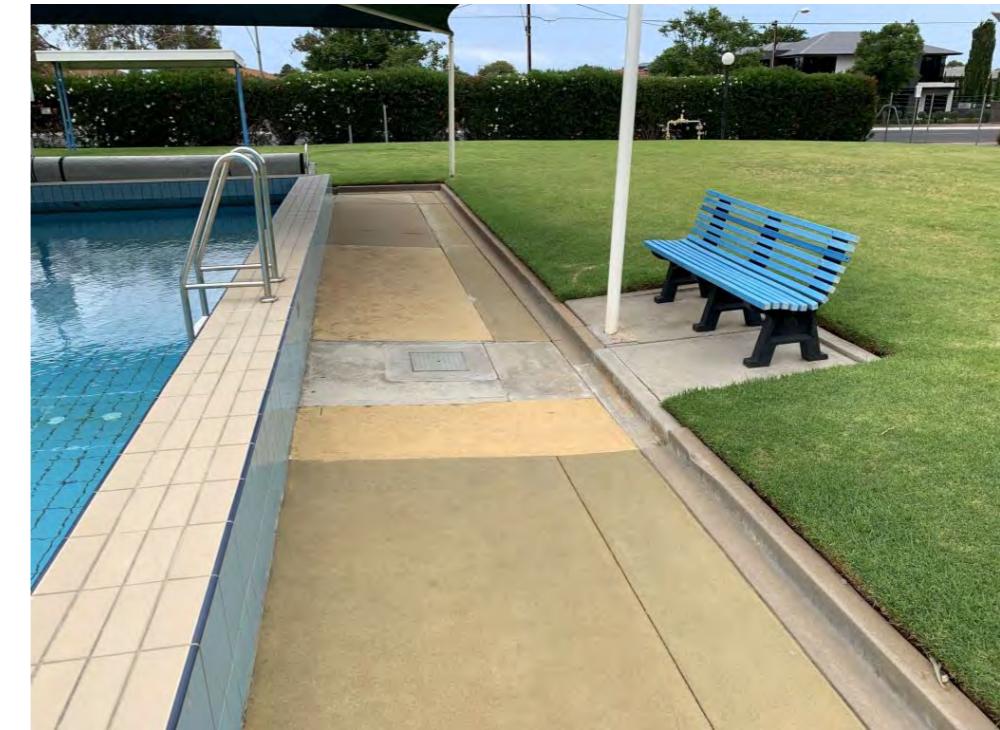
### Observations

Key observations from the inspection are as follows:

- The scum gutter system presents a risk of ankle entrapment to patrons.
- The high walls to the pool present a non-compliant access point, requiring patrons to step up approximately 400mm on to the hob to access the pool ladders.

It's understood that the pool is not receiving significant works during the redevelopment. As a result, issues with the pool will generally not be addressed at this point in time.

## Additional Photographs



*Figure 9: Step up to pool hob*



*Figure 10: Floor returns in pool*

## WADING POOL GENERAL ITEMS



*Figure 11: Wading Pool*

### Observations

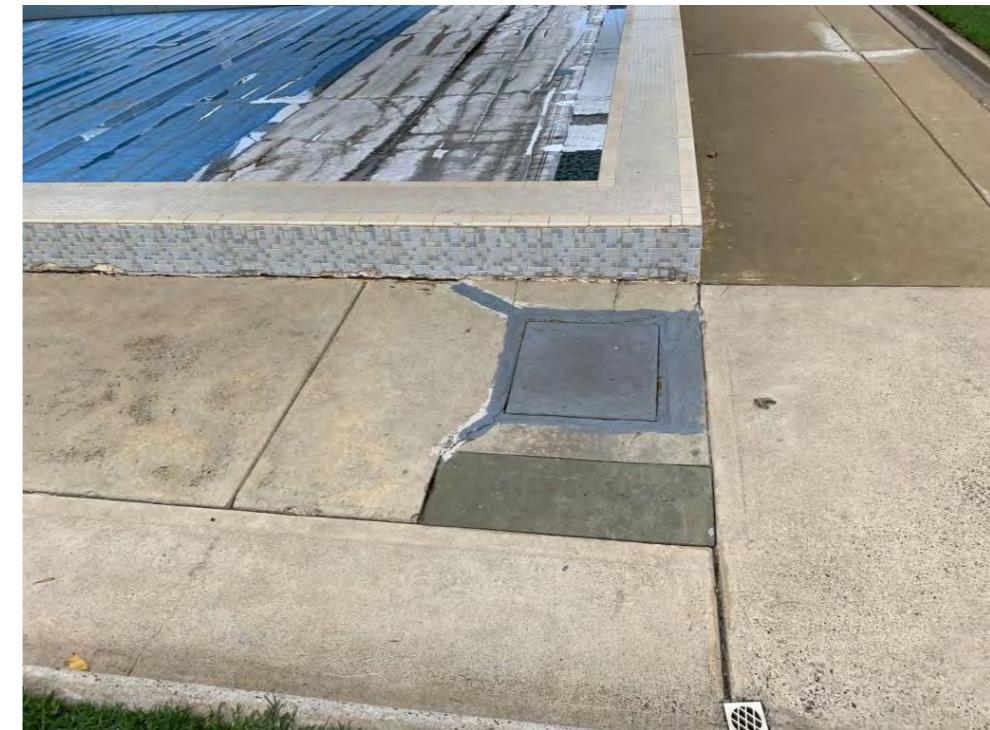
The wading pool is very dated, and contains notable structural failure. The northern end of the pool has sunk approximately 50mm, with the operators blocking the outlets from this end of the pool to encourage water flow over both ends. The tiling is the original tiling, and is in poor condition.

It's understood that this pool is being demolished as part of the refurbishment works, so no further commentary is provided.

## Additional Photographs



*Figure 12: Movement in pool structure at central joint*



*Figure 13: Concourse subsidence in corner of pool*

## COMBINED POOL FILTRATION SYSTEM



*Figure 14: Gravity Filter Wall*

### Observations

The filtration system is undersized and outdated for the facility, and presents several non-conformances with current standards. It's understood that these items are to be addressed through the replacement of the filtration system and reconfiguration of the chemical storage systems in the upcoming redevelopment works. No further commentary is provided.

## DISCUSSION

### NON-CONFORMANCES WITH CURRENT STANDARDS

For the Payneham Swimming Centre, the target for development has been focused around increasing teenage patronage and presenting a modern aquatic centre. The currently planned development works are understood to address the primary non-conformances of the pools, including:

- Lack of disabled access to the 50m pool;
- Poor circulation in the 50m pool;
- Combined filtration system;
- Sinking structure and poor condition of the wading pool;
- Overall swimming pool construction and water flow system designs, resulting in poor water circulation, with the exception of the Learner's Pool;
- Equipment room layouts, system sizing and locations.

As only the aquatic elements are being redeveloped, non-conformances with the rest of the centre such as bathroom access are not being addressed.

### NEW MULTI-FUNCTION POOL

The operators have expressed a desire for the next stage of works to contain a multi-use indoor pool, allowing for year-round learn to swim classes and general swimming. Key aspects of this pool include:

- 25m lap length;
- 8 lanes;
- Combined leisure pool with spray features;
- Indoor location in a climate controlled environment, allowing year-round use;
- Good sight lines from the entry kiosk to increase supervision potential.

The current development works include for the provision of a new filtration system suitable for this future multi-function pool, however discussions with the facility operator indicates that the proposed filtration system may only be suitable for a 6 lane 20m pool. A final plan for the multi-function pool should be developed and compared against the current filtration system design to ensure suitability.

### HEATING SYSTEM

Currently, the facility is heated using gas-fired pool heaters. It's understood that a gas heating system is to remain as part of the development. Typically speaking,

whilst the capital cost is cheaper, gas heating has a higher whole-of-life cost than electric heat pump heating due to the lower energy efficiency of a gas heater. When a pool is seasonal and not used in winter, the benefits of a heat pump system are reduced, however if the facility is to go to year-round operation, adoption of electric heat pumps should be considered.

### POOL RISK CLASSIFICATIONS VS LOCATION

Currently, the facility contains intrinsic risks built in to the facility from its general layout. The learner's pool has low visibility due to the high edge of the pool and contains water deep enough to warrant as a drowning risk, however is located at a point farthest from the kiosk. During periods of low patronage when only two staff members are on, maintaining a constant visual observation of this pool is difficult.

When undertaking masterplanning activities for the new centre, strong consideration must be given towards connectivity between high risk facilities and points of natural supervision.

### WATERSLIDES

One suggested element from the previous masterplanning was the integration of high waterslides in to the facility. Waterslides can be inviting elements to patrons, popular during peak periods, however present several challenges;

- Slides involved the uncontrolled movement of patrons, introducing intrinsic risk in to a facility.
- Observation and patron control is required for tall commercial slides to minimize the potential for collisions. This increases operator requirements, typically involving at least two operators being required during slide periods.
- The slides are a costly element from a capital perspective and consume notable footprint onsite, however have a relatively low patron soakage compared to waterplays and pools.

This is not to say slides are not suitable, however due consideration should be given the ensuring they are the best fit. South Australian Aquatic and Leisure Centre has had a series of waterslides installed since 2012 and is located approximately 20km from Payneham; it would be prudent to obtain feedback from them as to how successful their slides have been.

### YOUTH INTEGRATION

One target of the redevelopment is to attract the younger teens in to the facility. Zero-depth waterplays and splashpads are typically targeted more towards younger patrons, as well as aquativity structures. Deeper leisure / lagoon waters with aquatic activities may be considered suitable for the young teen market.

Jamberoo Action Park is an aquatic amusement park located 1 hour south of Sydney. The facility hosts a variety of different aquatic elements, including commercial waterslides, lazy rivers, jumping pools, a wave pool, slippery logs and the like. The facility is popular with a wide variety of patrons, however appears to resonate with teenagers. Engaging with the facility to obtain feedback on which facilities teenagers utilize the most may be prudent to target the direction for the development.

Based on purely visual considerations when visiting the facility previously, some of the more popular elements with teenagers includes the large commercial waterslides (each element costing approximately \$5m), the lazy river and 'The Rock'; a deep leisure pool fitted with medium-drop slides and a jumping ledge. As with any aquatic amusement device style attraction, additional risks are introduced, however an element such as a lagoon pool with a lazy river attached may provide a large patron soakage attractive to teenagers whilst still providing elements usable by all ages.

### GENERAL SITE CONSIDERATIONS

In addition to the pool elements, the following items were identified for consideration during the inspection.

#### *Bus Parking*

Busses are regularly dropping patrons off to the facility for school events. Currently the busses park on OG road, with children walking along the road to access the entrance. As part of the development it may be an option to relocate the facility entry area and provide a buss pull-off area for safer unloading.

#### *Main Facilities Building*

The aquatic centre is a part of a larger community hub, involving the baseball club over the creek and the library at the northern end of the centre. Each node of the hub is provided with separate car parking, facilities and entry points.

Tying the nodes together with common spaces has been discussed as a potential option. Some of these elements include:

- Reconstructing the aquatic centre entry and facilities building to sit at the opposite end of the site, sharing the carparking with the library and allowing for a connecting pathway to the baseball fields to be provided.
- Integrating clubhouse facilities for the baseball field in to the new facilities building.
- Providing a wide open space spanning the existing stormwater culvert to open connectivity between the three centres. The current narrow access bridge is unwelcoming and adds little value, delivering people to the back of a playing field.
- Provision of separate income-inviting elements such as café's, gyms or sports shops to activate the area.
- Access to change and bathroom facilities across the park.

## Appendix B | Past Consultation Outcomes

A six week consultation period between Wednesday 1 March 2017 and Sunday 9 April 2017 was undertaken by the City of Norwood Payneham and St. Peters.

### This process involved:

- Advertisements placed in local Messenger newspapers
- Promotional posters placed at both Swimming Centre, on the Parade, and at each of the Customer Service Centres
- A dedicated page on the Council's website provided access to:
  - Options fact sheets outlining each of the proposals
  - Concept design drawings
  - Question and answer page
  - On-line feedback form
- Information sessions held at Swimming Centre
- Hard copy feedback forms
- Dedicated email contact address
- Concept Designs on display at Swimming Centre and Norwood Town Hall

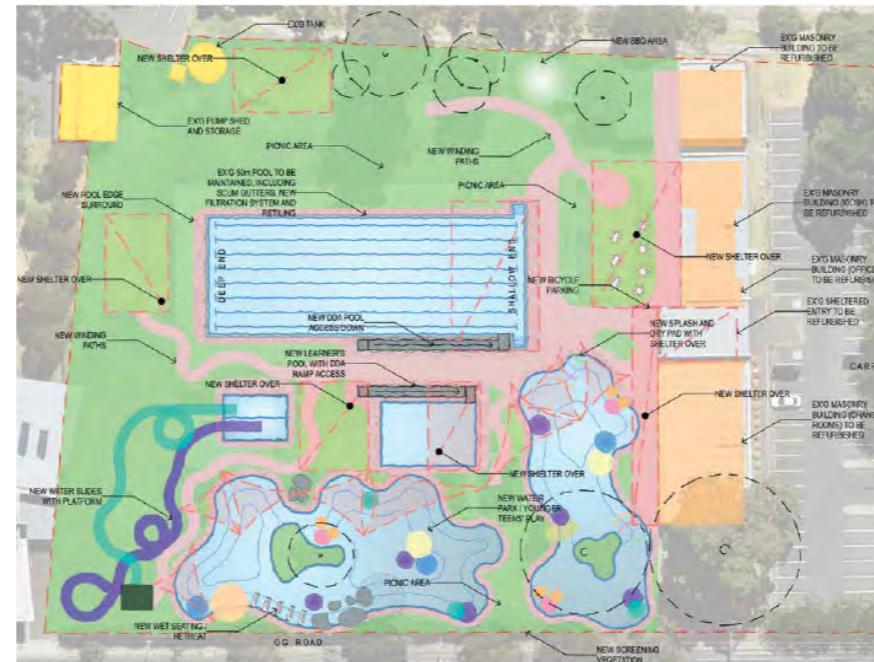
### Public participation in the consultation program:

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

Extracted from the City of Norwood Payneham & St Peters "Swimming Centres Long Term Strategy"  
Swimming Centres Review "Redevelopment Options Consultation for Norwood Swimming Center and Payneham Memorial Swimming Centre"

### Payneham Memorial Swimming Centre (one option only)

- 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.



### Consultation Results

Key outcomes of the community engagement and consultation program were:

1. The Council's current 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: Minor maintenance of the main pool	- 32%
Option 3: Major 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
  - Primary use of Norwood is for lap swimming and that 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 splash play elements
  - Retention of the history of the Swimming Centre needs to be retained
5. Based on these comments, the preferred option was *Option 3 - Major refurbishment of the main pool*, which proposed:
  - 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, barbecue and picnic facilities
  - Refurbish existing amenities buildings, consistent with the site's heritage

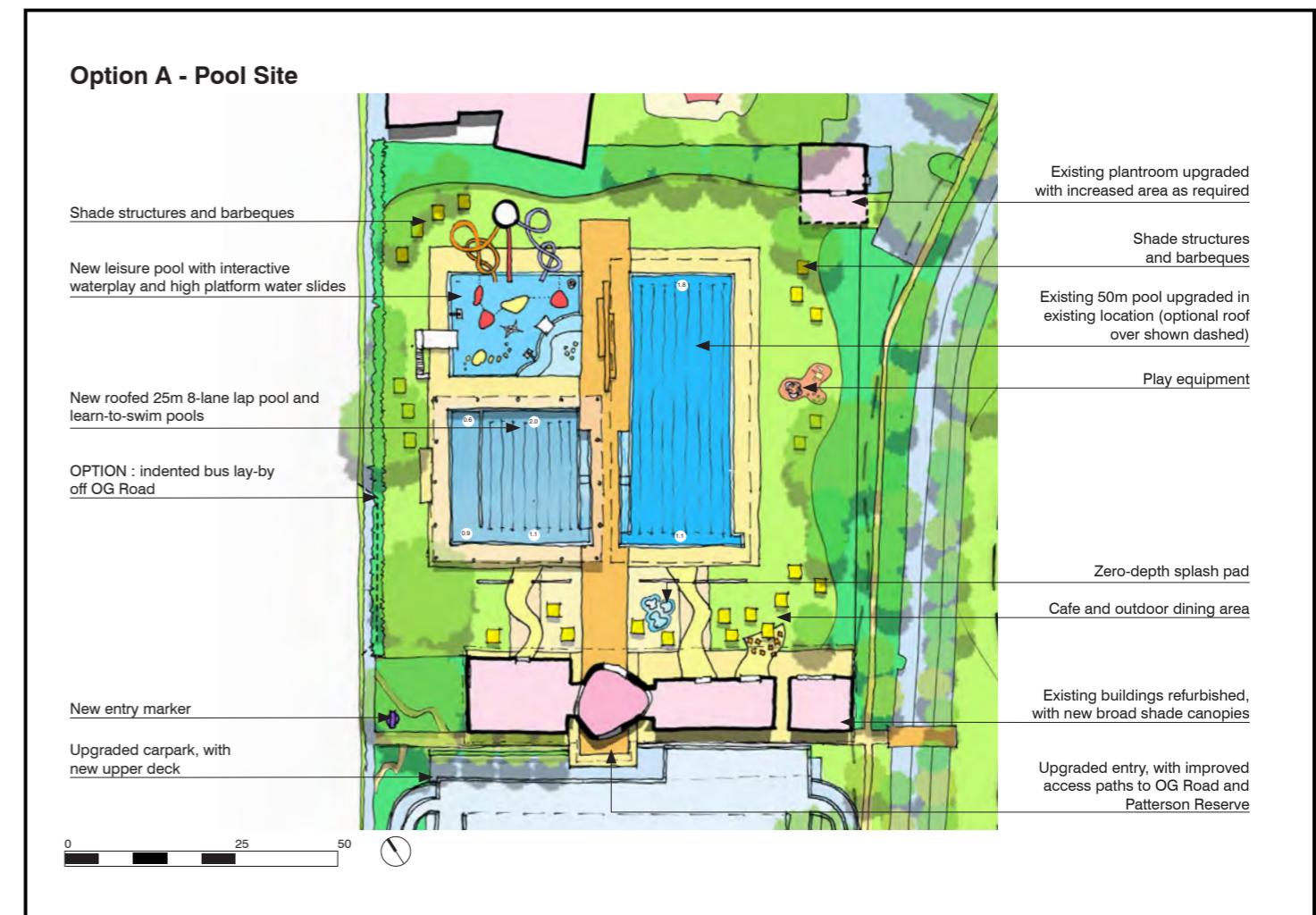
### Key Stakeholder Groups:

- Swimming Lessons Providers
- Regular User Groups
- Carnival User Groups
- Occasional Pool Users Groups
- Residents Associations

# Appendix C | Draft Masterplan Options

## Draft Masterplan Option A

Five draft Masterplan options for the Patterson Reserve Community & Recreational Precinct and the Payneham Memorial Swimming Centre were developed for the Council's consideration. Options A revitalises the existing buildings and facilities, which would result in the least amount of change and cost to the Council. Options B1 and B2 propose a new main building adjacent to OG Road with different locations and configurations for the aquatic facilities and plantrooms. Options C1 and C2 further rethink the location and configuration of buildings and aquatic facilities along Turner Street and OG Road, resulting in the greatest amount of investment for the council.



## Draft Masterplan Option B1



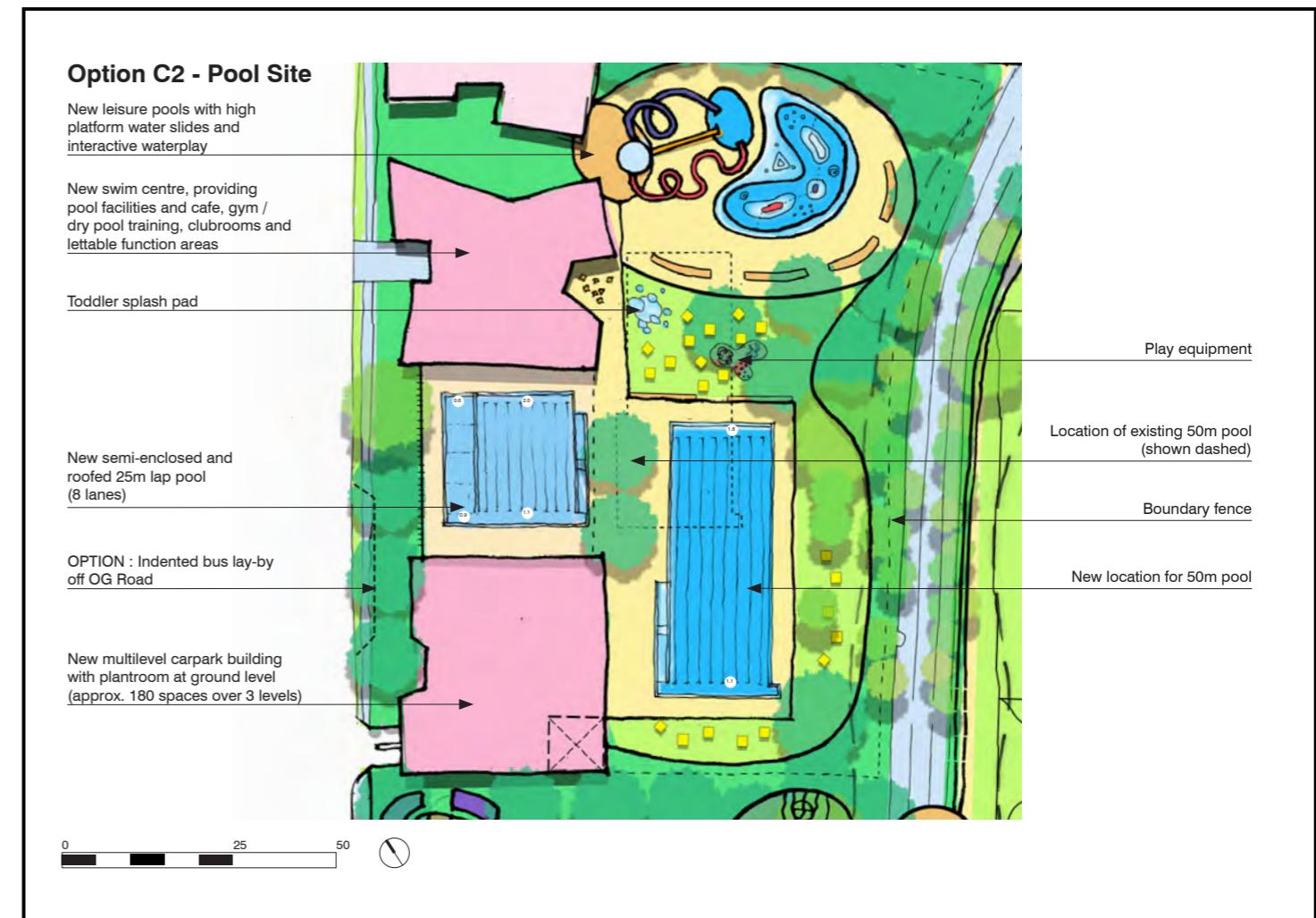
## Draft Masterplan Option B2



## Draft Masterplan Option C1



## Draft Masterplan Option C2



T.C.L

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# **Attachment C**

## **Payneham Memorial Swimming Centre & Patterson Reserve Masterplan**

---

City of Norwood Payneham & St Peters  
175 The Parade, Norwood SA 5067

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



**City of  
Norwood  
Payneham  
& St Peters**



*Business Case*  
**Payneham Memorial Swimming  
Centre Redevelopment**

January 2021



City of  
Norwood  
Payneham  
& St Peters



PAYNEHAM MEMORIAL SWIMMING CENTRE POOLSIDE 2016

### Kaurna Acknowledgement

*The City of Norwood Payneham & St Peters acknowledges that this land is the traditional land of the Kaurna people and that we respect their spiritual connection with their country.*

*We also acknowledge the Kaurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still important to the living Kaurna people today.*

## **Business Case**

# **Payneham Memorial Swimming Centre Redevelopment**

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## 1. EXECUTIVE SUMMARY

The City of Norwood Payneham & St Peters is currently planning for the redevelopment of the *Payneham Memorial Swimming Centre*. The Business Case set out in this document provides the rationale and supporting evidence to assist decision makers in their evaluation of the options and deliberations regarding the extent of investment in the *Payneham Memorial Swimming Centre* to ensure the best outcome for the community.

The Project is defined as the Redevelopment of the *Payneham Memorial Swimming Centre Project*, which forms part of the broader redevelopment and upgrade of the regional *Patterson Reserve Community & Recreation Precinct*.

The specific elements of the Project are illustrated on the Concept Plan contained in **Appendix A** and are detailed below:

- new semi-enclosed 25 metre outdoor Learners' Pool;
- new two (2) storey sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;
- new leisure pool with interactive water play and high platform water slides integrated with the building;
- the installation of shade, barbeques and picnic facilities on grassed embankment; and
- new Plant Room to service the 50m Pool, new 25m Learners' Pool and the Aquatic Recreation Equipment and Facilities;

The Council's decision to undertake this Project has been based on the age, condition and amenity of the existing pool infrastructure and the associated facilities at the *Payneham Memorial Swimming Centre*, all of which are significant issues. These factors, together with the dated and ageing design is limiting the Council's ability to deliver adequate services and attract additional patrons. The Council also recognises that due to the age of the facility there is a significant absence of disability access, which is disadvantaging an important sector of the community. The inclusion of disability access ramps will facilitate the increased use of the existing facilities as well as support greater independence for all patrons. All of these factors has presented the Council with the opportunity to establish a regional aquatic facility that will stand the test of time.

Prior to determining the recommended option, the Council critically assessed and considered all possible options to identify the option which will deliver both longevity and sustainability for the Council in respect to the redevelopment of this important community asset.

The *Payneham Memorial Swimming Centre* is one of the last metropolitan swimming centres to undergo a major redevelopment. As part of the market research which has been undertaken, whilst it was identified that the *Payneham Memorial Swimming Centre* operates in a highly competitive market, the major market which appears to be under serviced is the play and recreation market. The redevelopment strategy adopted by the Council for the *Payneham Memorial Swimming Centre* addresses this market gap within the Eastern Metropolitan Region, while continuing to cater for the needs of the other major aquatics markets, of lap swimming, swimming lessons and club swimming.

The estimated total cost of this Project, based on the Concept Plan is \$24 million. This includes the refurbishment of the main 50 metre pool and the installation of a new filtration system to service the main pool (these two (2) components will be completely funded by the Council and do not form part of the Grant Funding Application), together with the construction of a new plant room, new 25 metre pool, new clubrooms, water play components and ancillary facilities. All of these components combined form Stage 1 of the redevelopment of the *Patterson Reserve Community & Recreation Precinct*.

The proposed redevelopment of the *Payneham Memorial Swimming Centre* is a significant community infrastructure project which can be utilised to provide a short-term boost to the local economy, particularly in the building and construction sector. The construction phase offers the opportunity to use the local labour, as well as sourcing of materials locally where possible. Longer term economic opportunities and benefits provide ongoing employment and flow on effects from a significant financial investment.

Once commissioned, it is anticipated that the local economy would benefit from the direct spend attributed to the construction of the facility and its ongoing operations and maintenance, through various multipliers, associated with employment, increased members and visitor numbers and generally because of the improved recreational facilities. This is likely to have a flow-on benefit associated with improving the liveability of residents and visitors.

It is also anticipated that the redevelopment of the *Payneham Memorial Swimming Centre* will positively impact on community health and wellbeing with the tangential benefits of building community pride and participation, interest in volunteering and generally high levels of community engagement.

Through an injection of \$24 million, it is estimated that the Gross Regional Product will increase by \$16.928 million. Contributing to this is a direct increase in output of \$24 million, 58.13 additional FTE jobs, \$3.115 million more in wages and salaries and a boost in value-added of \$6.373 million.

It is anticipated that this direct expansion in the economy, will deliver flow-on supply-chain effects in terms of local purchases of goods and services, and it is estimated that these indirect impacts would result in a further increase to output valued at \$16.342 million, 51.03 more FTE jobs, \$3.584 million more paid in wages and salaries, and a gain of \$6.431 million in terms of value-added.

The increase in direct and indirect output and the corresponding change in jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$7.199 million, employment by 24.25 FTE jobs, wages and salaries by \$1.731 million, and value-added by \$4.124 million.

Therefore the total output is expected to rise by \$47.541 million. Corresponding to this are anticipated increases in employment of 133.41 FTE jobs, \$8.430 million wages and salaries, and \$16.928 million in terms of value-added.

The proposed new aquatic leisure facility at the *Payneham Memorial Swimming Centre* will service a large proportion of the Eastern Region of Adelaide and will cater for a diverse range of user groups. Investigations have shown that there is a lack of aquatic leisure facilities and the provision of new facilities provides the Council in partnership with the State Government with a unique opportunity to ensure that an appropriate community facility is provided well into the future.

## 2. INTRODUCTION

The City of Norwood Payneham & St Peters is a dynamic and vibrant inner urban municipality with a rich culture and history. The City offers a cosmopolitan lifestyle, which is attractive to residents, businesses and visitors.

The City covers an area of 15.1 square kilometres with a culturally diverse population of approximately 36,750 people.

In recent years, the City has experienced a net growth in population related to an increasing number of dwellings. Population projections indicate that the City is likely to continue to experience population growth over the next 20-30 years.

The largely built up residential character of the City is complemented by a number of commercial and retail precincts, as well as formal areas and pockets of open space, including the River Torrens Linear Park. Its close proximity to the City of Adelaide and its access to good quality retail and commercial spaces, as well as open space and recreational facilities, help to differentiate the City of Norwood Payneham & St Peters from other Local Government Areas, and contribute to the City of Norwood Payneham & St Peters being a desirable place for people to live, work and visit.

As part of its open space and recreational assets the Council owns and operates two (2) swimming facilities, the Norwood Swimming Centre, located in Kensington and the *Payneham Memorial Swimming Centre* located in Felixstow. Whilst the Norwood Swimming Centre is generally surrounded by residential development, the *Payneham Memorial Swimming Centre* forms part of a regional recreational and community precinct, the *Patterson Reserve Community & Recreation Precinct*.

The Council's two (2) Swimming Centres have served the community well over the years, however the infrastructure at both centres is ageing and the trend towards aquatic recreational facilities has evolved significantly since their establishment. The broader community is now seeking a higher standard and expects a greater variety of recreational activities from each individual facility. The establishment and renovation of other aquatic facilities in the Eastern Region of Adelaide (i.e. Burnside, Tea Tree Gully etc.) and more generally throughout Greater Adelaide has also impacted on the long term viability of these two (2) swimming facilities.

In light of these factors the Council has resolved to undertake significant redevelopment at both of its swimming centre facilities to ensure that they remain viable and continue to offer a high standard of aquatic recreational facilities to the community.

Whilst the Norwood Swimming Centre has been considered significantly throughout all of the investigations, analysis and the decision making, the Redevelopment of the *Payneham Memorial Swimming Centre* is the primary focus of this Business Case.

### 3. PURPOSE OF THE BUSINESS CASE

The purpose of this Business Case is to assist decision makers determine the best option for the upgrade of the *Payneham Memorial Swimming Centre*, which forms part of the broader *Patterson Reserve Community & Recreation Precinct*, and to demonstrate that the redevelopment of the *Payneham Memorial Swimming Centre* will deliver a net community benefit to the citizens of the City of Norwood Payneham & St Peters and more broadly Greater Adelaide.

In developing the Business Case, the Council has focused strongly on the social, economic and financial costs and benefits and has taken into consideration the impacts of all of these pillars on the City, the wider Eastern Adelaide Region and the State.

In formulating this Business Case, the Council has undertaken a comprehensive review of all of the elements of the Project including the rationale and the analysis of the potential redevelopment options. Significant investigations have been undertaken by a range of experts (engaged by the Council) on behalf of the Council in regards to the integrity of the existing infrastructure, the need for the facility and/or alternatively an upgrade of the facility, the expectations and needs of the community and most importantly the options available to the Council. The social, economic and financial costs and benefits of undertaking this Project have also been scrutinised to ensure that there is significant merit in proceeding with the Project. The analysis and findings of these investigations are outlined in this Business Case, with the complete set of investigations forming a series of attachments to this Business Case.

Given that the anticipated cost of the Project is estimated at \$24 million (First Order Cost Estimate), the Council's ability to deliver this Project relies strongly on the Council's success in obtaining at least \$10 million in grant funding from the State Government.

Prior to commencing the detail design stage of the Project, the Council will also commission a Prudential Management Report to ensure that in accordance with Section 48 of the *Local Government Act 1999*, it acts with due care, diligence and foresight, it identifies and manages any risk associated with the Project that has not been identified through the previous work undertaken in regards to the *Payneham Memorial Swimming Centre* or in this Business Case, is able to make informed decisions and is accountable for the use of public resources.



PAYNEHAM MEMORIAL SWIMMING CENTRE - MAIN ENTRY

## 4. BACKGROUND

This section provides the background and context for the Business Case for the Redevelopment of the *Payneham Memorial Swimming Centre*.

### 4.1 Payneham Memorial Swimming Centre

The *Payneham Memorial Swimming Centre* is located at 194 OG Road, Felixstow and is bounded by the Payneham Library Complex along the northern boundary, the Third Creek Culvert and Patterson Reserve along the eastern boundary, DXC Technology along its southern boundary and OG Road along the western boundary.

The *Payneham Memorial Swimming Centre*, which opened in the 1967-1968 swimming season, forms part of the broader *Patterson Reserve Community & Recreation Precinct*. The Precinct, which is designated as a Regional Level Community and Recreational facility, also encompasses Patterson Reserve which is home to the East Torrens Baseball Club and the East Torrens Payneham Lacrosse Club, the Payneham Youth Centre, the East Torrens Payneham Sports Clubrooms, the Payneham Library and Community Facilities, the Payneham Library Playground and Third Creek.

**Figure 1** provides an aerial view of the *Patterson Reserve Community & Recreation Precinct* and surrounding arterial roads.

The *Payneham Memorial Swimming Centre* is situated on large grassed grounds south of the Payneham Library within the northwest of the *Patterson Reserve Community & Recreation Precinct*. **Figure 2** provides an aerial view of the *Payneham Memorial Swimming Centre* and its car parking facilities accessible from OG Road.

The *Payneham Memorial Swimming Centre* currently comprises of three (3) pools, a toddler/paddle pool, a learner medium sized pool and an Olympic sized 50 metre by 18 metre pool, which together, provide a range of water depths and configurations.

The *Payneham Memorial Swimming Centre* also contains toilet and change room facilities, barbeques, shade structures and a kiosk.

The facility attracts approximately 75,000 and 80,000 patrons during the swimming season, which runs from October through to mid-April each year. The opening hours for the Swimming Centre are 6.00am to 7.30pm Monday to Friday and 8.00am to 7.00pm, on weekends and public holidays.

Whilst some maintenance work has been undertaken on specific elements within the *Payneham Memorial Swimming Centre* over the years, the Swimming Centre has not been upgraded since it was originally constructed. A Condition Audit of the *Payneham Memorial Swimming Centre* undertaken in 2007 identified that significant work to the facility was required to maintain the service levels.

A subsequent review of the *Payneham Memorial Swimming Centre*, detailed in the *Payneham Swimming Centre Investigation Into Remaining Life 2016* report, undertaken by FYFE Pty Ltd, assessed the structural integrity and remaining life of the pool shells, condition and the remaining life of the pipework associated with the filtration system. Whilst the investigations identified that the shell of the main 50 metre pool at the time was acceptable it could not predict the long term durability, nor could it predict the remaining life of the shell. It did however identify that the Toddlers' Pool was in structurally poor condition and had significant leaks, and that the filtration system and pipe work associated with the pools had reached the end of their life. A copy of the report is contained in **Appendix B**.

*Figure 1: Aerial View of the Patterson Reserve Community & Recreation Precinct*



Figure 2: Aerial View of the Payneham Memorial Swimming Centre



## 4.2 Identification of Need

### 4.2.1 Condition and Appearance

The Council recognises that the age, condition and appearance of the existing pool infrastructure and amenities at the *Payneham Memorial Swimming Centre* are significant issues, and that all of these factors, together with the dated and ageing design is limiting the Council's ability to deliver adequate services and attract additional patrons.

In particular, the age and condition of the current filtration system poses a risk that if the Council delays the refurbishment of the main pool and associated infrastructure, there is a risk that in the event of a major breakdown or failure of the filtration system and/or plant, it may not be easily repaired, resulting in a significant impact on the business continuity of the *Payneham Memorial Swimming Centre*.

The Council has undertaken remediation works in an attempt to rectify the damage to the existing main 50 metre pool and the associated amenities, however to date these works have not been successful and this still remains a concern given the expensive ongoing maintenance and repair costs.

The advice received from Crackerjack, (Engineering Consultants), is that a major infrastructure failure would most likely not be repairable and cause significant impact on users with little or no notice. The intent of the proposed redevelopment of the *Payneham Memorial Swimming Centre* is to futureproof the facility for the next 25-30 years.

### 4.2.2 Provision of Sport, Recreation and Leisure Facilities

The Council also recognises that the provision of good quality aquatic recreational facilities delivers a variety of positive health outcomes as well as provides children and young people with the opportunity to learn valuable and potentially lifesaving swimming skills. Through good design the existing Swimming Centre can continue to provide healthy and alternative sport, recreation and leisure activities that are in addition to the traditional sport and recreational facilities generally offered by the Council.

### 4.2.3 Disability Access

Due to the age of the facility there is a significant absence of disability access. In particular the following have been identified as essential elements in the redevelopment of the *Payneham Memorial Swimming Centre*.

- automatic entry doors/gates that are extra wide for wheelchair and mobility devices;
- non-slip flooring throughout the entire complex (not just wet areas);
- accessible toilets with push button/automatic doors;
- grab rails;
- multiple height reception desk;
- guide dog water station;
- charging points for mobility devices – scooters;
- drop- off area located close to the entrance;
- signage with braille and mindful of colour contrasting;
- lift when two (2) storey building is constructed;
- the provision of appropriate disability access to all the swimming pools; and
- the use of the scum gutters with a wet deck entry.

All of these considerations are important in ensuring compliance with Section 23 of the *Discrimination Disability Act, 1992 (DDA)* which requires non-discriminatory access to premises which the public or a section of the public is entitled or allowed to use and is applicable to existing as well as new buildings. Undertaking the proposed redevelopment ensures that the needs of all users are met and the Swimming Centre is fully accessible.

On the basis of these three (3) key factors it is identified that the provision of new facilities through the redevelopment of the *Payneham Memorial Swimming Centre* are critical.

### 4.3 Investigations Undertaken to Date

Since 2015 the Council has commissioned a series of investigations and studies to identify possible options for the future of the *Payneham Memorial Swimming Centre*. The findings have been used to assist the Council in its decision making and ensure that the Council continues to deliver a contemporary regional level aquatic facility that is able to meet the needs of the community.

The purpose of these investigations has been to:

- determine the current needs of the Norwood Payneham & St Peters community in respect to aquatic facilities;
- identify the future role of the *Payneham Memorial Swimming Centre* in the aquatic leisure facility market;
- understand the suitability of the *Payneham Memorial Swimming Centre* as an aquatic leisure facility;
- assess the feasibility of retaining and redeveloping the *Payneham Memorial Swimming Centre* as a regional facility; and
- inform the development of a Masterplan for the *Payneham Memorial Swimming Centre* and more broadly the regional *Patterson Reserve Community & Recreation Precinct*.

Outlined below is an overview of all of the relevant documents.



PAYNEHAM MEMORIAL SWIMMING CENTRE – TEACHING/LEARNER'S AND TODDLER POOLS

#### 4.3.1 Swimming Centre Review – Market Research Report

In July 2015 the Council appointed the SGL Consulting Group to undertake market research on both the *Payneham Memorial Swimming Centre* and the Norwood Swimming Centre. The primary objective of this work was to inform the Council's Long Term Strategy for the Swimming Centres.

The primary objective of this Review, was to undertake a complete assessment of the management and operation of the Council's two (2) Swimming Centres, undertake key stakeholder consultation and population/participation analysis and undertake market research on demand and competition in order to determine:

- 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;
- determine the strengths and weakness of each Swimming Centre to determine how best to maximise the utilisation of each facility. (i.e. new and innovative ways of programming); and
- to determine a strategy that incorporates community capacity building and the current and future community needs associated with swimming pools and aquatic recreation.

The investigations found that 91% of respondents who had visited Payneham Swimming Centre lived in postcodes 5069 (Hackney, Maylands, College Park, Evandale, Stepney, St Peters) and 5070 (Royston Park, Payneham South, Payneham, Marden, Firle, Felixstow, Joslin, Glynde).

Reasons why respondents chose the swimming and aquatic centre visited most often were primarily because it was close to home and/or had good facilities. A high proportion of respondents aged 70+ years also nominated friends/family use it and to attend health and fitness class/program. A high proportion of respondents aged 15 – 29 years also nominated close to work/school.

Further analysis found the most popular reasons for visiting the Norwood and Payneham Swimming Centres were:

- Norwood Swimming Centre – close to home (76%), good facilities (20%) and nice/clean environment (15%).
- Payneham Swimming Centre - close to home (93%) and good facilities (12%).

The results clearly indicated that both the Norwood and the Payneham Swimming Centres have a highly localised catchment, with a substantial portion of the pool users being regular. Adelaide Aquatic Centre is also well used by respondents, and to a lesser degree so is Burnside Swim Centre.

Respondents were asked what is the main activity usually undertaken at the swimming and aquatic centre visited most often.

- overall, 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; and
- taking children lessons was the most popular activity for respondents aged 30 – 49 years.



A copy of the Swimming Centre Review – Market Research Report is contained in **Appendix C**.

### 4.3.2 Payneham Swimming Centre Investigation Into Remaining Life

In 2016, FYFE Pty Ltd was engaged by the Council to undertake investigations at the *Payneham Memorial Swimming Centre* to determine:

- the remaining life of the shell, including the reinforced concrete and joint sealants of the main 50 metre pool;
- investigate the current condition of the pipework associated with the pool filtration system and report on its remaining life;
- identify other items that may impact on the safety and cost of running the Swimming Centre;
- provide opinions of costs for any remedial works; and
- identify options for long term repair or replacement with opinions of cost.

The investigations undertaken by FYFE included tests to determine the quantum of water leaks and dye tests to identify the source of the water leaks. It was observed during these investigations that the pool shell appeared to be in good condition with it not being identified as the source of the water leaks. The water leaks were identified as occurring in the control joints.

Previous investigations of water leaks at the *Payneham Memorial Swimming Centre* have identified that the pipe systems as being a source of water leaks. The Council has since undertaken remediation work and has replaced all pipework associated with the main 50 metre pool.

The investigations also found that the reinforced concrete of the pool shell showed no sign of deterioration and that within the limitations of the testing methodology the pool concrete was anticipated to have a remaining life greater than 20 years. Notwithstanding this finding, the report also provided an opinion of cost for both the remediation of the water leaks in the main pool shell and the construction of a new pool shell. It was found that a new shell would provide the Council with certainty on the expected life of the pool shell, it would also address all of the shortcomings of the existing facility and allow the Council to develop a whole-of-life maintenance procedure and costings.

The investigations did find that the pool filtration equipment had reached the end of its expected useful life and that the Council should replace the system. The Council has since allocated funding to undertake this work. Whilst it is anticipated that this work will be undertaken at the time of the Redevelopment Project, this work does not form part of the Grant Funding Application.

Through the investigations the following shortcomings were also identified:

**Disability Access** – The investigations found that the *Payneham Memorial Swimming Centre* does not meet disability access requirements and that upgrades to meet these requirements need to be undertaken. This recommendation included disabled access to the pools.

**Toddlers' Pool** – The Toddlers' Pool is a simple shallow body of water, which provides for no play activities for patrons. The Toddlers' Pool is also in structurally poor condition and has significant leaks. An aquatic playground type water feature may be an improvement that can lead to increased patronage.

**Shade** – the investigations identified that there is limited shade at the *Payneham Memorial Swimming Centre* and in particular, there is very limited shade on the grassed areas. The report recommends that the Council should make provision for shade structures at the Swimming Centre in addition to those over the pools. .

A copy of the *Payneham Swimming Centre Investigation Into Remaining Life* is contained in **Appendix B**.

### 4.3.3 Swimming Centre Review – Options Report

In recognition that the condition of the *Payneham Memorial Swimming Centre* increases the Council's exposure to risk in terms of patron safety, environmental performance and increasing operational costs to the Council, the Council commissioned a *Swimming Centres Review* (copy contained in **Appendix D**) in early 2017 to investigate all of the options and to assist in developing a long term strategy which ensures that Council's Swimming Centre assets are:

- managed, maintained and developed in such a way as to meet the current and changing needs of the community; and
- the ratepayer subsidy is maintained at current levels or reduced over a five year period.

The investigations undertaken as part of this report complemented the work undertaken as part of the *Swimming Centre Review – Market Research* (Section 4.3.1).

The primary objective of the *Swimming Centre Review* was to undertake a complete assessment of the management and operation of the Council's two (2) Swimming Centres to determine:

- the feasibility of the Council operating two (2) Swimming Centres in their current form (i.e. no improvement in service levels, amenity or programming);
- a strategy that considers the lifecycle of the Swimming Centres and provides costings for future upgrades, capital works and scheduled programmed maintenance costs;
- a strategy that considers the strength and weaknesses of the swimming centres to determine how best to maximise the utilisation of each facility;
- a strategy that incorporates community capacity building and identifies the current and future community needs associated with the swimming pools and aquatic recreation;
- a marketing and promotional strategy to increase the usage of the *Payneham Memorial Swimming Centre*; and
- an appropriate management structure, which includes the Council's corporate goals, asset plans, recreation plan, Work Health & Safety requirements and risk management issues.

The results of the *Swimming Centre Review* recommended that the Council continue to operate two (2) Swimming Centres (i.e. the Norwood Swimming Centre and the *Payneham Memorial Swimming Centre*) and that the Council focus on the following markets:

- lap swimming;
- swim coaching/squads;
- learn to swim lessons (private, group and school); and
- recreational aquatic play.

Based on the findings of the *Swimming Centre Review* and the subsequent development of the *Swimming Centres Long Term Strategy* (copy contained in **Appendix E** and summarised below), the Council resolved 'in principle' to redevelop the *Payneham Memorial Swimming Centre* as a regional destination incorporating the following elements:

- a 50 metre swimming pool;
- 25 metre learners pool;
- wading pool or splash pad; and
- water play park to cater for the recreational leisure market and in particular the teenage market.

Prior to determining the viability of this option, the Council considered six (6) options for the *Payneham Memorial Swimming Centre*, all of which included potential impacts on the Norwood Swimming Centre. Through this Business Case the six (6) options have again reviewed, taking into consideration the financial and social impacts of all six (6) options.

#### 4.3.4 Swimming Centres Long Term Strategy

The *Swimming Centres Long Term Strategy*, was developed following extensive consultation and engagement with the community to identify the future direction for both swimming facilities. The Swimming Centre Long Term Strategy was adopted by the Council in December 2017.

The objective behind the development of the Strategy was to:

- identify whether or not there was still a demand and/or need to retain both Swimming Centres; and
- to establish the framework upon which to base the future direction of both Centres, to ensure that both Swimming Centres are managed, maintained and developed in an effective manner to ensure that they remain contemporary and are able to meet the changing needs of the community in the future.

The *Swimming Centre Long Term Strategy* recognises the unique character of both of the Council's Swimming Centres, the community which they serve and builds on the strengths of each facility. The Strategy also acknowledges the history and "sense of place" associated with both swimming centres, in particular recognising the cultural heritage of the Norwood Swimming Centre and the dynamic, vibrant public space opportunities at the *Payneham Memorial Swimming Centre*, Patterson Reserve and the other community and recreational uses within the Precinct.

The key components contained in the Strategy which has been endorsed by the Council, are set out below:

1. Retention of the two (2) outdoor pool facilities and focus on providing a diverse range of aquatic recreational opportunities with an emphasis on:
  - lap swimming;
  - swim coaching/squads;
  - learn to swim lessons (private, group and school);
  - recreational aquatic play;
  - aquatic fitness; and
  - community and family gatherings.
2. Development of a marketing and promotions plan that provides the community and visitors access to current information on the Council's aquatic recreation opportunities to ensure the longevity and success of the swimming facilities; and
3. Effectively developing and managing the two (2) Swimming Centres with a strong focus on ongoing sustainability, customer experience and public safety.



More specifically, the *Swimming Centres Long Term Strategy* states that the *Payneham Memorial Swimming Centre* be retained as an outdoor facility and that the following elements and features be incorporated into the facility.

### Main Pool

Retain and refurbish the 50 metre outdoor swimming pool to meet the needs of the lap swimmers, swimming squads, school carnivals and the general recreational swimmers. The refurbishment of the main pool to include the following:

- the provision of appropriate disability access to the swimming pool;
- the replacement of scum gutters with wet deck entry;
- the installation of a new filtration system and refurbishment of the plant room. Note: The new filtration system includes the replacement of the filtered water return pipe, which delivers clean filtered water to the main pool and the replacement of the soiled water return pipes, which take water from the main pool back to the filtration system; and
- re-tiling of the main pool.

### Teaching/Learners` Pool

The Strategy proposes that the Teaching/Learners' Pool be replaced with a larger pool, which includes a ramp to enable disabled access, to accommodate the demand in the swimming lessons and water safety programs, such as Vac Swim and the Swim and Survive Program.

### Toddler's Pool

The Toddler's Pool be removed and replaced with a splash pad or zero water playground to meet the needs of younger families.

### Water Play Park and Inflatable Obstacle Course

The inclusion of an interactive Water Park and Inflatable Obstacle Course to complement the traditional programs and services offered at the facility, in order to elevate the *Payneham Memorial Swimming Centre* from just a swimming pool to a destination.

A copy of the Swimming Centres Long Term Strategy is contained in **Appendix E**.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 5. ASSESSMENT OF OPTIONS FOR THE PAYNEHAM MEMORIAL SWIMMING CENTRE

Prior to determining the recommended option, the Council critically considered all available possible options to identify the option which will deliver both longevity and sustainability for the Council in respect to the redevelopment of this important community asset. To be able to accurately consider and critique the options, the *Norwood Swimming Centre* has also been included in the evaluation of the options, as any changes to one (1) facility has the potential to impact on the other facility.

### 5.1 Options

In total there are six (6) possible options for the future of the *Norwood* and the *Payneham Memorial Swimming Centres*.

#### 5.1.1 Status Quo

Under this option, both swimming centres would continue to be maintained and operate under the current arrangements. No major upgrade or renovation would be undertaken; rather repairs and replacement would occur over time.

This option is in effect a deferral strategy, as eventually both the *Norwood* and *Payneham Memorial Swimming Centres* will require major capital expenditures and the cost to continue operating both swimming centres in their current state will eventually outweigh the community benefits.

**The option to retain the status quo is not recommended as it is not financially viable.**

#### 5.1.2 Close Both Swimming Centres

Under this option, both swimming centres would be closed and the properties used for other purposes as determined by the Council.

Closing both swimming centres is by far the best option if finance is the prime consideration. Existing patrons and users could be adequately catered for by existing competing pools. However, the Council's role is about providing facilities to meet the social and cultural needs of the community, whilst a significant driver the financial aspects cannot be considered in isolation. Given the age of the two (2) swimming centres and role that they have played in the overall fabric of the Norwood Payneham & St Peters Community, it is probable that major community opposition would result. **Hence, it was recommended that this option not be considered further.**

#### 5.1.3 Close Norwood Swimming Centre

Under this option, the *Norwood Swimming Centre* would close and the *Payneham Memorial Swimming Centre* would continue to operate in its current format.

The *Norwood Swimming Centre* would be closed, infrastructure demolished or removed and the site rehabilitated and used for other purposes. Works already identified as being required at Payneham would be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Payneham, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement.

Whilst maintaining one (1) swimming centre presents a more financially viable option it does not take into consideration the social and cultural importance of the Heritage Listed *Norwood Swimming Centre* and the community attachment to the *Norwood Swimming Centre*. **On this basis this option was not recommended.**

#### 5.1.4 Close Payneham Memorial Swimming Centre

Under this option, the *Payneham Memorial Swimming Centre* would close and the *Norwood Swimming Centre* will continue to operate in its current format.

The *Payneham Memorial Swimming Centre* will be closed, infrastructure demolished or removed, and the site rehabilitated and used for other purposes. Works already identified as being required at Norwood will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Norwood, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement.

Closing either the *Payneham Memorial* or *Norwood Swimming Centres* will also substantially reduce the cost to the Council. Existing customers and patrons could be adequately catered for by the remaining swimming centre (*Payneham Memorial* or *Norwood*), or existing competing pools. However, it is probable that a community backlash would result. **Hence this option is unlikely to be further considered.**

#### 5.1.5 Upgrade or Redevelop Norwood Swimming Centre

Under this option, the *Norwood Swimming Centre* would be upgraded and the *Payneham Memorial Swimming Centre* will continue to operate in its current format. Potential upgrades include:

- Replacing the 50.4m pool with a new 50m pool;
- replacing the amenities building;
- redeveloping the site with a new outdoor 25m pool plus a small teaching pool and toddlers pool or splash pad and amenities building;
- redeveloping the site with a new indoor 25m pool plus a small teaching pool and toddlers pool or splash pad and amenities building; and
- redeveloping the site as a local park with major splash pad, dry play space, shade, BBQ and picnic facilities.

Works already identified at the *Payneham Memorial Swimming Centre* will be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement.

Demand does not exist to justify increasing the available swimming facilities, such as by increasing the swimming season with an indoor pool. Given the proximity of existing competition, it is likely that any redevelopment of the *Norwood Swimming Centre* with new swimming pools will not increase attendances.

Under this scenario the *Payneham Memorial Swimming Centre* will become increasingly uncompetitive given the competition and potential for upgrade of competing facilities. As a result, attendances at best will plateau, and more likely will decrease. Consequently, the operating subsidy provided by the Council will increase.

As the Payneham pools age, the cost to replace or repair the infrastructure, plant and equipment will continue to increase. At some point in the future, the cost to continue operating the pools will outweigh the financial and community benefits delivered to residents.



NORWOOD SWIMMING CENTRE

### 5.1.6 Upgrade or Redevelop Payneham Memorial Swimming Centre

Under this option, the *Payneham Memorial Swimming Centre* would be upgraded and *Norwood Swimming Centre* would continue to operate in its current format. Potential upgrades to the *Payneham Memorial Swimming Centre* include:

- constructing a new indoor 25m pool to complement existing facilities;
- replacing the wading pool with a small splash pad; and
- establishing a water play park with interactive aquatic play features.

This option could include enclosing both of the existing pools. This strategy has been adopted in other locations such as the Adelaide Aquatic Centre and Elizabeth, as well as a number of interstate pools. The major problem with enclosing the pools is that due to the age of the pools, plant and equipment any enclosure of the pools will also require the reconstruction of the pools, plant and equipment, as these assets are already 50 years old and have a limited life. As such, the pools will continue to deteriorate over time and eventually require replacement when the cost to maintain is greater than the cost to replace.

Under this scenario, works already identified as being required at the *Norwood Swimming Centre* would be completed when required and as funds are allocated by the Council. Given the age of the pool, and the current condition of assets at Norwood, the cost to maintain infrastructure and replace plant and equipment will over time increase substantially. In the long term the pools infrastructure will require replacement, although when this is likely to occur is unknown.

Replacing the Wading Pool with a splash pad is a viable option and will achieve a positive outcome, whilst reducing supervision cost.

Demand does not exist to justify increasing available swimming facilities, such as by enclosing the existing pools or constructing an indoor 25m pool. These markets are already catered for by the Norwood and Payneham pools and other competing facilities. The point of difference for the *Payneham*

*Memorial Swimming Centre* is its outdoor environment and amenity. There by constructing a semi-enclosed pool, the Council would be extending the annual use of the pool whilst at the same time not compromising the integrity of the *Payneham Memorial Swimming Centre* and its outdoor advantage.

The major gap in the market is in providing aquatic leisure facilities. A splash pad or water play park will service the aquatic leisure market. Introducing water play features will increase the attraction of the facility to children and families. Depending upon elements developed, this leisure water will not have much impact on directly competing facilities. Potential exists to create a unique attraction for the region.

Due to the capital development cost, lack of demand and increasing operating costs the options of simply enclosing the pools at the *Payneham Memorial Swimming Centre* is not likely to be financially viable.

The recommendations out of this option are to enhance the existing pool infrastructure and replace where required and construct aquatic play elements at the *Payneham Memorial Swimming Centre* – this option maintains existing markets and targets the aquatic leisure market. The overall benefits will depend upon the size and complexity of the aquatic play features.



PAYNEHAM MEMORIAL SWIMMING CENTRE – 50 METRE POOL

## 5.2 Recommended Option

The recommended option is for the Council to continue with the current “two pool strategy” (i.e. retaining both the *Norwood Swimming Centre* and the *Payneham Memorial Swimming Centre* and continue to focus on the following markets:

- lap swimming;
- swim coaching/squads;
- learn-to-swim lessons (private, group and school); and
- recreational aquatic play.

In respect to the *Payneham Memorial Swimming Centre*, it was recommended that it be redeveloped as a **regional destination** incorporating a 50 metre Swimming Pool, Learners Pool and Wading Pool or Splash Pad and Water Play Park, to cater for the recreational leisure market and in particular, the teenage market.

Under this scenario, 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 swimming lesson market.

The refurbishment of the main 50 metre pool will include:

- installation of a ramp, at the shallow end to allow disabled access;
- replacement of scum gutters with wet deck entry; and
- installation of new filtration system.

The Learners/Teaching Pool is a key element in the *Payneham Memorial Swimming Centre*'s provision of swimming lessons and participation in water safety programs such as, *VacSwim* and *Swim and Survive Program*. To accommodate an increase in swimming lessons, as part of the Centres redevelopment, the Teaching/Learners' Pool will be replaced with a 25 metre 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 aimed at not only babies and toddlers but also the older child/ teenage market.

In general, today'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 undertaken, the recreational market, especially the teenage market was identified as being poorly serviced within the Eastern Region of Adelaide, as a result the strategy for the *Payneham Memorial Swimming Centre* needs to include the development of an interactive water park. The inclusion of a Water Park provides an opportunity for the Council to fill this market gap, and create a water based recreational destination for the region, with the *Payneham Memorial Swimming Centre* becoming a destination venue, rather than just a swimming pool.

Depending on the extent, the elements and the features incorporated into the water park, the cost is estimated to be in the vicinity of \$3.5 million for a reasonably extensive range of elements, such as water slides. It is recognised that under this scenario, supervision and equipment maintenance costs will also increase, however, based on the experience of other public swimming centres which have introduced water play elements, these cost are likely to be offset by an increase in attendances. The Financial Analysis contained in Section 14 of this Business Case, outlines the projected operating costs for the next 10 years.

A water play park has the potential, at a minimum to operate at a breakeven position if the elements included meet the expectations of the target market, that being families especially those with older primary school age to teenage children. To complement the water play park, the Council should also introduce 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 towards the target market of the young teenage market. As such the session times will be set around weekends, public and school holidays.

To meet the needs of the families with babies and toddlers, the redevelopment should 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 the expected norm within the aquatics industry and the introduction of a splash pad will increase the attraction value 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.

Along with the swimming facilities, the installation of shade and the upgrade of dry land facilities, such as the amenities building, barbecue and picnic facilities will be included in the redevelopment.



PAYNEHAM MEMORIAL SWIMMING CENTRE – TEACHING/LEARNERS’ POOL

## 6. PATTERSON RESERVE COMMUNITY & RECREATION PRECINCT MASTERPLAN

In early 2020, the Council recognised that whilst the *Patterson Reserve Community & Recreation Precinct* contains a number of recreational facilities, community facilities and attractions, including the *Payneham Memorial Swimming Centre*, there is no overarching strategy or long term plan outlining the long term potential for this Regional Precinct. In recognition of this, the Council appointed TCL to develop a Masterplan for the entire Precinct, with a focus on the *Payneham Memorial Swimming Centre*.

Historically, the Council has managed the *Patterson Reserve Community & Recreation Precinct* as a set of individual assets without considering opportunities to align services, share facilities and create partnerships. This is reflected in the layout of the Precinct and the absence of clear connections and linkages between the different uses. The development of a Masterplan for the *Patterson Reserve Community & Recreation Precinct* (which includes the *Payneham Memorial Swimming Centre*) has given the Council the opportunity to take a regional approach and look at the whole of the *Patterson Reserve Community & Recreation Precinct* and assess the opportunity to change the uses, amalgamate the uses and even incorporate new recreational uses into the Precinct. In addition, the opportunity of consolidating buildings and uses with any new buildings and facilities has also been considered as part of the masterplanning process.

In developing the Masterplan for the *Patterson Reserve Community & Recreation Precinct*, consideration was specifically given to the contribution that the *Payneham Memorial Swimming Centre* makes to the broader Precinct as well as the connections (both physical and visual) to the adjoining recreational and community land uses.

As the first step in the process of developing the Masterplan, TCL undertook a background analysis and preliminary investigations. The results of this work is outlined in *Background Analysis and Preliminary Investigations Report* contained in **Appendix F**.

Included in the broader Masterplan for the *Patterson Reserve Community & Recreation Precinct* is the detailed Concept Plan for the *Payneham Memorial Swimming Centre*. A copy of the Masterplan for the *Patterson Reserve Community & Recreation Precinct* and the Concept Plan for the *Payneham Memorial Swimming Centre* are contained in **Appendices G and A**, respectively.

### 6.1 Payneham Memorial Swimming Centre Concept Plan

The key features of the Concept Plan for the *Payneham Memorial Swimming Centre*, contained in **Appendix A** are detailed below.

#### 6.1.1 Main 50 Metre Pool

The Masterplan proposes the refurbishment of the main 50 metre pool in its existing location. Provision has been made in the Concept Plan to place a cover over the pool to extend its useability throughout the colder months of the year. This will ensue that the outdoor character of the pool is not compromised. The intent is that the 50 metre pool will include a ramp to enable disabled access, as well as incorporate wet deck entry.

*Note: The work associated with the main 50 metre pool has been funded by the Council and does not form part of the Grant Funding Application.*

#### 6.1.2 Teaching/Learners` Pool

The Concept Plan proposes to demolish the existing Teaching/Learners' Pool and replace it with a newly constructed 25 metre Learners' Pool, which includes a ramp to enable disabled access, to accommodate the demand in the swimming lessons and water safety programs, such as Vac Swim and

the Swim and Survive Program, and potentially extended squad swim season subject to club commitment.

### 6.1.3 Splash Pads/Zero Water Playground

In the Concept Plan the Toddler's Pool is removed and replaced with a splash pads and a zero water playground to meet the needs of younger families. The inclusion of splash pads to meet the recreational requirements of the babies and toddler market is considered essential in the upgrade of the *Payneham Memorial Swimming Centre* to a regional level aquatic facility.

### 6.1.4 Aquatic Water Play Park and Inflatable Obstacle Course

Based on Market Research, the Concept Plan includes an interactive Water Park and Inflatable Obstacle course to complement the traditional programs and services offered at the facility, in order to elevate the *Payneham Memorial Swimming Centre* from just a swimming pool to a destination.

The intent is that both the Water Play Park and the Inflatable Obstacle Course will be based around session times on weekends, public holidays and school holidays.



PAYNEHAM MEMORIAL SWIMMING CENTRE – AUSTRALIA DAY 2018

### 6.1.5 New Plant Room

To address the issue of the ageing condition of the plant room and filtration system and to provide new infrastructure that can cater for all of the aquatic elements within the *Payneham Memorial Swimming Centre*, a new plant room is proposed. The Plant room will accommodate the refurbished main 50 metre pool, the new 25 metre Leaners' Pool and the aquatic recreational and play facilities.

### 6.1.6 New Two Storey Sports and Leisure Centre

The Concept Plan includes the demolition of the existing changeroom facilities and the construction of a new two (2) storey sports and leisure centre, providing facilities and café, new gym/dry pool training, clubrooms and lettable function areas. The amenities building will include family/disabled change rooms and a separate school change area.

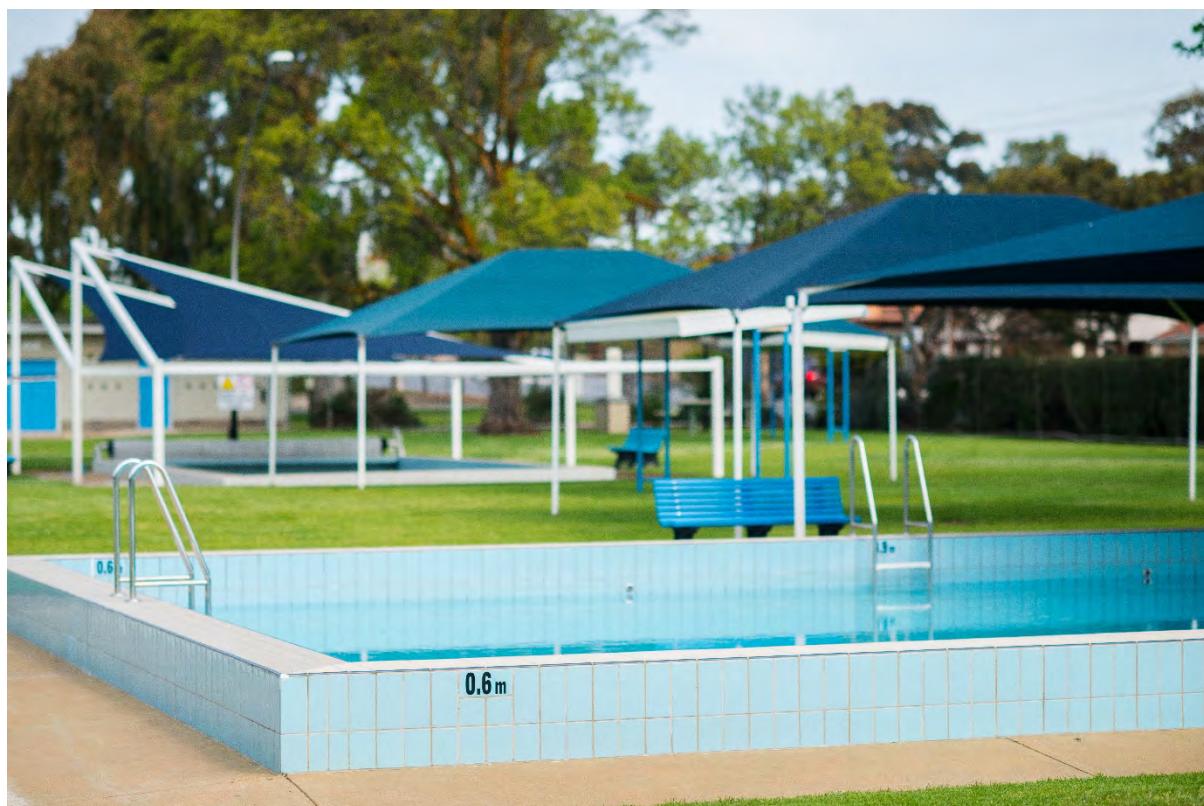
### 6.1.7 Shade

The Concept Plan also incorporates both fixed shade structures and informal shade opportunities (e.g. trees, umbrellas). Included in the design is a cover over the new 25 metre Learner's Pool, which will assist in extending the swimming season and the option for the Council to construct a cover over the 50 metre, should the need arise.

The intention is to construct a shade structure over the 25 metre pool, to create a semi-enclosed pool that can be used during the whole year. The Concept Plan has also given significant consideration to the benefits of constructing a shade structure over the main 50 metre pool to extend the pool season and provide protection from all of the weather elements whilst still giving users the experience of an open air pool.

### 6.1.8 Upgrade of Facilities

The Concept Plan has given significant consideration to the issues of site access and car parking as it is expected that demand will increase once the facilities are upgraded and more recreational opportunities are provided. A new multi-level carpark building accommodating approximately 250 spaces over three (3) levels is proposed. The intent is that the car parking will cater for all of the needs of the *Patterson Reserve Community & Recreation Precinct*. The intent is that the car park will be constructed as part of Stage 2 of the redevelopment of the *Patterson Reserve Community & Recreation Precinct* and therefore does not form part of the grant funding application.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 7. PROJECT DEFINITION

The Project is defined as the *Redevelopment of the Payneham Memorial Swimming Centre Project*, which forms part of the broader redevelopment and upgrade of the *Patterson Reserve Community & Recreation Regional Precinct*.

Due to the extent and the anticipated cost of this Project, the Council proposes to undertake the redevelopment of the *Patterson Reserve Community & Recreation Precinct* in two (2) stages. The layout of the Precinct, allows the redevelopment of the *Patterson Reserve Community & Recreation Precinct* to be delivered in two (2) distinct stages.

Stage 1 of the Project will comprise of the full redevelopment of the *Payneham Memorial Swimming Centre* and will include the following:

- refurbishment of the main 50 metre pool in its current location with provision for a roof to be constructed at a later date. (Note: the refurbishment of the main 50 metre pool will form part of the Stage 1 construction work but does not form part of the grant funding application);
- replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System (Note: the new filtration system will form part of the Stage 1 construction work but does not form part of the grant funding application);
- new Plant Room to service the 50m Pool, new 25m Learners' Pool and the Aquatic Recreational Equipment and Facilities;
- new semi-enclosed eight lane 25 metre outdoor Learners' Lap Pool and Learn to Swim Pool with all-weather lid;
- new two (2) storey sports and leisure centre providing pool facilities, administration, and café, new gym/dry pool training, clubrooms and lettable function areas;
- new leisure pools with interactive water play and high platform water slides integrated with the building;
- zero depth splash pad;
- the installation of shade, barbeques and picnic facilities on grassed embankment; and
- new three (3) storey carpark building to accommodate approximately 250 car parking spaces.

For the purpose of the Grant Application for the *Local Government Infrastructure Partnership Program* (LGIPP) the scope of the Project includes Items 3 to 8 listed above. Items 1 and 2 are already funded by the Council and Item 9 will be constructed as part of Stage 2 of the redevelopment of the *Patterson Reserve Community & Recreation Precinct*.

The specific elements of the Project are illustrated on the Concept Plan contained in **Appendix A** with the new three (3) storey carpark shown on the Masterplan Plan contained in **Appendix G**.

Stage 2 of the Project will focus on the Patterson Reserve component of the redevelopment project. This component will comprise of the following:

- the naturalisation of the Third Creek;
- the demolition of the existing clubrooms in Patterson Reserve and central carpark to increase the area of the playing field;
- the re-orientation of the Patterson Reserve playing fields;

- the construction of new multipurpose clubrooms, incorporating a café, toilets and storage with suspended deck plaza over the creek;
- new sports club change facilities and storage;
- relocation of the Payneham Library Playground to increase the number of at grade carparks;
- central landscaped walkway connecting the Swimming Centre, the Patterson Reserve sports fields and public park with a sculptural marker at entry. Public park to incorporate the relocated memorial garden and new playground; and
- new off street parking with bridge connections over the creek to better link both sides of the Precinct.

For the purposes of this Business Case, the Project only refers to Stage 1.



PAYNEHAM MEMORIAL SWIMMING CENTRE – AUSTRALIA DAY CELEBRATION

## 8. PRIMARY PROJECT DRIVERS

The primary project drivers identified include but are not limited to:

- the location of the existing aquatic and leisure facility, which is within the *Patterson Reserve Community & Recreation Precinct*, a regional level community and recreational facility, which has been identified by the Council as needing significant rejuvenation;
- the existing amenities and in particular the main 50 metre pool and the filtration system reaching the end of their useful life (with increasing operational and capital refurbishment costs) and are at risk of catastrophic failure;
- the urgent need to replace the existing aquatic facilities (i.e. the main 50 metre pool and the associated filtration system) due to the age and condition of the pools and the associated infrastructure and amenities which is resulting in a significant amount of water loss daily (*Note: As part of its 2018-2019 Annual Business Plan, the Council allocated a budget for the refurbishment of the main 50 metre pool. The initial scope of works has since been expanded to include the replacement of the filtration system. The main pool and filtration system has been planned in the Council's Long Term Financial Plan to be undertaken in 2021-2022*).
- the existing Learners' Pool being limited in size and unable to be adequately expanded in its current location and current configuration;
- recognition that due to the age of the infrastructure, the effectiveness of the ongoing repairs is decreasing and the need for ongoing maintenance of the facility is both financially and environmentally unsustainable. There is a high risk of catastrophic failure at the *Payneham Memorial Swimming Centre* which will result in the complete closure of the Swimming Centre;
- recognition that sport and recreational facilities are vitally important for maintaining community cohesion, well-being and identity for communities;
- population growth in the City of Norwood Payneham & St Peters and the surrounding areas (i.e. residential and commercial) demanding more recreational facilities and higher standard facilities; and
- location, number, type and quality of sport and recreation facilities for the community in the long term to support the growth and liveability of the adjoining suburbs and more broadly the surrounding areas.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 9. STRATEGIC ALIGNMENT

The Project has been developed and planned, aligning with several Key Strategic Plans and documents at a State, Regional and Local level. The following provides a summary of the strategic documents relevant to the Project.

### 9.1 Government of South Australia - Growth State Agenda

In June 2020, the South Australian Government released its Plan for economic growth, the Growth State Agenda. The Plan has been created to respond to the needs of industry and focuses on building South Australia as a place to invest, expand an existing business or create a new business. More specifically the Plan:

- Seeks broad based business collaboration to create more jobs, investment and economic opportunity for the future.
- Aims to grow the South Australian economy at an annual rate of 3%, which will bring the State into line with other parts of the Country.
- Seeks to provide a foundation for more prosperity for South Australians and for achieving a strong economy to match South Australia's enviable lifestyle.
- Seeks to invest in productive infrastructure, with importance placed on directing capital to projects that drive economic activity and growth, boost productivity and enhance liveability and land values.

Through its implementation, the Growth State Agenda will better position South Australia by ensuring that the physical assets and structures that support a broader range of economic activities are in place.

The redevelopment of the *Payneham Memorial Swimming Centre* is one of these projects which will deliver a contemporary aquatic facility that meets the growing and changing needs of the community. It will deliver a recreational and sporting facility in close proximity to the residents of the City of Norwood Payneham & St Peters as well as those of the Eastern Region of Adelaide. This will enhance the liveability of these residential areas which will subsequently increase the land value of the surrounding residential areas.

As a destination, the upgraded *Payneham Memorial Swimming Centre* will contribute to the local economy through the increase in the local tourism as the number of visitations to the *Payneham Memorial Swimming Centre* will increase to experience this regional level aquatic facility. The tourism sector is one of the State Government's priority growth sectors and it is recognised that local tourism is just as important in the sustainability of the economy as all other levels of tourism. In addition, the provision of a redeveloped aquatic facility that caters for a range of users will contribute to a healthier community through the provision of recreational facilities and places for people to meet and congregate. Providing facilities and places for people to enjoy, recreate and exercise also contributes to improvements in health, another of the State's priority sectors.

### 9.2 CityPlan 2030: Shaping Our Future

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, provides the overarching strategic framework for all of the Council's services, projects and decision-making. *CityPlan 2030* is based on a Quadruple Bottom Line (QBL) approach, applying best practice sustainability principles to guide all decisions as to how the Council plans and delivers its services and facilities. The Council's overarching objective of community well-being is supported by the four (4) pillars of integrated sustainability namely: social equity, cultural vitality, economic prosperity and environmental sustainability.

The redevelopment of the *Payneham Memorial Swimming Centre* delivers on a number of the objectives and strategies within *CityPlan 2030*, and is a project which contributes significantly to the overall objective of community well-being.

In particular, the Outcomes, Objectives and Strategies of the Council's *CityPlan2030: Shaping Our Future – Update 2017* that are relevant to this Project are provided below:

**Outcome 1: Social Equity – An inclusive connected, accessible and friendly community.**

- **Objective 1.1: Convenient and accessible services, information and facilities**

*Strategy 1.1.1: Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.*

*Strategy 1.3.3: Design and provide safe, high quality facilities and spaces for all people.*

- **Objective 1.4: A strong, healthy, resilient and inclusive community.**

*Strategy 1.4.1: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.*

*Strategy 1.4.3: Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.*

**Outcome 3: Economic Prosperity – A dynamic and thriving centre for businesses and services.**

- **Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.**

*Strategy 3.2.3: Promote the City as a visitor destination.*

A copy of the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future* is contained in **Appendix H**.

### 9.3 Economic Development Strategy

The *Economic Development Strategy 2021–2026* outlines the Council's strategic direction for economic development over the next five years, in order to strengthen and grow the City's local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The strategic framework established in the *Economic Development Strategy* will strive to deliver four Outcomes that will re-affirm the long held aspiration of increasing economic prosperity and enhancing community well-being in the City of Norwood Payneham & St Peters. In particular, the Outcome, Objective and Strategies of the Council's *Economic Development Strategy 2021–2026* that is relevant to this Project is outlined below:

**Outcome 2: Destination City – a destination with dynamic, cultural, vibrant and attractive precincts.**

- **Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.**

*Strategy 2.1: Showcase and promote the City's attractions and events to facilitate growth in visitation and spending.*

*Strategy 2.3: Facilitate the activation of key spaces and precincts in the City.*

The City of Norwood Payneham & St Peters is a major destination, drawing visitors from a wide geographic area for a diverse range of reasons. One of the attractions in the City is the *Payneham Memorial Swimming Centre*, a place for both leisure and recreational activities.

The visitor economy is extremely important for the City and represents economic activity that relates to attracting and servicing visitors in the City, either on a regular basis or unique visitation, which are destination driven. A key aspect in maintaining strong visitation in the City involves the Council continuing to provide high quality infrastructure. As stated previously in this Business Case, The *Payneham Memorial Swimming Centre* is ageing and the broader community is now seeking a higher standard facility to maintain the level of liveability. To maintain this, there is an ongoing need for improvements in health and well-being, city attractiveness and communities will require better and more connectivity between and within them to increase social cohesion.

Investment in the *Payneham Memorial Swimming Centre* will not only enable the Council to showcase and promote the City's attractions to facilitate growth in visitation and spending, but will also create local jobs during and post construction and contribute to the City's overall gross revenue.

A copy of the Council's *Economic Development Strategy 2021–2026* is contained in **Appendix I**.

## 9.4 Open Space Strategy

The objective of the Open Space Strategy is to provide the Council with information to enable it to proactively plan for open space and to ensure that there is equity in respect to access to useful open space and recreational facilities throughout the City. It also ensures that the Council's open space assets maximise the benefits in respect to environmental management, public health and wellbeing, tourism and community capacity building.

The Council's *Open Space Strategy* designates the *Payneham Memorial Swimming Centre* as a Regional Level facility mainly due to its function as a formal sporting facility and its appeal to a wide cross section of the community. This designation makes the *Payneham Memorial Swimming Centre* one of the most significant pieces of community and recreational open space facilities within the City of Norwood Payneham & St Peters.



PAYNEHAM MEMORIAL SWIMMING CENTRE

The Open Space Strategy also recognises Patterson Reserve as a Regional Level facility because of its size and wide range of facilities that it offers.

The redevelopment of the *Payneham Memorial Swimming Centre* will further enhance its status as a Regional Level facility.

A copy of the Council's *Open Space Strategy* is contained in **Appendix J**.

## 9.5 Playground Strategy

The Council's *Playgrounds Strategy* provides the long term strategic direction for the provision and management of playgrounds within the City. More specifically, the *Playgrounds Strategy* identifies the key issues associated with each of the playgrounds throughout the City and outlines an integrated and strategic framework for the enhancement of these important community assets.

The *Playgrounds Strategy* establishes a hierarchy of playgrounds, which aims to achieve different levels of provision and the best use of resources. The hierarchy ranges from Regional and District level playgrounds, which cater to users from a wide geographic area and generally provide innovative, unique or higher standard play equipment and spaces, through to Neighbourhood and Local play opportunities, which generally cater for the surrounding local area and a smaller number of users. A playground's designated level in the hierarchy will ultimately determine the level of development and the quality of the playground.

The Payneham Library Playground is designated as a Level 3 Neighbourhood Playground, making it one of nine Neighbourhood Level playgrounds within the City. Designation as a Neighbourhood Level Playground assumes that the playground will cater for the local neighbourhood and will generally include standard rather than unique play equipment. However, its designation is more a reflection of its current elements rather than its location and role.

In respect to Payneham Library Playground, the *Playgrounds Strategy* identifies the lack of disability access, fencing too close to the play equipment and lack of connection with the *Payneham Memorial Swimming Centre* and Patterson Reserve as some of the key issues with the playground and its location. It recommends:

- increasing seating; and
- considering whether a playground is better linked to Patterson Reserve and other sport and recreation facilities (e.g. Patterson Reserve or the *Payneham Memorial Swimming Centre*).

Given the Payneham Library Playground's association with the regional level facilities, and its proximity to other playgrounds, consideration has been given to its appropriateness to be retained, relocated and/or potentially incorporated within the *Payneham Memorial Swimming Centre*. The Masterplan proposed that the Playground be relocated adjacent to the Memorial to reflect the Regional status of this Precinct and to increase its usage.

A copy of the *Playground Strategy* is contained in **Appendix K**.

## 9.6 Public Health Plan

The *Public Health Plan* for the Eastern Region sets out the strategic directions to work towards delivering better living and better health. The Masterplan for the *Patterson Reserve Community & Recreation Precinct* and more specifically the Concept Plan for the *Payneham Memorial Swimming Centre*, which was developed and will be implemented will assist in achieving the directions of the *Public Health Plan*, particularly those under the theme of '*Environments for better health*', by creating attractive, more useable and stimulating reserves and recreational facilities. Both the Masterplan and Concept Plan have been developed to maximise the opportunities for active and passive recreation and encourage greater physical activity, social interaction and social cohesion.

A copy of the *Public Health Plan* is contained in **Appendix L**.

## 9.7 Climate Change Adaptation Plan

The Eastern Region Climate Change Adaptation Plan establishes a number of priorities for action, including increasing the areas of open space in key locations and increasing plantings in urban areas to create a greener, cooler space. Once redeveloped the *Payneham Memorial Swimming Centre* will include provisions to assist in reducing and mitigating the impacts of climate change.

A copy of the *Eastern Region Climate Change Adaption Plan* is contained in **Appendix M**.

## 9.8 Access & Inclusion Strategy

In 2019 the South Australian State Government passed the *Disability Inclusion Act 2018 (SA)*. The Act promotes the full inclusion in the community of people with a disability to assist those citizens living with a disability to achieve their full potential as equal citizens through accessible and inclusive service and infrastructure. Subsequently, in 2019 the State Government developed its first Disability Access and Inclusion Plan, *Inclusive SA 2019-2023*, which seeks a whole of government approach to improving the Quality of Life for citizens living with disability.

In line with these legislative requirements the Council has developed the *Access & Inclusion Strategy - A City for All Citizens 2018-2022*, which recognises the importance of family, community, culture and the ability to age in place from birth to 100+ years. The main objective of the Strategy is to improve opportunities for inclusion and better accessibility through the City for citizens of all ages and abilities and backgrounds.

In support of the Access & inclusion Strategy to Council has also developed the Access & Inclusion Policy. The aim of the Council's Policy is to facilitate wellbeing outcomes for citizens of all ages, abilities and backgrounds through accessible and inclusive services, programs facilities and infrastructure. The Strategy and Policy together ensure that citizens with disabilities are not disadvantaged by being deprived of equal opportunity, through stereotyping, prejudice, and misconception or by unnecessary barriers or restrictions.

In particular the Council's Strategy and Policy aim to ensure that:

- all Citizens have the right to contribute to the social, environmental, political, economic and cultural life of the community;
- that all Council facilities and reserves are designed and developed to support all citizens where practical, (subject to heritage, topography and funding constraints) and
- that the needs of citizens with disabilities will be recognised in the development, planning and delivery of services, programs, events and projects.

The Council is committed to supporting and improving access, equity, inclusion and quality of life for citizens of all ages, abilities and cultures. The Council will seek to achieve this outcome at the *Payneham Memorial Swimming Centre* through a number of ways to ensure that all citizens can utilise the facility.

A copy of the Council's *Access & Inclusion Strategy - A City for All Citizens 2018-2022* is contained in **Appendix N**.

## 9.9 Swimming Centres Long Term Strategy

The *Swimming Centre Long Term Strategy*, was developed following extensive consultation and engagement with the community to identify the future direction for both swimming facilities. The *Swimming Centre Long Term Strategy* was adopted by the Council in December 2017.

The objective behind the development of the Strategy was to:

- identify whether or not there was still a demand and/or need to retain both Swimming Centres; and
- to establish the framework upon which to base the future direction of both Centres, to ensure that both Swimming Centres are managed, maintained and developed in an effective manner to ensure that they remain contemporary and are able to meet the changing needs of the community in the future.

Further details regarding the *Swimming Centres Long Term Strategy* are contained in Section 4.3.4 of this Business Case.



PAYNEHAM MEMORIAL SWIMMING CENTRE – POOLSIDE EVENT 2021

## 10. MARKET ANALYSIS

In order to inform the *Swimming Centres Long Term Strategy* and to assist the Council to determine whether to retain both of its swimming centres, a detailed market analysis was undertaken. The results of the Market Analysis are outlined below.

### 10.1 Market Trends

Key trends which may impact on the future viability of the *Payneham Memorial Swimming Centre*:

- a gradual ageing of the population;
- changing employment structures, trading and work hours resulting in flexibility in the times when people recreate;
- a broader range of recreational and leisure options;
- time constraints to recreation and leisure participation;
- greater market segment differentiation;
- demand for high standard and quality of facilities and services;
- desire for activities to be affordable; and
- expectations for universal access.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 10.2 Aquatics Market

The aquatics market comprises of at least six (6) distinct segments, each requiring a specific marketing mix to maximise the market share:

- Lap swimming
- Swim coaching/squads
- Learn to swim lessons (private, group and school)
- Recreation and Aquatic Play
- Aquatic Fitness Programs
- Therapeutic and Rehabilitation Programs

## 10.3 Competition

The aquatics market is very competitive, particularly for major markets such as the aquatic education and aquatic fitness markets. In total there are twenty-three (23) pools/ aquatic facilities in which the *Payneham Memorial Swimming Centre* competes against. The twenty-three (23) facilities can be divided into:

- Six (6) public, heated aquatic centres – three of which are indoor facilities and three are outdoor;
- Ten (10) commercial indoor swimming centres;
- Six (6) private schools have swimming pools, with three being indoor; and
- Nine (9) hydrotherapy pools.

Its most significant competitors are:

- the redeveloped Tea Tree Gully Swimming Facility;
- the redeveloped Burnside Swimming Facility;
- the newly built Arc in the Campbelltown City Council, which offer a 25 metre indoor swimming pool;
- the proposed redevelopment of the Adelaide Aquatic Centre;
- the preference for indoor venues with a variety of leisure opportunities; and
- the increasing customer expectations of aquatic leisure facilities, with features like water slides and leisure water impacting on decisions to use a certain facility.

Of the six (6) distinct segments, the only major market sector which appears to be under serviced is the aquatic play and recreation market. The aquatic centres which provide aquatic and recreational facilities and which have been identified as key competitors for the Council are:

- Tea Tree Gully Waterworld;
- Adelaide Aquatic Centre;
- Burnside Swimming Centre;
- Campbelltown Leisure Centre;
- Marion Outdoor Pool; and
- SA Aquatic and Leisure Centre.

## 11. GAP AND DEMAND ANALYSIS

A review of aquatic facilities in the primary and secondary catchment areas has been undertaken for both the Norwood Swimming Pool and the *Payneham Memorial Swimming Centre*, recognising that the primary focus of this Business Case is the *Payneham Memorial Swimming Centre*. The results of the review are summarised in **Table 1** below.

Given the level of competition, both pools are likely to struggle to increase market share in these markets. It is highly unlikely that the two (2) pools will be able to compete in the therapeutic and rehabilitation programs unless an indoor facility is constructed. However, this market is also very competitive. The main gap in the aquatic market is the recreational aquatic play market.

**Table 1: Assessment of Market Offering**

Market Offering	Assessment
Lap Swimming	<p>The Norwood and Payneham Swimming Centres provide adequate lap swimming opportunities over the summer period. The pools directly compete for customers with Burnside, Adelaide Aquatics Centre, Unley and Tea Tree Gully swimming pools and to a lesser extent the commercial and school pools. Many lap swimmers prefer swimming in outdoor pools.</p> <p><b>Lap swimming has adequate facilities in the primary and secondary catchment areas and limited opportunity for growth.</b></p>
Swim Coaching/Squads	<p>The Norwood and Payneham Swimming Centres provide adequate swim coaching and squad swimming opportunities over the summer period. Given that swim clubs prefer to operate year round at one venue, the two pools are at a disadvantage to indoor pools. A major advantage of the Payneham Memorial Swimming Pool is its length (50m) which is the preferred distance for squads.</p> <p>Opportunity for growth will only occur through the provision of a cover over at least one of the pools at the <i>Payneham Memorial Swimming Centre</i> (i.e. 50 metre and 25 metre pools). The cover over the pools will allow the swimming session to be extended.</p> <p><b>Swim coaching/squads have adequate facilities in the primary and secondary catchment areas and limited opportunity for growth.</b></p>
Learn to Swim Lessons	<p>Small seasonal swim schools operate out of the <i>Payneham Memorial Swimming Centre</i>. Much larger swim schools exist at the indoor pools, particularly Adelaide Aquatics Centre, the Campbelltown Aquatic Centre and other commercial pools in the region</p> <p><b>Aquatic education has adequate facilities in the primary and secondary catchment areas and limited opportunity for growth now that the Campbelltown Aquatic Centre has opened.</b></p>

Recreational Aquatic Play	<p>The <i>Payneham Memorial Swimming Centre</i> offers limited recreational aquatic play opportunities for any age group. Tea Tree Gully Waterworld, Burnside and the Adelaide Aquatic Centre have play elements. Most play features are targeted to young children, rather than older children and teenagers.</p> <p><b>The recreational aquatic play market is relatively poorly serviced in both the primary and secondary catchment areas.</b></p>
Aquatic Fitness Programs	<p>The <i>Payneham Memorial Swimming Centre</i> provides adequate programming opportunities over the summer period. The pools which directly compete for customers with Payneham Pool are Burnside, Adelaide Aquatic Centre, Unley and Tea Tree Gully swimming pools and to a lesser extent the commercial and school pools.</p> <p><b>Whilst adequate facilities in the primary and secondary catchment areas exist, opportunities for growth are highly dependent upon the quality of instruction and range of programs offered. A key issue is to maintain water temperature at a level which allows classes to be conducted for up to one hour.</b></p>
Therapeutic and Rehabilitation Programs	<p>Neither the Norwood nor the Payneham Swimming Centres offer Therapeutic or Rehabilitation programs due to the pool water temperature. Nine hydrotherapy pools are located in the primary and secondary catchment area.</p> <p><b>Therapeutic and rehabilitation programs are unlikely to be financially sustainable in a seasonal pool.</b></p>

Key points to note are that the Payneham and Norwood Swimming Centres combined currently cater for four (4) of the six (6) major aquatic market segments.

The *Payneham Memorial Swimming Centre* caters primarily for the lap swimming and swimming coaching/squads markets. To a lesser extent it also provides aquatic education classes for schools and individuals.

Due to inadequate facilities both Swimming Centres (i.e. Norwood and Payneham) are unable to compete effectively in the recreational aquatic play (no facilities for children or teenagers), aquatic fitness programs (water temperature and length of season) and therapeutic and rehabilitation programs (water temperature and pool depth).

The Estimated Residential Population (ERP) of the City of Norwood Payneham & St Peters in 2016 was 36,396. This is forecast to grow to 37,150 by 2021 and 40,063 by 2036, resulting in an overall increase of 10.1 percent between 2016 and 2036. This compares to the forecast growth of 18.2 per cent across the Greater Adelaide Region. Interestingly more recent projections in 2019 for the City of Norwood Payneham & St Peters have estimated the ERP to be 37,056, which suggests that the population numbers are growing much faster than was anticipated.

Whilst the number of children aged 5 – 19 is expected to increase, the number of older adults aged over 55 years will increase by 2036. This suggests that aquatic centres will increasingly be expected to service the needs of a broad age group. However, catering for the aquatic needs of an older age group

will require warm, relatively shallow (maximum chest depth), programmable water space. The preference is for indoor water space and a rehabilitation and/or spa or relaxation pool.

In summary, the current pools do not fully cater for the major aquatic markets, and are unlikely to meet the needs of the growing older adult population. Therefore a focus on the aquatic recreational market to cater for the school age and teenage market will be a more viable option.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 12. KEY CONSIDERATIONS

The factors which need to be considered in determining the best long term aquatics strategy for the *Payneham Memorial Swimming Centre* are briefly outlined below.

### 12.1 Asset Condition

The *Payneham Memorial Swimming Centre* was built in 1967 (54 years ago). Over the years, a range of refurbishments have been undertaken to maintain the infrastructure in good order. A condition audit in 2007 identified works required to be undertaken. Whilst some works have been completed to improve the functionality of the main 50 metre pool, there is still a significant amount of work required to ensure that the site remains safe and financially viable and environmentally responsible. In addition, full accessibility to the site has still not been addressed.

In 2013, another review recommended works to reduce or stop substantial water leaks, this work includes:

- replacement of the joint sealants in the main pool; and
- replacement of the Toddler's Pool with a new Toddler's Pool or children's water playground.

In 2016, FYFE Pty Ltd, was engaged by the Council to assess and predict the remaining life of the shell of the main 50 metre pool, investigate the current condition of the pipework associated with the pool filtration system, identifying other items that may impact on the safety and cost of running the Swimming Centre and identifying options for long term repair and replacement. It was found that the pool shell showed no signs of deterioration however the pool filtration equipment is at the end of its expected life and should be replaced. The general pool facility does not meet disabled access requirements and the Centre has limited shade.

The major problem with the *Payneham Memorial Swimming Centre* is the water leak and the need to replace the Toddlers' Pool. On the positive side the facility has:

- Extensive grass areas.
- Three (3) pools – main, learners and toddlers (although the learners and toddlers pools need replacing).
- Shade over both pools and grass areas.
- Adequate room for an amenities building.
- Range of water depths and configurations to cater for multiple aquatic markets.

Given the age and condition of the *Payneham Memorial Swimming Centre* and the limited, but unknown life of the main 50 metre pool and associated infrastructure and also given the appearance of its facilities and the amount of land available, including car parking there is significant potential for redevelopment or upgrading to meet contemporary aquatic market needs.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 12.2 Refurbishment Works and Associated Costs

In the 2010-2011 and 2011-2012 financial years respectively, approximately \$420,000 was spent at the *Payneham Memorial Swimming Centre* to undertake urgent works to replace the main pipe and associated works to address a water leakage. This work improved the situation but did not rectify the problem.

As a result of the amount of water loss which was still being experienced due to the age and condition of the infrastructure, in December 2017, the Council endorsed the refurbishment of the main 50 metre pool as a matter of priority, in order to “future proof” the pool for the next twenty-five (25) to thirty (30) years. It was decided that due to the extent of work required, the refurbishment would be undertaken in two (2) stages, to minimise the interruption to the regular twenty four (24) week swimming season.

In May 2018, the Council appointed South Pacific Commercial Aquatics Pty Ltd at a cost of \$388,000 to undertake the *Payneham Memorial Swimming Centre Main Pool – Filtered Water Pipework Replacement*, as Stage 1 in the refurbishment of the main 50 metre pool. This stage of the Project included the replacement of the filtered water return pipe, which delivers clean filtered water to the main pool and the replacement of the “soiled” water return pipes, which takes water from the main pool back to the filtration system. This work was completed in October 2018.

Following completion of the Stage 1 works, the Council appointed a Consultant to undertake the preparation of the Detail Design and Construction Documentation for the remainder of the Main Pool Refurbishment Works (Stage 2), which includes:

- the provision of appropriate disability access to the main 50 metre swimming pool;
- the replacement of the scum gutters with a wet deck entry; and

- the re-tiling of the main pool.

As part of its 2018-2019 Budget, the Council allocated \$2,092,000 to undertake the Stage 2 Works. However, the initial scope of work was expanded to include the replacement of the existing gravity fed sand filtration system with a Neptune Defender Filtration system. The main pool refurbishment and filtration replacement is now planned to be undertaken in 2021-2022.

By way of comparison, a new 50 metre pool constructed on a “green field site” incorporating similar finishes to those included in the main 50 metre Pool at *Payneham Memorial Swimming Centre* would cost between \$4,200,000 and \$5,000,000 dependant on the selection of plant, materials and finishes.

Given the similarity in the cost, through the detail design stage of the project, serious consideration will need to be given to the option of constructing a brand new 50 metre pool over the option of undertaking the Stage 2 refurbishment work.

In summary, if the *Payneham Memorial Swimming Centre* and in particular the pools, continue to function in their current form, operating losses have a high probability of increasing. In addition, it is likely that at some point in the near future the Council will be required to allocate substantial funds for capital replacement or upgrades.

## 12.3 Community Expectations

A postcode survey of the *Payneham Memorial Swimming Centre* found that the catchment although broad was highly localised.

Feedback received from the community, through the Swimming Centre Review undertaken in 2017, is that there is a clear expectation that the *Payneham Memorial Swimming Centre* will continue to operate, with predominately outdoor pools.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 13. ECONOMIC ANALYSIS

The proposed redevelopment of the *Payneham Memorial Swimming Centre* is a significant community infrastructure project and can be utilised to provide a short-term boost to the local economy, particularly in the building and construction sector. The construction phase offers the opportunity to use the local labour force, as well as sourcing of materials locally where possible. Longer term economic opportunities and benefits provide ongoing employment and flow on effects from a significant financial investment. The longer term effects are discussed in more detail in the Financial Analysis section of this Business Case.

It is anticipated that the local economy would benefit from the direct spend attributed to the construction of the facility and its ongoing operations and maintenance, through various multipliers, associated with employment, increased members and visitor numbers and generally because of the improved recreational facilities. This is likely to have a flow-on benefit associated with improving the liveability of residents and visitors.

There are a range of indirect benefits of the Project, through attraction and retention factors, which positively impact on the local workforce through the improved amenity and experiential recreation areas. Improving the offerings for the people that live, work and visit the City of Norwood Payneham & St Peters through modern services and facilities will encourage the development of strong local communities and contribute to the attraction of residents to the area.

It is also anticipated that the redevelopment of the *Payneham Memorial Swimming Centre* will positively impact on community health and wellbeing with the tangential benefits of building community pride and participation, interest in volunteering and generally high levels of community engagement. This positive community atmosphere will, in turn, provide an improved experience for those visiting the new facilities. Beyond the quantifiable economic benefits, there would also be numerous additional benefits, for the local community stemming from the redevelopment of the *Payneham Memorial Swimming Centre* project, including:

- **Population Attraction:** the redeveloped facility will act to attract future residents to the community, helping to grow the area and maintain a vibrant community. It will subsequently contribute to an increase in land value.
- **Increased Community Wellbeing:** health, sports and leisure activities are an important facet of community wellbeing, not only through the positive physical health benefits, but also through numerous mental health benefits. Community pride and community cohesion would also be enhanced through this Project.
- **Increased participation in sport and recreation:** the provision of facilities leads to an increase in physical activity levels and participation in physical activity. Increased participation in sport and recreation will make individuals, families and the community healthier.
- **Health benefits:** there are numerous individual and community health benefits that the new facilities would support. Healthier people provide lower cost and lower burden for the public health system.

Financially, the City of Norwood Payneham & St Peters understands and can ensure it has the required funds to maintain and operate the new facilities as well as its other current assets. This is demonstrated in the Financial Analysis section of the Business Case. As required under the *Local Government Act 1999*, the Council maintains Asset Management Plans and will ensure that the new facilities are included in its Asset Management Plans once built.

The First Order Cost Estimates (contained in **Appendix O**) for the redevelopment of the *Payneham Memorial Swimming Centre* Project, as outlined in this Business Case are estimated to be

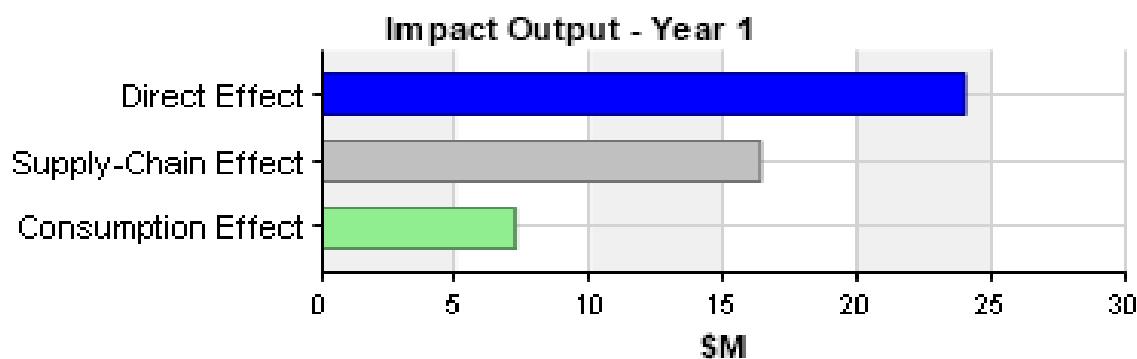
approximately \$21 million. This investment together with the Council's allocation of \$3.2 million for the refurbishment of the main pool, brings the projected total investment for the Stage 1 of the Project to \$24 million.

In order to understand the economic impacts of the investment on this Project, two (2) scenarios have been modelled, the Economic Impact of Investing \$20 million and the Economic Impact of Investing \$24 million. For the purposes of the economic modelling, it has been assumed that the construction stage of the redevelopment of the *Payneham Memorial Swimming Centre* will be completed within 9 months. The results of this modelling is outlined below.

### 13.1 Economic Impact of Project - \$24 Million Investment

Under this scenario and based on the First Order Cost Estimate of \$24 million, the redevelopment of the *Payneham Memorial Swimming Centre* will inject \$24 million into the local construction industry over a 12 month period. The estimated cost includes the refurbishment of the main 50 metre pool and replacement of the filtration system.

#### 13.1.1 Impact on Output



Source: Remplan

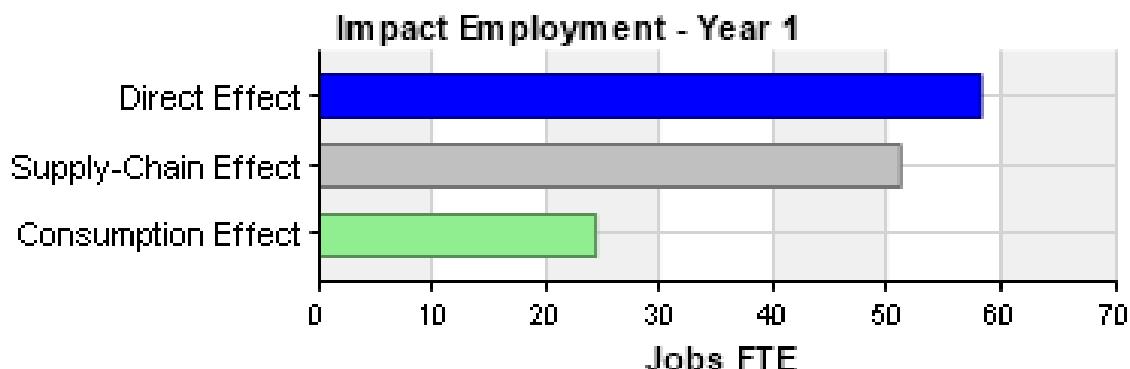
	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	\$24.000	\$16.342	\$7.199	\$47.541	1.681	1.981

From a direct increase in output of \$24 million it is estimated that the demand for intermediate goods and services would rise by \$16.342 million. This represents a Type 1 Output multiplier of 1.681. These supply-chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$7.199 million.

Total output, including all direct, supply-chain and consumption effects is estimated to increase by up to \$47.541 million. This represents a Type 2 Output multiplier of 1.981.

### 13.1.2 Impact on Employment



Source: Remplan

**NOTE:** Employment figures have been adjusted to full time equivalent (FTE) based on a 35 hour work week.

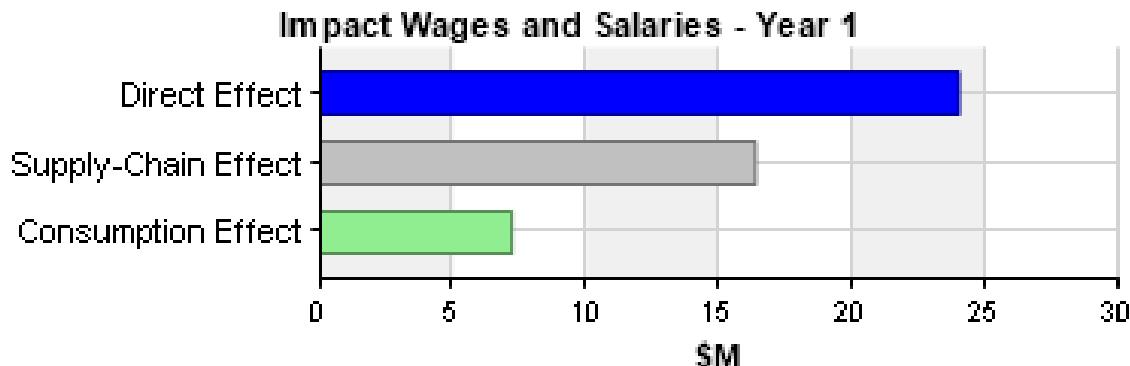
	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	58.13	51.03	24.25	133.41	1.878	2.295

From a direct increase in output of \$24 million the corresponding creation of direct jobs is estimated at 58.13 FTE jobs. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 51.03 jobs. This represents a Type 1 Employment multiplier of 1.878.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 24.25 FTE jobs.

Total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 133.41 FTE jobs. This represents a Type 2 Employment multiplier of 2.295.

### 13.1.3 Impact on Wages and Salaries



Source: Remplan

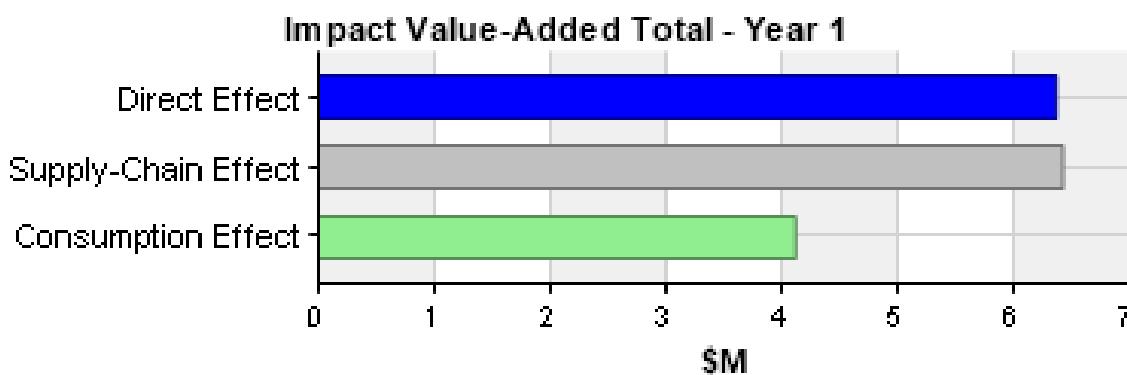
	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	\$3.115	\$3.584	\$1.731	\$8.430	2.151	2.706

From a direct increase in output of \$24 million it is estimated that direct wages and salaries would increase by \$3.115 million. From this direct impact on the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the net increase in wages and salaries of \$3.584 million paid to workers. This represents a Type 1 Wages and Salaries multiplier of 2.151.

The net increase in direct and indirect output and the corresponding jobs in the economy are expected to correspond to an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to result in an overall increase in wages and salaries by \$1.731 million.

Total wages and salaries, including all direct, supply-chain and consumption effects is estimated to increase by up to \$8.430 million. This represents a Type 2 Wages and Salaries multiplier of 2.706.

#### 13.1.4 Impact on Value-Added



Source: Remplan

	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	\$6.373	\$6.431	\$4.124	\$16.928	2.009	2.656

From a direct increase in output of \$24 million, the corresponding increase in direct value-added is estimated at \$6.373 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$6.431 million. This represents a Type 1 Value-added multiplier of 2.009.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$4.124 million.

Total value-added, including all direct, supply-chain and consumption effects is estimated to increase by up to \$16.928 million. This represents a Type 2 Value-added multiplier of 2.656.

### 13.1.5 Impact Summary of a \$24 Million Investment

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
<b>Output (\$M)</b>	\$24.000	\$16.342	\$7.199	\$47.541	1.681	1.981
<b>Employment (Jobs FTE)</b>	58.13	51.03	24.25	133.41	1.878	2.295
<b>Wages and Salaries (\$M)</b>	\$3.115	\$3.584	\$1.731	\$8.430	2.151	2.706
<b>Value-added (\$M)</b>	\$6.373	\$6.431	\$4.124	\$16.928	2.009	2.656

Under this scenario Gross Regional Product is estimated to increase by \$16.928 million. Contributing to this is a direct increase in output of \$24 million, 58.13 additional FTE jobs, \$3.115 million more in wages and salaries and a boost in value-added of \$6.373 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$16.342 million, 51.03 more FTE jobs, \$3.584 million more paid in wages and salaries, and a gain of \$6.431 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.681
Employment	1.878
Wages and Salaries	2.151
Value-added	2.009

The increase in direct and indirect output and the corresponding change in jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$7.199 million, employment by 24.25 FTE jobs, wages and salaries by \$1.731 million, and value-added by \$4.124 million.

Under this scenario, total output is expected to rise by \$47.541 million. Corresponding to this are anticipated increases in employment of 133.41 FTE jobs, \$8.430 million wages and salaries, and \$16.928 million in terms of value-added.

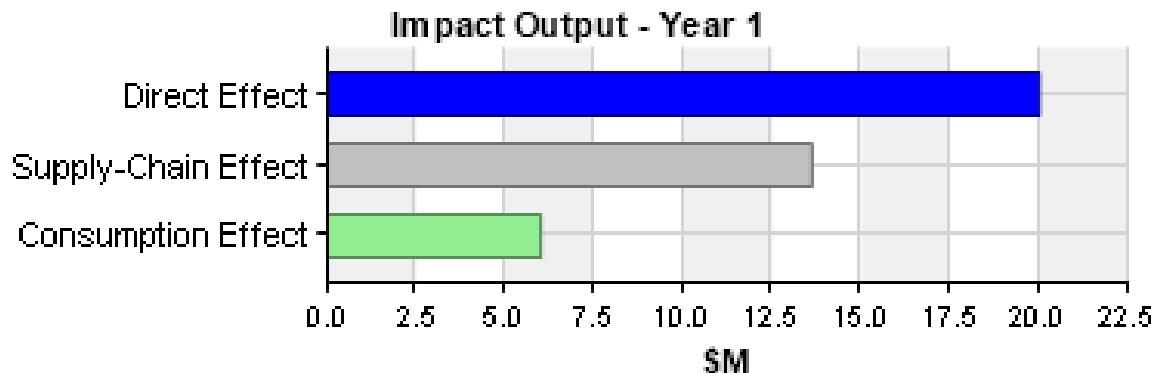
The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.981
Employment	2.295
Wages and Salaries	2.706
Value-added	2.656

## 13.2 Economic Impact of Project - \$20 Million Investment

This scenario is based on the Council identifying cost savings and delivering the construction of the Project, including the refurbishment of the main 50 metre pool and the associated filtration system, with a total budget of \$20 million. Based on this scenario, the redevelopment of the *Payneham Memorial Swimming Centre* will inject \$20 million into the local construction industry over a 12 month period.

### 13.2.1 Impact on Output



Source: Remplan

	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	\$20.000	\$13.619	\$5.999	\$39.618	1.681	1.981

From a direct increase in output of \$20 million, it is estimated that the demand for intermediate goods and services would rise by \$13.619 million. This represents a Type 1 Output multiplier of 1.681. These supply-chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$5.999 million.

Total output, including all direct, supply-chain and consumption effects is estimated to increase by up to \$39.618 million. This represents a Type 2 Output multiplier of 1.981.

### 13.2.2 Impact on Employment



Source: Remplan

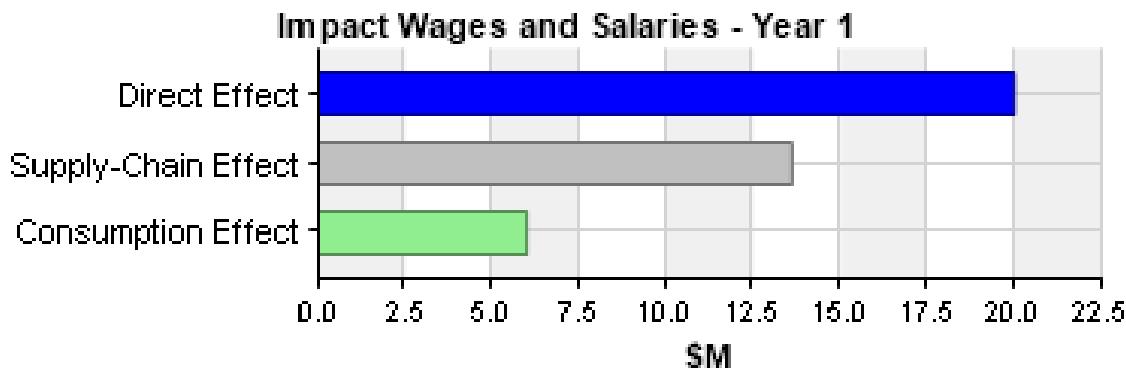
	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	48.44	42.52	20.21	111.17	1.878	2.295

From a direct increase in output of \$20 million the corresponding creation of direct jobs is estimated at 48.44 FTE jobs. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 42.52 jobs. This represents a Type 1 Employment multiplier of 1.878.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 20.21 FTE jobs.

Total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 111.17 FTE jobs. This represents a Type 2 Employment multiplier of 2.295.

### 13.2.3 Impact on Wages and Salaries



Source: Remplan

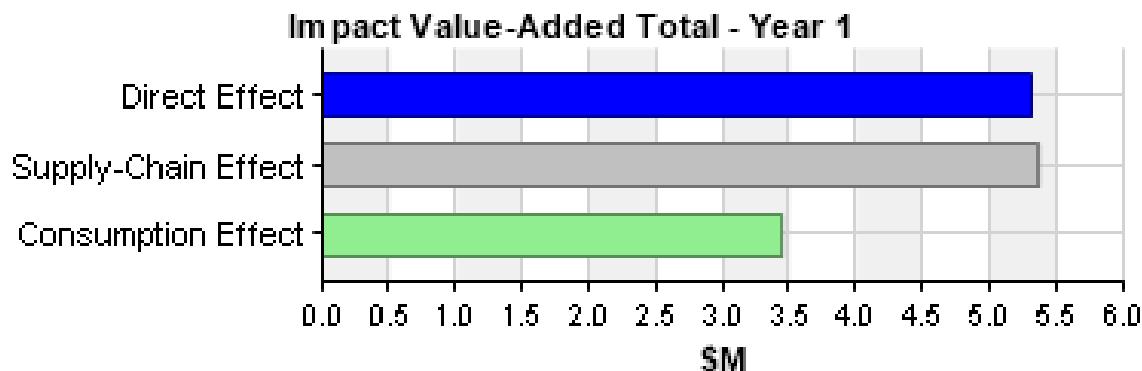
	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
Year 1	\$2.596	\$2.987	\$1.443	\$7.025	2.151	2.706

From a direct increase in output of \$20 million it is estimated that direct wages and salaries would increase by \$2.596 million. From this direct impact on the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the net increase in wages and salaries of \$2.987 million paid to workers. This represents a Type 1 Wages and Salaries multiplier of 2.151.

The net increase in direct and indirect output and the corresponding jobs in the economy are expected to correspond to an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to result in an overall increase in wages and salaries by \$1.443 million.

Total wages and salaries, including all direct, supply-chain and consumption effects is estimated to increase by up to \$7.025 million. This represents a Type 2 Wages and Salaries multiplier of 2.706.

#### 13.2.4 Impact on Value-Added



Source: Remplan

	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type Multiplier 1	Type Multiplier 2
<b>Year 1</b>	\$5.311	\$5.359	\$3.437	\$14.107	2.009	2.656

From a direct increase in output of \$20 million the corresponding increase in direct value-added is estimated at \$5.311 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$5.359 million. This represents a Type 1 Value-added multiplier of 2.009.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$3.437 million.

Total value-added, including all direct, supply-chain and consumption effects is estimated to increase by up to \$14.107 million. This represents a Type 2 Value-added multiplier of 2.656.

#### 13.2.5 Impact Summary a \$20 Million Investment

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
<b>Output (\$M)</b>	\$20.000	\$13.619	\$5.999	\$39.618	1.681	1.981
<b>Employment (Jobs FTE)</b>	48.44	42.52	20.21	111.17	1.878	2.295
<b>Wages and Salaries (\$M)</b>	\$2.596	\$2.987	\$1.443	\$7.025	2.151	2.706
<b>Value-added (\$M)</b>	\$5.311	\$5.359	\$3.437	\$14.107	2.009	2.656

Under this scenario Gross Regional Product is estimated to increase by \$14.107 million. Contributing to this is a direct increase in output of \$20 million, 48.44 additional FTE jobs, \$2.596 million more in wages and salaries and a boost in value-added of \$5.311 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$13.619 million, 42.52 more FTE jobs, \$2.987 million more paid in wages and salaries, and a gain of \$5.359 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.681
Employment	1.878
Wages and Salaries	2.151
Value-added	2.009

The increase in direct and indirect output and the corresponding change in jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$5.999 million, employment by 20.21 FTE jobs, wages and salaries by \$1.443 million, and value-added by \$3.437 million.

Under this scenario, total output is expected to rise by \$39.618 million. Corresponding to this are anticipated increases in employment of 111.17 FTE jobs, \$7.025 million wages and salaries, and \$14.107 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.981
Employment	2.295
Wages and Salaries	2.706
Value-added	2.656

#### Disclaimer

*All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics (ABS), most of which relates to the 2016, 2011, 2006 and 2001 Censuses.*

*Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.*

## 14. FINANCIAL ANALYSIS

As outlined earlier in this Business Case, the objective of the *Swimming Centres Strategy* adopted by the Council is 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 purpose of this Project is to redevelop the *Payneham Memorial Swimming Centre* and construct the elements outlined below as Stage 1 of the broader upgrade to the *Patterson Reserve Community & Recreation Precinct*.

- refurbishment of the main 50 metre pool, which includes installation of disabled ramp and wet deck;
- replacement of the existing gravity fed sand filtration system, with a new Neptune Defender Filtration System;
- semi-enclosed eight lane 25 metres Learners Pool;
- new two (2) storey building containing administration, function area, clubrooms/training facilities and change room, separate school change areas and café;
- interactive Water Park, including water slides;
- splash pad or zero water playground;
- construction of new plant room to cater for the main 50 metre pool, 25 metre Learners' Pool and Aquatic Play equipment; and
- the installation of shade and the upgrade of facilities, such as barbecue and picnic facilities.

Once completed the redeveloped *Payneham Memorial Swimming Centre* will meet an identified market gap by creating a water based recreational destination for the Eastern Region. In addition, the year round utilisation of the facility, in particular the covered 25 metre swimming pool, will provide additional water space to meet the demand for club and squad swimming and learn-to-swim programs.

It should be noted that the scope of works, for which grant funding is sought, excludes the refurbishment of the main 50 metre pool, which incorporates the installation of a disabled ramp and wet deck and the replacement of the existing gravity fed sand filtration system, with a Neptune Defender Filtration System. These elements are estimated at \$3.2 million. As such, the cost estimate for the works subject to the funding application is \$20.8 million. Notwithstanding this, the Financial Analysis undertaken for this Project is based on a total Project cost of \$24 million. A copy of the First Order Cost Estimate is contained in **Appendix O**.

### 14.1 Financial Sustainability

Whilst seeking to achieve the outcomes and objectives set out in the Council's Strategic Management Plan *CityPlan 2030: Shaping the Future* and the *Swimming Centres Strategy*, the Council is aware of its responsibilities to be financially sustainable. Financial sustainability means having a financial position capable of meeting long term service and infrastructure levels and standards, which are acceptable to the community, without substantial increases in rates or cuts to services.

The Council's long term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the associated revenues.

Financial sustainability also implies equity between generations, to ensure that today's ratepayers pay only for their share of the City's assets. Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets through revenue sources including rates. This means the cost of replacing assets which benefit existing ratepayers are being funded by those ratepayers.

## 14.2 Funding Strategy

In undertaking the Project, the Council is mindful that the Funding Strategy needs to meet the Council's overall financial objectives and that where potential exists, the future operations of the Swimming Centre are financially viable, where financial viability can be defined by the ability to generate sufficient income to meet operating expenses, financial obligations and to provide the potential for future growth.

In line with the Council's *Treasury Management Policy*, the construction costs associated with the redevelopment will be funded via debt funding, offset by any grant funding received. Borrowings required to finance the redevelopment will be sourced from the Local Government Finance Authority.

As part of its 2018-2019 Annual Business Plan, the Council endorsed the refurbishment of the main 50 metre pool, which incorporates the installation of a disabled ramp, wet deck and retiling of the main pool. The initial scope of works has since been expanded to include the replacement of the existing gravity fed sand filtration system, with a Neptune Defender Filtration System. The main pool refurbishment and filtration replacement has been planned in the Council's Long Term Financial Plan to be undertaken in 2021-2022. The Funding allocated, subject to adoption of the 2021-2022 Annual Business Plan and Budget is \$3.2 million.



PAYNEHAM MEMORIAL SWIMMING CENTRE

Whilst the proposed works associated with the construction of the main 50 metre pool works are outside the scope of this funding application, the capital costs and associated debt funding has been included in the financial projections contained in **Table 2: Forecast Profit & Loss for the 10 year period ending 30 June 2031** to provide a holistic picture of the financial impact of the entire redevelopment.

The financial projections, are based on the assumption that the Council is successful in its grant funding application for 50% (equivalent to \$10 million) of the redevelopment cost of the following elements:

- new semi-enclosed eight lane 25 metres Learners' Pool;

- new two (2) storey building containing administration, function area, clubrooms/training facilities and change room, separate school change areas and café;
- interactive Water Park, including water slides;
- splash pad or zero water playground and
- the installation of shade and the upgrade of facilities, such as barbecue and picnic facilities.

### 14.3 Financial Projections

The financial projections have been based on benchmarked attendance levels from similar swimming facilities. Given the proposed upgraded facilities and the increase in features and operating hours, it is anticipated that there will be a significant uplift in demand across all market segments, which include;

- Lap swimming;
- Swim coaching/squads;
- Learn to swim lessons (private, group and school);
- Recreational aquatic play;
- Aquatic fitness; and
- Community and family gatherings.

In particular, given the proposed increase in water space and the year round utilisation of the 25 metre pool, demand is anticipated to grow in the swim coaching and squads market and learn-to-swim programs, with the forecast increase in revenue being driven by lane hire and membership from swimming clubs and fees from learn-to-swim programs. Revenue generated from learn-to-swim programs are forecast to grow over the first two (2) years. The gradual increase in attendances and revenue from learn-to-swim programs is reflective of the:

- time required to inform the community of the new facility and the provision of year round swim lessons; and
- time required for the registration and administrative processes, such as enrolment and grading of participants swimming ability.

The redevelopment has been designed to create a water based recreational facility for the Eastern Region. As such, given the additional features, in particular the water slides and water play park, General Admission entries is forecast to double from current attendance levels in the first two (2) years of operations due to the attractiveness of the new facility, with attendances stabilising at 90% of the year one (1) attendances for the remainder of the forecast period.

### 14.4 Profit and Loss Forecast

The financial analysis contained in **Table 2: Forecast Profit & Loss for the 10 year period ending 30 June 2031** demonstrates that following the redevelopment, the daily operations of the Swimming Centre is financially viable, with forecast revenues exceeding the direct operational costs, with the operating surplus contributing to the financial obligations with regard to interest costs and depreciation, with a break even position after interest and depreciation being forecast from 2028-2029 (year seven (7) of operations). Operating surpluses are forecast from 2028-2029.

### 14.5 Cashflow Forecast

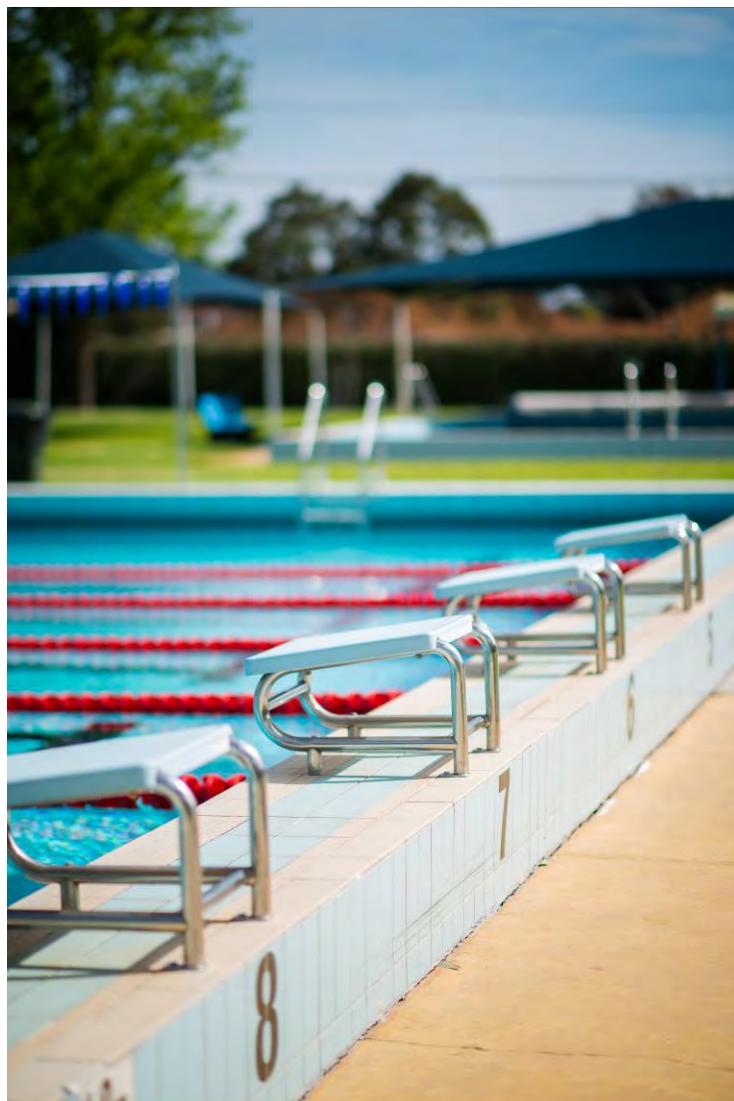
As set out in **Table 3: Cashflow Statement for the 10 year period ending 30 June 2031**, cash generated from operating activities is forecast to be positive from 2022-2023 (year one (1) of operations). While there is a positive cash flow from operations following the redevelopment, the cash

generated is not sufficient to meet the annual principal loan repayments on the required borrowing to fund the redevelopment. As such, the cash shortfall in funding, will be required to be met by Rate Revenue or Cash Reserves.

In addition to operational repairs and maintenance, major infrastructure assets, such as the water play elements require ongoing capital replacement to ensure the Centre remains fit for purpose and continues to meets the community's on-going needs. The redeveloped *Payneham Memorial Swimming Centre* asset will be managed in line with its own Infrastructure and Asset Management Plan, which sets out the Council's approach to the management of the assets over its lifecycle. This includes construction, maintenance, operations, renewal and replacement or upgrade.

Future capital replacement, on a like-for like basis, will be funded by Rate Revenue via the depreciation expense charged against the asset. Future asset upgrades will be funded via borrowings, accumulated surpluses, grant funding or a combination thereof.

Given that the proposed redevelopment is based on the replacement of each element and construction of new elements, with the exception of the main 50 metre pool, which will be fully refurbished, no allowances for asset replacement has been provided for over the ten (10) year forecast period.



PAYNEHAM MEMORIAL SWIMMING CENTRE

**Table 2: Forecast Profit & Loss for the 10 year period ending 30 June 2031**

2018-2019	2019-2020		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>													
146	129	Admission Fees	145	-	695	709	723	681	694	710	726	743	759
133	127	Program fees	154	-	798	1,061	1,317	1,320	1,343	1,454	1,487	1,520	1,555
58	46	Other Income	53	-	160	163	166	170	173	178	182	187	191
<b>337</b>	<b>302</b>	<b>Total Income</b>	<b>352</b>	<b>-</b>	<b>1,653</b>	<b>1,939</b>	<b>2,236</b>	<b>2,224</b>	<b>2,268</b>	<b>2,342</b>	<b>2,395</b>	<b>2,450</b>	<b>2,505</b>
<b>Expenditure</b>													
401	389	Employee Expenses	372	-	916	1,026	1,140	1,091	1,113	1,125	1,124	1,124	1,124
178	190	Materials, contracts & other expenses	181	-	430	439	448	457	466	475	485	495	505
<b>579</b>	<b>579</b>	<b>Total Operating Expenses</b>	<b>553</b>	<b>-</b>	<b>1,347</b>	<b>1,465</b>	<b>1,587</b>	<b>1,547</b>	<b>1,578</b>	<b>1,600</b>	<b>1,609</b>	<b>1,619</b>	<b>1,629</b>
(242)	(277)	Operating Surplus/Deficit before Interest & Depreciation	(201)	-	306	474	648	676	690	742	786	830	876
-	-	Finance Costs	-	152	286	310	290	270	249	228	206	184	161
-	-	Depreciation, Amortisation & Impairment	-	440	653	634	616	599	583	568	553	540	
(242)	(277)	Operating Surplus/(Deficit)	(201)	(152)	(420)	(489)	(276)	(210)	(158)	(69)	12	93	175
Net gain/(loss) on revaluation of assets				-	161	226	223	220	217	215	212	209	197
Amounts received specifically for new or upgraded assets				-	8,775	1,625	-	-	-	-	-	-	-
(242)	(277)	<b>Net Surplus</b>	<b>(201)</b>	<b>8,623</b>	<b>1,366</b>	<b>(263)</b>	<b>(53)</b>	<b>10</b>	<b>59</b>	<b>146</b>	<b>224</b>	<b>302</b>	<b>372</b>

**Table 3: Cashflow Statement for the 10 year period ending 30 June 2031**

	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000
<b>Cash flow from Operating Activities</b>											
Receipts											
User Charges	299	-	1,493	1,776	2,069	2,054	2,095	2,164	2,213	2,263	2,314
Other Income	53	-	160	163	166	170	173	178	182	187	191
Payments											
Employee Costs	(372)	-	(916)	(1,026)	(1,140)	(1,091)	(1,113)	(1,125)	(1,124)	(1,124)	(1,124)
Contractual services & materials	(181)	-	(430)	(439)	(448)	(457)	(466)	(475)	(485)	(495)	(505)
Finance payments	-	(152)	(286)	(310)	(290)	(270)	(249)	(228)	(206)	(184)	(161)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>(201)</b>	<b>(152)</b>	<b>20</b>	<b>164</b>	<b>358</b>	<b>406</b>	<b>441</b>	<b>514</b>	<b>580</b>	<b>646</b>	<b>715</b>
<b>Cash Flows from Investing Activities</b>											
Receipts											
Amounts specifically for new or upgraded assets	-	8,775	1,625	-	-	-	-	-	-	-	-
Payments											
Expenditure on new/upgraded assets	(1,000)	(18,000)	(5,000)	-	-	-	-	-	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(1,000)</b>	<b>(9,225)</b>	<b>(3,375)</b>	<b>-</b>							
<b>Cash Flows from Financing Activities</b>											
Receipts											
Proceeds from Borrowings	1,000	9,225	3,375	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings	(28)	(312)	(672)	(783)	(803)	(823)	(844)	(865)	(887)	(909)	
<b>Net Cash provided by (or used in) financing Activities</b>	<b>1,000</b>	<b>9,197</b>	<b>3,063</b>	<b>(672)</b>	<b>(783)</b>	<b>(803)</b>	<b>(823)</b>	<b>(844)</b>	<b>(865)</b>	<b>(887)</b>	<b>(909)</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(201)</b>	<b>(179)</b>	<b>(291)</b>	<b>(507)</b>	<b>(425)</b>	<b>(396)</b>	<b>(382)</b>	<b>(330)</b>	<b>(285)</b>	<b>(240)</b>	<b>(194)</b>
Cash & cash equivalents at beginning of period	-	(201)	(381)	(672)	(1,179)	(1,604)	(2,000)	(2,383)	(2,712)	(2,997)	(3,237)
<b>Cash &amp; cash equivalents at end of period</b>	<b>(201)</b>	<b>(381)</b>	<b>(672)</b>	<b>(1,179)</b>	<b>(1,604)</b>	<b>(2,000)</b>	<b>(2,383)</b>	<b>(2,712)</b>	<b>(2,997)</b>	<b>(3,237)</b>	<b>(3,431)</b>

#### 14.5.1 Key Assumptions Underpinning Cashflow Projections

The underlying assumptions applied to develop the projections and the financial statements contained on the flowing pages are set out in **Table 4** below.

**Table 4: Key Assumption Used In Financial Analysis**

Item	Assumption	Source
<b>Funding</b>	The Council will be successful in obtaining Grant funding equivalent to 50% of construction costs.	Base assumption
<b>Operating Hours</b>		
Summer Season (October to March)	26 weeks 90 hours per week 7 days per week	Current Operating Hours
Winter Season (April to September)	26 weeks 48 hours per week 6 days per week	Base assumption
<b>CPI</b>	2.0%	10 year average Adelaide CPI
<b>Borrowing Rate</b>	2.5%	Current borrowing rate
<b>Swimming Lessons (Attendances per week)</b>	1,000	
<b>Admissions (per annum)</b>	100,000	Benchmark similar facilities
<b>Cash flow timing</b>	Annual Financial Year ended 30 June	Base assumption

As set out in **Table 5: Balance Sheet for 10 Year Period**, the financial analysis and delivery of this Project is based on the assumption that the Council is successful in receiving grant funding equal to 50% or \$10 million of the redevelopment costs (excluding the cost of refurbishing the main 50 metre pool and replacing the filtration system servicing the main pool). Should the Council not receive the grant funding, while the Council will remain committed to the redevelopment of the *Payneham Memorial Swimming Centre* through the delivery of the Council's *Swimming Centres Strategy*, the scope of the development would be scaled back, for example, single storey administration building and the delivery of the Project will be staged over a number of financial years, subject to available funding determined by the Council through its Long Term Financial Plan and its Annual Budget Process.

**TABLE 5: Balance Sheet for the 10 year period ending 30 June 2031**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current Assets</b>											
Cash & cash equivalents	(201)	(381)	(672)	(1,179)	(1,604)	(2,000)	(2,383)	(2,712)	(2,997)	(3,237)	(3,431)
Trade & other receivables											
<b>Total Current Assets</b>	<b>(201)</b>	<b>(381)</b>	<b>(672)</b>	<b>(1,179)</b>	<b>(1,604)</b>	<b>(2,000)</b>	<b>(2,383)</b>	<b>(2,712)</b>	<b>(2,997)</b>	<b>(3,237)</b>	<b>(3,431)</b>
<b>Non-current Assets</b>											
Infrastructure, Property, Plant & Equipment	-	16,500	23,721	23,293	22,882	22,486	22,104	21,736	21,380	21,036	20,693
Other Non-current Assets	1,000	2,500	-	-	-	-	-	-	-	-	-
<b>Total Non-current Assets</b>	<b>1,000</b>	<b>19,000</b>	<b>23,721</b>	<b>23,293</b>	<b>22,882</b>	<b>22,486</b>	<b>22,104</b>	<b>21,736</b>	<b>21,380</b>	<b>21,036</b>	<b>20,693</b>
<b>Total Assets</b>	<b>799</b>	<b>18,619</b>	<b>23,049</b>	<b>22,114</b>	<b>21,278</b>	<b>20,486</b>	<b>19,722</b>	<b>19,024</b>	<b>18,383</b>	<b>17,799</b>	<b>17,262</b>
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Trade & Other Payables											
Borrowings	28	312	672	783	803	823	844	865	887	909	932
<b>Total Current Liabilities</b>	<b>28</b>	<b>312</b>	<b>672</b>	<b>783</b>	<b>803</b>	<b>823</b>	<b>844</b>	<b>865</b>	<b>887</b>	<b>909</b>	<b>932</b>
<b>Non-current Liabilities</b>											
Long-term Borrowings	972	9,886	12,589	11,806	11,003	10,181	9,337	8,472	7,586	6,677	5,745
<b>Total Non-current Liabilities</b>	<b>972</b>	<b>9,886</b>	<b>12,589</b>	<b>11,806</b>	<b>11,003</b>	<b>10,181</b>	<b>9,337</b>	<b>8,472</b>	<b>7,586</b>	<b>6,677</b>	<b>5,745</b>
<b>Total Liabilities</b>	<b>1,000</b>	<b>10,197</b>	<b>13,261</b>	<b>12,589</b>	<b>11,806</b>	<b>11,003</b>	<b>10,181</b>	<b>9,337</b>	<b>8,472</b>	<b>7,586</b>	<b>6,677</b>
<b>Net Assets</b>	<b>(201)</b>	<b>8,422</b>	<b>9,788</b>	<b>9,525</b>	<b>9,472</b>	<b>9,482</b>	<b>9,541</b>	<b>9,687</b>	<b>9,911</b>	<b>10,213</b>	<b>10,585</b>
<b>Equity</b>											
Accumulated Surplus	(201)	8,422	9,627	9,138	8,862	8,653	8,494	8,425	8,437	8,530	8,705
Asset Revaluation Reserve	-	-	161	386	609	830	1,047	1,262	1,474	1,683	1,880
<b>Total Equity</b>	<b>(201)</b>	<b>8,422</b>	<b>9,788</b>	<b>9,525</b>	<b>9,472</b>	<b>9,482</b>	<b>9,541</b>	<b>9,687</b>	<b>9,911</b>	<b>10,213</b>	<b>10,585</b>

## 15. BENEFITS

The provision of the new aquatic leisure centre at the *Payneham Memorial Swimming Centre* (which forms part of the *Patterson Reserve Community & Recreation Precinct*) is expected to drive a diverse range of interrelated economic, social, and environmental benefits that will accrue to users as well as the community more broadly.

Research show that sport and recreational activities are associated with a diverse range of health and social benefits for participants, including:

- improved physical health;
- improved social inclusion;
- reduced crime and anti-social behaviour;
- improved education and work participation; and
- improved early child development.

The broader community benefits include:

- stimulating the local economy by providing employment opportunities during the construction and operational phases;
- underpinning economic development by providing vital social infrastructure that will address a community need for aquatic leisure services and in turn support projected population and economic growth; and
- lowering public health costs by offering access to a comprehensive range of aquatic leisure services and lifting participation rates in sports and recreation in the community.



### 15.1 Socio-economic Benefits

A dynamic and vibrant community is reflected by the level of social interaction between individuals and groups within the community. Youth clubs, groups, associations and facilities provide valuable meeting places where members of a community can interact. A major responsibility of Council is to ensure that appropriate infrastructure is available, and operational within the financial constraints of the local community.

General community benefits from recreation and sport facilities, programs and services include:

- reduced health care costs;
- enhanced community identity;
- increased community integration;

- deterrent effect on inappropriate behaviour;
- improved social fabric and community development opportunities;
- direct and indirect employment opportunities;
- economic activity through construction and productive engagement;
- economic activity through revenue generated by participation in recreation activities that are user pay (selected programs); and
- economic activity generated by capital developments.

People with special needs in the community may also require assistance to eliminate barriers to participation. Additionally, a growing number of disaffected or alienated people within the community who have no interest in participating in recreational activities and are socially isolated can be catered for in this environment and build resilience.

Further research into the socio-economic benefits focuses on the health and productivity benefits, community benefits, and short term economic opportunities.

## 15.2 Health & Productivity Benefits

Community connectedness is extremely important in fostering positive health and productivity outcomes and also addresses issues of isolation. Correlations between loneliness, isolation and mental and physical health issues of individuals (including issues related to lack of exercise, obesity or smoking) are present, resulting in subsequent impacts on overall community wellbeing. For this reason, the *Payneham Memorial Swimming Centre* redevelopment is a very important addition to the facilities provided for the City of Norwood Payneham & St Peters community as it provides an alternative place and avenue for participants to connect and participate in recreational activities.

Being physically active:

- protects against mental health problems;
- decreases depression in older adults;
- reduces the symptoms of post-natal depression;
- is as effective as medication for mild to moderate anxiety and depression; and
- improves self-esteem and cognitive function in young people.

Research has shown that playing sport 1-3 times a week reduces psychological stress by approximately 34% and by approximately 46%, when played 4 or more times a week, people who participate in sports clubs and organised recreational activity enjoy better mental health

This emphasises the importance for people to have access to quality sporting and community infrastructure to ensure that community members have the best opportunity to participate in physical activity and events, in turn reducing their chances of disease, mental health, depression and obesity.

Healthy, fit members of the community are more likely to be productive, with increased output due to attitude and motivation changes from positive leisure experiences ultimately improving their quality of life. They are subsequently better equipped to deal with the physical demands of their job and to cope with stress and mental pressure.

On a local level, projects such as the redevelopment of the *Payneham Memorial Swimming Centre*, offer the opportunity for the community to enjoy a more active and healthier lifestyle by utilisation of the activities and services offered at the redeveloped facility. With increased opportunity for people to be more active comes an improved likelihood of better health outcomes – both in terms of physical fitness

as well as the improved mental wellbeing typically associated with increased opportunities to engage in social interactions.

The flow-on benefits to the local economy also point to improved worker productivity when the workforce is engaged in more physical activity, there is a lower burden on the local health system due to conditions associated with inactivity and an improvement to the liveability of the local area strengthening the ability to attract and retain a robust local workforce.

### 15.3 Community Benefits

Local sporting clubs, such as swimming clubs, have played a key role in communities all across Australia by providing better physical and mental health outcomes for people of all ages. They also help teach critical values, cooperation, leadership, teamwork, and help in overcoming adversity. It is now highly recognised by all levels of government that sport and recreation are integral to bringing people together and improving community cohesion, social capital and resilience. This is likely to encourage more people to get involved in sports and activities that can use the new facilities and to become more physically active. In addition to the physical health benefits from the various sport related activities offered by the existing facilities, the redeveloped facilities will also offer acknowledged benefits in terms of connectedness and wellbeing.



## 16. COST-BENEFIT ANALYSIS

A Cost-Benefit Analysis differs from a financial analysis in that a financial analysis focuses on revenue flows, capital and operating costs for the Council, while a Cost-Benefit Analysis broadens the analysis to include non-market values, and to capture the economic impact on all relevant stakeholders instead of those directly related to the Project. Many of these are not financial in nature, and while the economic analysis quantifies impacts in dollars, these are a measure of social welfare, not financial value. The Cost-Benefit Analysis of the six (6) project options originally considered by the Council, required an incremental assessment relative to the base case and involved the following steps:

- identification of the community of interest for the Project;
- identification of relevant incremental economic, social and environmental costs and benefits applicable to each option;
- quantification of the identified incremental costs and benefits, where possible; and
- comparing and contrasting the quantified costs against the benefits.

If the operating costs associated with the new facilities do not remain relative to the current operational costs and should these increase substantially, then it is expected that the economic benefit to cost ratio would become negative. Also impacting the economic benefit is the assumptions made regarding the increase in operational revenue based on the new facilities. Should this increase in revenue also not eventuate from more usage of the new facilities then it is expected that the economic benefit to cost ratio would become negative. It is recognised that many of these types of facilities are run at a loss and are subsidised by Council revenue based on the community and social benefits that the facility delivers. The objective of the redevelopment of the *Payneham Memorial Swimming Centre* is to minimise the amount that the Council subsidises the cost of operating the Centre.

On the basis of the social, cultural and environmental returns the City of Norwood Payneham & St Peters would be justified in proceeding with this investment given the benefits it will bring to its local community, but noting that the Council will need to operate the new facility within a normal current expenditure profile and also increase its incoming revenue.

In summary, the new aquatic centre is assessed in respect to delivering benefits for local community members. While these community benefits were not assessed to outweigh the full extent of the project costs across the majority of the options which have been examined. Whilst significant financial investment is required many of the benefits are not quantifiable though deliver significant social and community benefits. On this basis, it can be argued that the Project will provide an excellent return on investment of \$24 million.

## 17. RISK ASSESSMENT

An assessment of potential Project risks has been undertaken based on risks identified for similar projects and the particular characteristics of this Project. The purpose of a risk assessment is to ensure that the major risks associated with redeveloping the *Payneham Memorial Swimming Centre* and the impact and likelihood of these risks occurring are identified and properly managed by and for the Council. The risk assessment involves the following steps:

1. **Risk identification** – listing risks by number and description.
2. **Risk categorisation** – assigning each risk to an impact category (i.e. Financial, Safety, Environment, Reputation and Service Delivery) and project phase (i.e. Concept, Design, Procurement, Construction and Operation).
3. **Inherent Risk Assessment** – analysing the risk likelihood (i.e. probability of the event occurring during the life of the project) and consequence (i.e. Insignificant, Minor, Moderate, Major, or Catastrophic) to determine the overall risk rating.
4. **Risk Mitigation** – identifying controls to reduce the likelihood that a threat will occur (preventative action) and/or reduce the impact of a threat that does occur (contingency action).
5. **Residual Risk Assessment** - analysing the risk likelihood and consequence post mitigation to determine the overall residual risk rating and effectiveness of controls.

The Overall Risk Likelihood is defined in **Table 6**.

**Table 6: Overall Risk Likelihood**

LIKELIHOOD	DEFINITION
<b>Almost Certain</b>	The event is currently occurring or is expected to occur at some stage over the life of the Project (i.e. over 75% probability)
<b>Likely</b>	The event is likely to occur during the life of the Project (i.e. probability between 50%-75%)
<b>Possible</b>	The event may possibly occur during the life of the Project (i.e. probability between 25%-50%)
<b>Unlikely</b>	The event is unlikely to occur in the life of the Project (i.e. probability between 0%-25%)
<b>Rare</b>	The event will only occur in exceptional circumstances (i.e. probability close to zero)

The Consequences for each Risk Category are defined in in **Table 7**.

**Table 7: Risk Categories and Consequences**

RISK CATEGORIES	Risk Rating	CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
	Financial	Financial impact (expenditure or revenue) <\$10,000; or budget variation manageable in the short term.	Financial impact (expenditure or revenue) between \$10k-\$100k; or budget variation manageable without impact on bottom line of budget absorbed over current financial year.	Financial impact (expenditure or revenue) between \$100k-\$500k; or impact on budget beyond current financial year but manageable within next financial year.	Financial impact (expenditure or revenue) between \$500k-\$3m or impact on budget with recovery over proceeding two or three financial years.	Financial impact (expenditure or revenue) >\$3m; or impact on budget with recovery over proceeding three or more financial years.
	Safety	Injuries requiring localised treatment/first aid; or incidence of non-treatment injuries.	Injury requiring professional medical intervention; or injury involving lost time in the work place.	Routine and follow up medical attention after initial medical treatment; or hospital admission as an inpatient for 1-2 days	Temporary disability; or hospital admission as an inpatient for >3 days	Permanent disability; or long term hospital admission; or death.
	Environment	Minor adverse event that can be remedied immediately.	Isolate instances of environmental damage requiring effort to fix in the short term and reversible.	Adverse events that cause widespread damage but reversible in the short to medium term.	Significant adverse event causing widespread damage which may be reversed through appropriate remedial action in the medium term.	Major adverse environmental event requiring continuing long term remedial attention.
	Reputation	No media attention; or a number of adverse local complaints; or increase use of staff resources to manage the event.	Localised community concern; or media coverage but not adverse.	State wide adverse media attention; or detrimental inter-governmental relationships.	National adverse media attention; or ongoing inter-governmental disagreement	Prolonged adverse media attention; or irreparable damage to government relations; or Mayor, Councillors, or CEO forced to resign.
	Service Delivery	Interruption to a service not requiring any further remedial action and with minimal impact on customers.	Interruption to a service requiring further remedial action and with moderate impact on customers.	Interruption to core business function or essential service with significant customer impact for up to 48 hrs.	Interruption to core business function or essential service for 2-7 days.	Interruption to core business function or essential service for more than 7 days.

The Council's Overall Risk Rating is summarised in **Table 8**, and enables each identified risk to be assigned a risk rating of either 'Low', 'Medium', 'High', or 'Extreme' on the basis of the consequence of the risk to the City of Norwood Payneham & St Peters.

**Table 8: Overall Risk Rating**

Overall Risk Rating		CONSEQUENCE				
LIKELIHOOD	Insignificant	Minor	Moderate	Major	Catastrophic	
	Almost Certain	Moderate	High	Extreme	Extreme	Extreme
	Likely	Moderate	High	High	Extreme	Extreme
	Possible	Low	Moderate	High	High	Extreme
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Low	Moderate	Moderate

The Council's risk assessment has been captured in a Project Risk Register (contained in **Appendix P**). The Council will monitor and manage these risks in a structured way, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes/benefits determined by the Council are appropriately managed to ensure the Project is completed successfully.

Risk Management is an iterative process that should be built into the management processes for any Project. It must be closely linked with Issues Management, as untreated issues may become significant risks. When the Project is endorsed and/or funded to proceed to the Design Phase, the next step will be to update the Project Risk Register and prepare a Risk Control Plan which will assign a priority and responsible officer and allow the Council to track the status and re-assess the effectiveness of controls.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 18. GUIDING PRINCIPLES

The Guiding Principles for the detail design and construction of the *Payneham Memorial Swimming Centre* are as follows:

- **Maximise Accessibility and Inclusiveness:** to ensure that the *Payneham Memorial Swimming Centre* is easy to access and from a design perspective incorporates contemporary universal design elements to meet the needs of all stakeholders.
- **Diversity and a Wide Range of Services:** to develop a Swimming Centre that provides a mix of programs and services that cater for the diverse needs of the Norwood Payneham & St Peters community and more broadly the Eastern Region of Adelaide.
- **Aim to Achieve Very High Levels of Usage to maximise community benefit:** the design should facilitate a very high level of participation in leisure, recreational and sporting activities at the Swimming Centre.
- **Ensure Capacity for Future Growth:** the Swimming Centre should be designed to accommodate future demand for aquatic leisure services.
- **Deliver as a Priority in the Shortest Possible Time:** to ensure that the Project is delivered in an efficient and effective manner to minimise the impact of the construction closure on the existing users and with the objective of providing community services as soon as practicable.
- **Financial Sustainability:** to design and construct a facility that maximises the financial performance of the Swimming Centre from an operational perspective and reduce the overall Council subsidy per visit.
- **Provision of Existing Services:** to deliver a range of experiences building on those already provided at the *Payneham Memorial Swimming Centre* and ensuring that the existing services for the local catchment are maintained.
- **Integration:** ensuring that the Payneham Memorial Swimming Centre is integrated into the regional level Patterson Reserve Community & Recreation Precinct.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 19. PROCUREMENT STRATEGY

### 19.1 Overview

This section outlines the Procurement Model for the delivery of the detail design and documentation and the construction stages of the *Payneham Memorial Swimming Centre Redevelopment* Project, taking into consideration the Project risks.

Numerous issues factor into a procurement decision, including the size of the Project, complexity of the Project, Project type and overall delivery schedule.

### 19.2 Procurement Approach

The assessment of the Procurement options has considered:

- program and procurement objectives;
- previous procurement assessments and processes undertaken; and
- market assessment, experience and capacity.

### 19.3 Program Objectives

The estimated capital value of the Project is approximately \$24 million (based on the First Order Cost Estimate), which is a high value Project within Council's overall works program. Therefore the proposed Project has a number of key attributes including, but not limited to:

- proposed program implementation timeframe of 24 months (design and construction of the Project);
- works which are to be completed in the context of high community expectations for a quality facility; and
- the Project is expected to be funded from multiple sources, including a combination of Council financing, as well as potential State Government grant funding (up to \$10 million).

### 19.4 Procurement Objectives

The key objectives of the Procurement Strategy are:

- to maintain and deliver a high quality design;
- to enable increased focus on quality of the construction works;
- effective interface management, including effective interface between the project design and construction;
- to enable cost effective risk allocation and value for money (deliver on budget); and
- timing considerations (deliver on time).

The adopted Procurement Strategy will be delivered in accordance with the Council's Procurement Guidelines, which aim to:

- achieve value for money and continuous improvement in the provision of services for the community;
- ensure resources are used efficiently and effectively to improve the overall quality of life of the people in the community;
- achieve compliance with relevant legislative requirements; and
- achieve high standards of fairness, openness, probity, transparency, risk management and accountability.

### 19.5 Procurement Approach

#### 19.5.1 Procurement Design Consultants

Due to the value of the Project, procurement of Design Consultants will be undertaken as a two (2) stage process, namely Open Registrations of Interest initially, resulting in a short-list of between three

(3) and five (5) suitably experienced and qualified Design Team of Consultants and then progressing to a Select Tender, in accordance with the City of Norwood Payneham & St Peters Procurement Policy.

The Registration of Interest Criteria for Design Consultants will include:

- Registrant's Details;
- Company profile;
- Experience and Expertise relevant to the Project;
- Design Team including all necessary Sub-Consultants;
- Quality Management;
- Insurances;
- Work Health, Safety and Risk Management; and
- Referees.

The Registrations of Interest will be weighted against the Registration of Interest Criteria and will be assessed by the Project Steering Group (PSG). A short-list of Consultants will then be invited to submit Fixed Lump Sum Tenders for the designated design services.

The Tendering Criteria for Design Consultants will include the following:

- Tender Form – Formal Offer;
- Tenderer's Details;
- Scope of Design Services;
- Preliminary Program;
- Registration & Insurances;
- Quality Management;
- Work Health, Safety and Risk Management;
- Professional Fees;
- Hourly Rates for Additional Services;
- Confirmation of the Design Team; and
- Value added Services offered.

The Tenders will be assessed against the Tendering Criteria by the Project Steering Group before a Consultant Team is awarded the Design Services Contract. Due to the value of the contract, the appointment of the successful Consultant Team will be determined by the Council.

The Preliminary Program contained in **Appendix Q** outlines the time frames for the Procurement of the Design Consultants.

### **19.5.2 Procurement of Building Contractor**

At the conclusion of the Design Consultants' Design Development Phase, the Council will commence Open Registrations of Interest from Building Contractors.

The Registration of Interest Criteria for Building Contractors will include:

- Registrant's Details;
- Company Profile;
- Experience and Expertise;
- Key Contractor Personnel
- Key Preferred Sub-Contractors;
- Construction Methodology;
- Tentative Program;
- Quality Management;
- WH & S Procedures;
- Environmental Management;
- Licences and Insurances;
- Financial Capacity; and
- Referees.

The Registrations of Interest will be weighted against the Registration of Interest Criteria and will be assessed by the Project Steering Group (PSG). A short-list of Building Contractors will then be invited to submit Fixed Lump Sum Tenders for the Works.

The Tendering Criteria for Building Contractors will include the following:

- Tender Form – Formal Offer including Detailed costs;
- Tenderer's Details;
- Key Contractor Personnel;
- Proposed Sub-Contractors;
- Program & Methodology;
- Financial Capacity;
- Licences;
- Insurances;
- Quality Assurance;
- WH & S Procedures; and
- Environmental Management.

The Tenders will be assessed against the Tendering Criteria by the Project Steering Group before a Building Contractor is awarded the Contract for the Works. Due to the value of the contract, the appointment of the successful Building Contractor will be determined by the Council.

The Preliminary Program contained in **Appendix Q** outlines the time frames for the Procurement of Building Contractor outlined above.

This Procurement Approach will:

- maintain control of the design with the City of Norwood Payneham & St Peters and their Consultants, therefore ensuring the Masterplan and detailed design intent is delivered and high quality design is ensured;
- obtain value for money by allowing for competitive tendering on all phases of the Project;
- allow for flexibility in the Project program and staging while still ensuring strict contractual completion dates;
- provide the City of Norwood Payneham & St Peters with a fixed guaranteed price for the Project; and
- allow the design team to work with the contractor to ensure control of quality is maintained while including construction sequencing and buildability into the design process.

## 19.6 Procurement Assessment

Due to the value of the Project the Registrations of Interest will be assessed by the appointed Project Steering Group and the assessment and approval of the Select Tenders will be undertaken by the full Council.

In order to minimise costs, the Project Steering Group will ensure that the Design and Construction phases are well planned, since phases occur separately. Lack of coordination can prolong the Project, which may in turn increase overall costs. The timing of the detailed project design and costings is a key consideration, as Council aims to commence the construction works by 6 June 2022.

## 19.7 Project Management

The Project will be overseen by a dedicated Project Steering Group (PSG) and managed by a nominated Project Manager (PM).

It is anticipated that specialist legal advice will be engaged in the drafting of the formal construction contract. An independent Superintendent will also be engaged to manage contract requirements and to certify and assess all installations.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 20. PROJECT SCHEDULING

A Preliminary Program for the detail design and documentation and the construction phases of the Project has been developed. The program anticipates that the construction of the Project will commence in 6 June 2022 and is expected to take approximately nine (9) months to complete. It is noted that the Program has been developed with the assumption that all of the work will be delivered as one package. A copy of the Preliminary Program is contained in **Appendix Q**.

The Program is based on the Council receiving grant funding of \$10 million. Due to the significant cost of the Project, the Council proposes to undertake a thorough Procurement Process, which includes both a Registration of Interest and Select Tender process for the Detail Design and Construction stages of the Project.

Prior to commencing the Detail Design and Construction Document stage of the Project, the Council will commission a Prudential Management Report to ensure that it acts in accordance with Section 48 of the Local Government Act 1999 and is able to make informed decisions and is accountable for the use of public resources.



PAYNEHAM MEMORIAL SWIMMING CENTRE

## 21. CONCLUSION

The *Payneham Memorial Swimming Centre* has been a valuable community asset for over 50 years. However, the facility is now nearing the end of its useful life, the existing pools and in particular the main 50 metre pool, leak substantially and are generally tired and in need of a major redevelopment or replacement. The Swimming Centre itself requires a substantial amount of work to ensure its long term, financial viability, sustainability and ongoing compliance with current standards and regulations for the provision of public pools and aquatic facilities. The lack of disability access is a major concern for the Council.

The proposed new aquatic leisure centre at the *Payneham Memorial Swimming Centre*, detailed in this Business Case will service a large proportion of the Eastern Region of Adelaide and will cater for a diverse range of user groups. The investigations, market research and consultation undertaken by the Council has shown that there is a lack of aquatic leisure facilities and the provision of new facilities provides the Council, in partnership with the State Government, with a unique opportunity to ensure that an appropriate community facility is provided well into the future.

Detailed investigations indicate that despite the age of the main 50 metre pool, the shell of the pool appears to be in good condition and refurbishment of the main pool is a viable option. However, whilst a total replacement of the pool does not appear to be required, the engineering condition reports prepared for the pool and associated facilities recommends a series of capital works to enable the pool to meet contemporary standards and provide a safe and compliant facility for the next 20 to 25 years. Due to the urgency of this work the Council has allocated sufficient funding to undertake this work as a matter of priority.

The new 25 metre Learners Pool and new aquatic recreational facilities add to both the viability and functionality of the Swimming Centre, which will deliver positive revenue and community service benefits. The proposed new two (2) storey sports and leisure centre will complement the aquatic facilities.

The design of the new *Payneham Memorial Swimming Centre* will be highly scrutinised and will be subject to Design Excellence, and compliance with environmental standards will be highly scrutinised.

Whilst the intent is to undertake the redevelopment as a complete package, should the Council not be successful in obtaining Grant Funding there may also be an opportunity to stage the works as Council funds become available or the Council is successful in obtaining grants. In the event that the works are staged it is most likely that the Project will be more costly to implement over the long term as the economies of scale of delivering the entire project as a complete package are diminished. Also some rework is likely to be required if works are staged.

It is recognised that whilst the Council could implement a lower cost option or reduce the scope of the work, the recommended option which has been adopted by the Council, delivers an asset that recognises the gap in the aquatic market and aligns with the expectations of the community. It will also ensure that the facility meets all contemporary standards and regulations.

When everything is considered, the decision to undertake the redevelopment of the *Payneham Memorial Swimming Centre* cannot be based simply on a financial argument. As a highly valued community asset, the *Payneham Memorial Swimming Centre* has served the Norwood Payneham & St Peters Community for generations. The opportunity to upgrade the facility and elevate it to a well-recognised regional destination will ensure that it becomes an icon for the residents of the Eastern Adelaide Region and beyond. An investment in the pool will ensure this valuable community asset is retained and meets the needs of the community for next 20-25 years.



*City of  
Norwood  
Payneham  
& St Peters*

**4. OTHER BUSINESS**  
(Of an urgent nature only)

**5. CLOSURE**