

TAMWORTH REGIONAL AQUATIC AND LEISURE CENTRE

Business Case 2019



- Promoting Active Healthy Communities
- Part of the Northern Inland Centre of Sporting Excellence

KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal Name	Tamworth Regional Aquatic and Leisure Centre
Council	Tamworth Regional Council
Council ABN	52 631 074 450
Proposal partners	
LEAD CONTACT	
Name	Peter Watling
Position	Strategic Sports and Recreation Coordinator
Phone	02 6767 5555
Email	p.watling@tamworth.nsw.gov.au
Fax	02 67675499
Address	437 Peel Street Tamworth NSW 2340
PROPOSAL SCOPE	
<p>The Tamworth Regional Aquatic and Leisure Centre will provide a vibrant indoor and outdoor integrated community space, as an all-year community facility, situated within the Northern Inland Sporting Centre of Excellence.</p> <p>It will deliver a fully accessible aquatics competitive sporting hub, combined with contemporary elements for leisure, social engagement, fitness, health and active recreation, for current and future generations.</p> <p>The Centre will enhance and complement the Regional sporting excellence Precinct which includes the Tamworth indoor Sports Dome; Regional Hockey Centre; Athletics Centre, Velodrome and renowned AELEC Equine Centre.</p> <p>The potential to host elite events at Regional, State and National level, as well as sport development and training pathways, is complemented by fitness, fun and well-being activities for schools, sporting groups and general public.</p> <p>The Centre will contribute to economic sustainability, growth and liveability for the Region, through employment generation, tourism and visitation associated with major sporting events and an extraordinary recreational facility.</p> <p>Over a twenty year period, the Centre will deliver in excess of \$264 Million in total benefits to the Region (employment, health, tourism). This will include more than 190 Full-Time-Equivalent direct jobs during construction plus a further 78 FTE direct and indirect jobs from Centre operations and user/visitor spend in the region.</p> <p>The Centre will provide health and well-being improvements for the region, renowned for higher than average instances of obesity, insufficient exercise, socio-economic challenges, high levels of psychological distress and higher than average identification as Aboriginal or Torres Strait Islander ancestry.</p>	
PROPOSAL LOCATION	
Proposal address	Jack Smyth Drive - Tamworth - NSW - 2340
Latitude and longitude	-31.133618 ; 150.917939
Local government area	Tamworth Regional Council
NSW Electorate	Tamworth
Federal Electorate	New England
SUPPORTING INFORMATION	
<ul style="list-style-type: none"> Community Consultation Report Tamworth Public Transport Information Estimates for redevelopment of existing Tamworth swimming complexes 	<ul style="list-style-type: none"> Letter of Support – Swimming NSW Letter of Support – Water Polo Australia Letter of Support - Water Polo NSW Letter of Support 360 Swimming Club Aquatics and Leisure Industry Trends

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Document Summary Information			
Version		1.0	
Version Release Date		February 2019	
Document Security		Public	
Document History			
Version	Amendment	Amendment Date	Amended by
0.1	Draft	8 January 2019	Peter Watling
1.0	Final		

FOREWORD

The provision of the Tamworth Regional Aquatic and Leisure Centre is expected to drive a diverse range of interrelated health, social, economic, sporting and employment benefits for the region. Academic literature provides compelling evidence of positive community health and wellness outcomes, associated with sport and recreational activities.

This Project strongly supports these aspirations including:

- Improved physical and mental health;
- Increased social inclusion and engagement;
- Improved early childhood development;
- Equitable access; and
- Reduced anti-social behaviour.

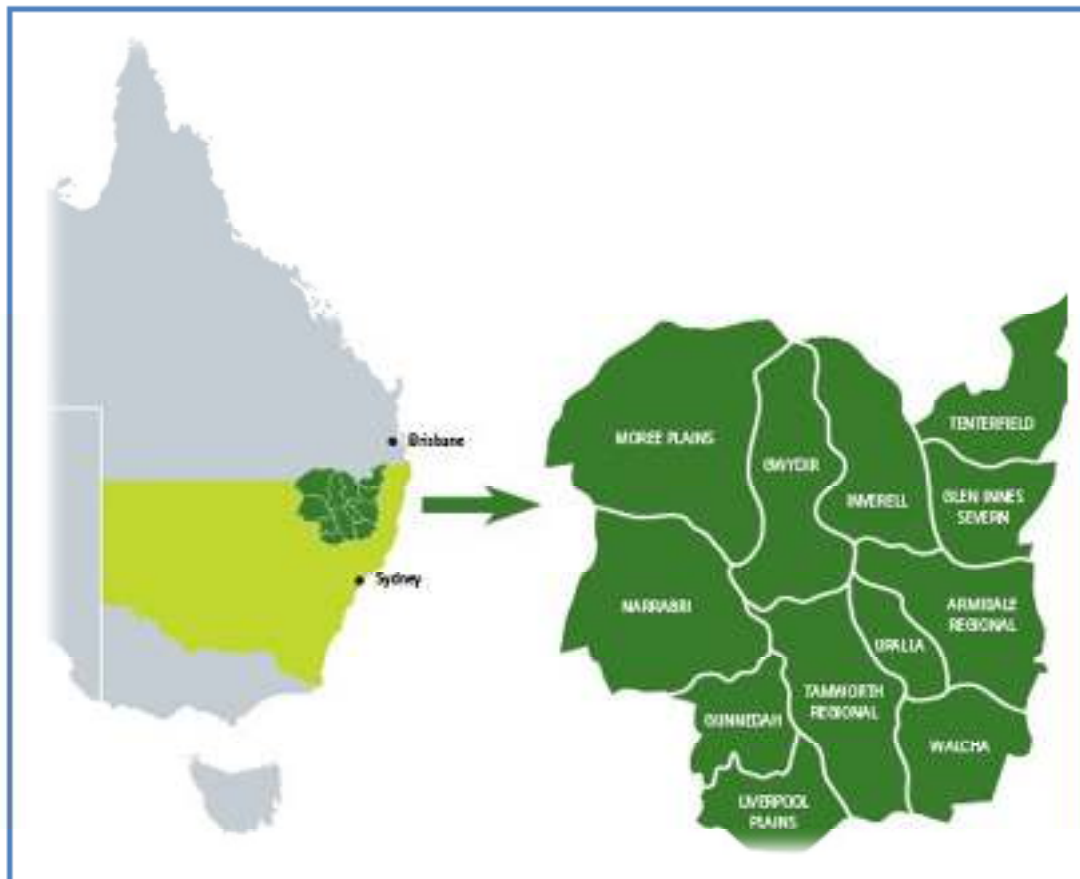
The development of this Business Case involved considerable community engagement and required the involvement of numerous Council officers, professional services and technical consultants to target specialised areas.

A considerable component of the Business Case details the community involvement and feedback in producing the content for document, including addressing specific concerns raised.

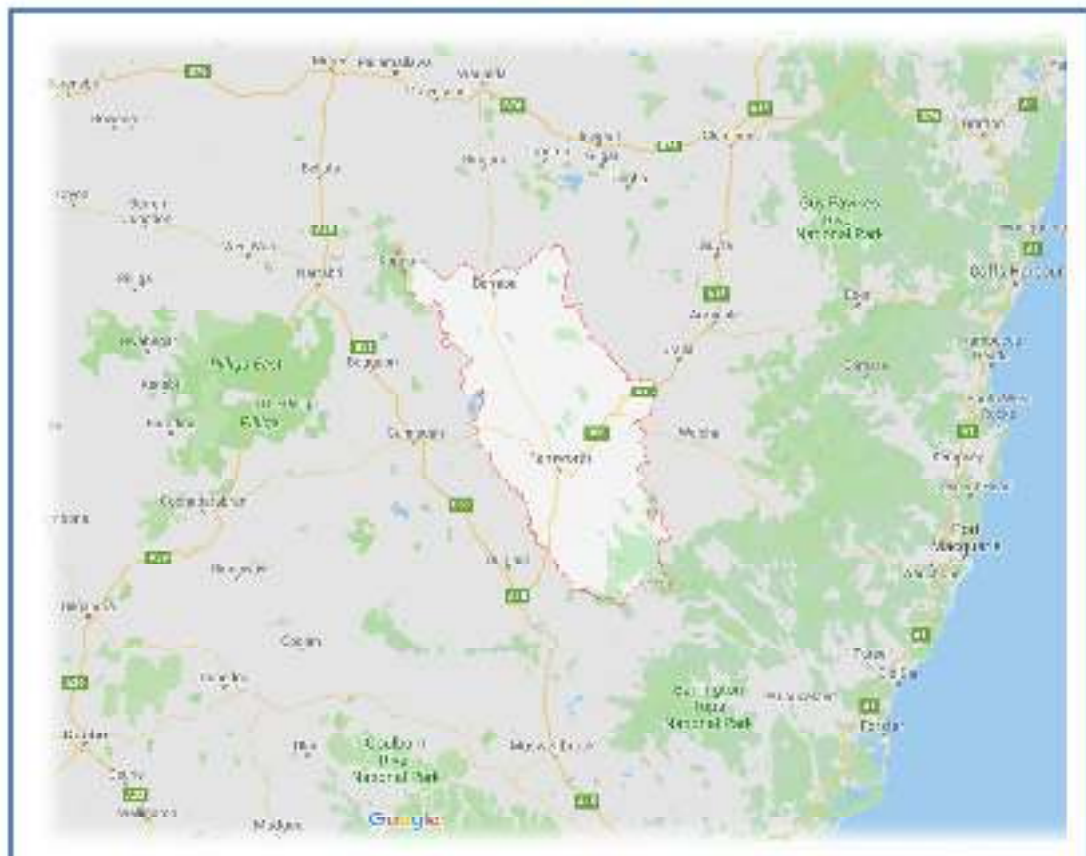
The contributions to technical, industry trends and financial analysis in support of the development of the Business Case are summarised below.

TECHNICAL COMPONENT	DESCRIPTION – CONSULTANCY / AGENT
Concept Design	Preparation of costed options and concept designs, to support Community consultation initiatives and to inform Council OTIUM Planning Group
Architectural and Schematic Concepts	Development of concept designs, costings and interpretive graphics Graphite Architects in association with OTIUM Planning Group
Capital and Operational Cost Modelling	Michael Connell & Associates (Economists) in association with OTIUM Planning Group and Turner & Townsend – Quantity Surveyors
Benefit Cost Analysis	Michael Connell & Associates (Economists) in association with OTIUM Planning Group
Aquatics Industry Research and Trends	Otium Planning Group
Funding Strategy	Commentary on Council's financial and project capability Tamworth Regional Council Financial Services Division

Tamworth and the Northern Inland Region



Tamworth Location Map



1. EXECUTIVE SUMMARY

The Tamworth Regional Aquatic and Leisure Centre (the Centre) is a major sporting and recreational infrastructure Project for the Northern Inland Region and for the Tamworth community.

The Centre is significant to the region and country NSW.

It will create an indoor, all-year-round aquatic sport and recreation facility of a standard that does not currently exist in the Northern Inland or North West Regions. It will service the aquatic needs of multiple generations and lead to greatly increased active participation - enhancing health, fitness, social engagement and will help to develop sporting opportunities, in an integrated community space.

This will be one of the largest infrastructure projects undertaken by the Tamworth Regional Council (TRC / Council) and brings significant funding and community engagement challenges.

The Centre will increase employment opportunities, both as a major capital construction project and through a diversity of activities and services when operational, to stimulate ongoing economic growth for the Region.

Enhancing the exceptional regional sporting facilities developed within the Northern Inland Centre of Sporting Excellence in Tamworth, the Centre will complement the new Hockey Centre; new Athletic Facility and Velodrome as well as the Tamworth Sports Dome and the AELEC (Equine) Centre. It presents a strategically aligned community space to entice funding investment by State and Federal Government and potentially other sources.

Multiple representative-level aquatic sporting events will be attracted to the Region, hosted at the Centre, with resulting substantial visitor spend and economic benefit for the region. The Centre will act as a catalyst for sports bodies to expand and develop regional competitions; increase membership; strengthen development pathways and participation, as well as delivering improved health outcomes for the general community.

The Centre, with the intended scale and described elements will contribute to the liveability of the Tamworth Region, increase opportunities in destination programming and contribute to a strong, sustained regional NSW.

Specific elements of the Centre will cater for elite competition and training as well as meeting community leisure and active recreation needs.

The proposed Tamworth Regional Aquatic and Leisure Centre will include:

- An indoor multi-activity aquatics hall
- two 51.5 metre /50 metre FINA¹ accredited competitive water bodies
- ability to configure the Indoor/Outdoor competition pools with moveable centre boom, to provide multiple training, short course and water polo event needs and non-structured community recreational usage;
- retractable aquatics hall walls to cater for major events and seasonal weather preferences;
- spectator Stands for up to 500 people and provision to install additional seating for major events
- an indoor multiple flume adventure water slide zone; and indoor wet play and splash area;
- two warm water program pools catering for learn to swim and rehabilitation/therapy sessions;
- café/lounge; child crèche facilities; community function and meeting rooms
- gymnasium and wellness zones (first floor);
- centralised customer service, reception and merchandising zones;
- ample off-street parking; and
- integration with the existing Tamworth Indoor Sports Dome to create building and operational efficiencies

A project of this scale does not come to fruition without healthy debate. Council has actively engaged with the Tamworth community to invite comment and to assist with Council deliberations on design options and location, as well as considering the future of existing aquatic facilities. Through those conversations, the concept of an aquatic and leisure centre has attracted strong community support as well as raising valid concerns. Four separate community engagement initiatives have confirmed majority community support to develop the Centre.

¹ * "FINA" - *Internationale de Natation – International Swimming Federation*

The Business Case also reviews the existing aquatic facilities within Tamworth City. These two treasured but ageing complexes are approaching end of functional life and have limited contemporary aquatic and leisure appeal, without significant investment in refurbishment or redevelopment. The potential sale of these properties to offset costs for the new Centre is a polarising issue within the Tamworth community, necessitating informed debate.

Responding to community opinion, Council has developed this Business Case for the Aquatic and Leisure Centre, incorporating a preferred high embellishment design option to meet the needs of today and for future generations.

The location preference is the Northern Inland Centre of Sporting Excellence, realising sporting and high performance synergies, as well as enhancing the regional sporting hub. These aspects will be detailed within the Business Case.

As a result of community feedback, Council has specifically researched the following areas of concern:

- equitable access, together with health and socio-economic considerations;
- transport connections to the identified site;
- management of potential noise generation at the Centre, due to the proximity to the adjoining and iconic Equine Centre and the nature of elite events held at that facility; and
- examination of options associated the existing Tamworth City aquatic complexes.

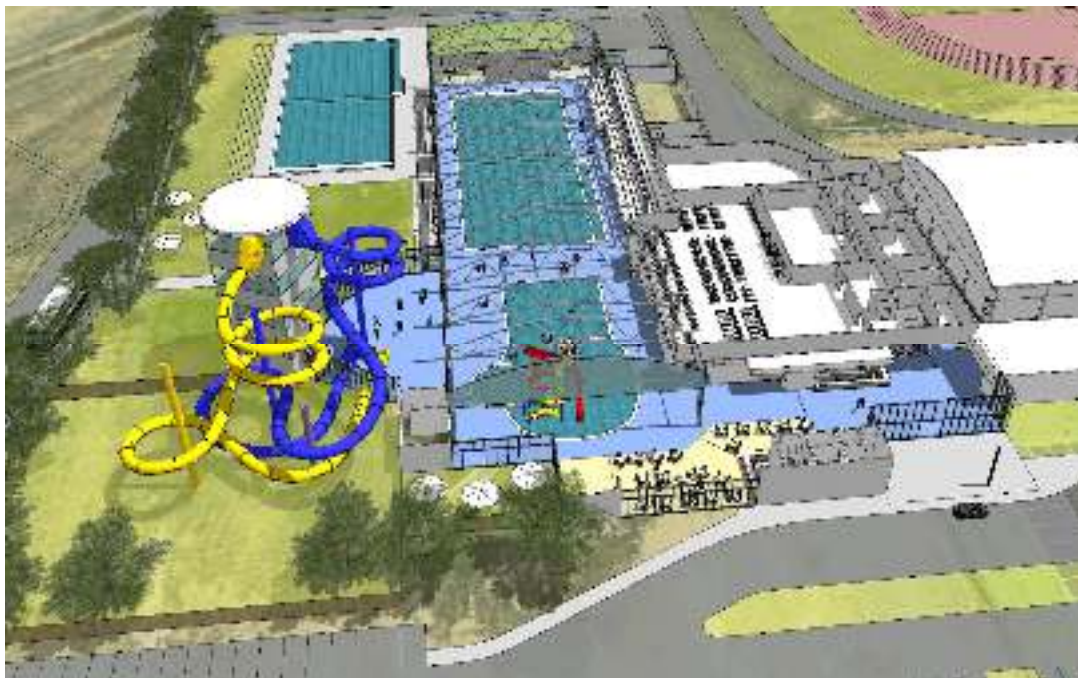
The Business Case presents a Community Project in a state of readiness to attract Government investment; and to embark on this major community infrastructure project, after decades of community dialog.

OTIUM Planning Group was engaged to undertake aquatic and leisure industry research; to identify elements that make successful aquatic and leisure centres; and assist to Council in the preparation of this Business Case.

This Business Case therefore presents:

- conclusions from various phases of consultation with the Regional community;
- economic, health and social benefits of the proposal;
- financial modelling on capital and operational aspects for the Centre;
- analysis of existing aquatic facilities within Tamworth City, including refurbishment possibilities; and
- a proposed Funding Strategy

Image of Proposed Regional Aquatic and Leisure Centre



2. THE CASE FOR A NEW AQUATIC CENTRE

2.1 BACKGROUND

Tamworth Regional Council is committed to supporting resident's involvement in active and healthy lifestyles and improving the health and wellbeing of residents.

Council and the aquatics industry recognise that integrated aquatic and leisure facilities play an important role in supporting improvements in participation rates, physical health and mental wellbeing. These Centres also provide an environment to build social connections and to help develop core life skills and improved early childhood development. They provide a sense of place and community pride.

The inclusion of Crèche facilities; café lounge with Wi-Fi connectivity; gymnasium and fitness zones; community rooms and contemporary leisure options supports social inclusion and networking.

In 2017 Council conducted a detailed condition audit of the two City pools following a series of structural failures which required urgent repairs, as well as operational faults involving filtration and water treatment equipment. These events resulted in all too frequent temporary mid-season closure of the pools. The condition audit identified a number of serious structural issues for the two City pools. Increasing maintenance of these structures has been occurring for many years due to the age of the assets and to address the identified faults.

Community Engagement

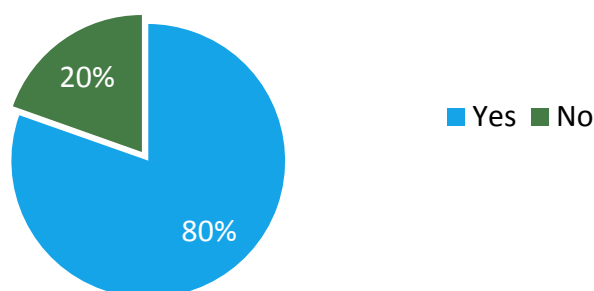
Tamworth Regional Council's Community Strategic Plan "Keychange" identified that the community expects Council to provide high quality sporting facilities to meet the diverse needs of the community. This includes the specific priority to develop an aquatic centre, to meet the needs of current and future generations.

Four specific phases of community engagement and additional community representations have reinforced majority community opinion for Council to develop a regional aquatic sporting and recreational asset; as well as supporting the scale of Project now proposed. Refer also to the Community Consultation Report - Appendix (X)

The consultation phases have included:

- the Tamworth Region Community Strategic Plan "Keychange" consultation program;
- the Tamworth Aquatic Group Presentation seeking Council support for a new Aquatic Centre;
- presentations from the Tamworth Regional Residents and Ratepayers Association;
- 2017-2018 Aquatic Centre community consultation initiative;
- focused Telephone surveys in late 2018, on the aquatic and leisure centre proposal;
- community feedback on Aquatic and Leisure Centre concept designs in late 2018, through the online *Your Voice* portal and community street "pop-up" sessions; and
- community spokespersons invited to voice opinions for and against Council's proposals – Council Meeting 18 December 2018. Meeting streamed live via Council Facebook Page.

*The Tamworth community strongly supports the development of an aquatic and leisure centre
~ 2018 online "Your Voice" Survey conducted by Tamworth Regional Council ~*



Consultation during the development of the Tamworth “*Keychange*” Community Strategic Plan(CSP), identified under the Theme of “*A Spirit of Community*” that the aspirations of the Tamworth community included:

- the provision of high-quality sporting facilities, to meet the diverse needs of the community
- High quality specialised sporting facilities to drive sporting excellence for the region and State
- Meet social justice principles through the provision of accessible and inclusive high-quality integrated community services that meet current and emerging community needs

Development of an aquatic centre in Tamworth was one of the identified key priorities.



Under the CSP Theme of “*A Prosperous Region*” the Tamworth community identified the need to:

- Create jobs for local people
- Bid for more sporting events for the region
- Market the Tamworth Region as a destination for living, working and leisure

The proposed Regional Aquatic and Leisure Centre will contribute significantly to achieving all these objectives and meeting the identified community aspirations.

Stakeholder Engagement

- The Tamworth Aquatic Group (TAG) clearly demonstrated the support of the combined Tamworth swimming and water polo clubs, when, in 2017 they requested Council to investigate a multi-purpose all year round publicly accessible aquatic centre for the northern NSW region.
- The NSW and National Peak bodies (Swimming and Water Polo) have provided written Project support (Refer to AppendicesXXX)
- The Tamworth Regional Residents and Ratepayers Association while strongly supporting the retention and refurbishment of at least one existing City swimming complex, were also generally in favour of the development of the new aquatic facility to service the needs of the growing Tamworth population.
- Council initiatives to engage with the community demonstrated community support for a high embellishment, multi-functional aquatic and leisure centre.

“Your Voice” online Survey comments:

I would like to see option one go ahead. Tamworth is growing and in 10years time from now will be a lot bigger place meaning more people and more demand for large spacious services. Most people operate on a weekend or after school basis when visiting these sites not to mention school use as well, **well done TRC**

Do it right the first time, go the biggest and best because we won't be able to change it later, indoor 50m pool will attract more events, it's a no brainer option one is the way to go.

.....this looks like real progress for Tamworth. I understand some residents would be disappointed with the loss of the existing pools, but I think its time to move on. Its a great example of progress for Tamworth and embracing change.

Community Concerns

Council has considered the issues of access, public transport and socio-economic constraints, notwithstanding that the actual delivery of the Centre is still a considerable time away. Further community engagement; negotiation with transport providers; and determination of an affordable and equitable entry fee structure, including fee package options is paramount, if the Project proceeds. Already, Council is developing active transport options with cycleway and walkway networks extending to the proposed location of the Centre.

The overwhelming and broad-scale health and physical activity benefits for the community and the Region, through the development of the Aquatic and Leisure Centre, is acknowledged in the debate on location and the future of the existing swimming facilities. Tamworth is renowned for providing a diverse range of sport, recreation and fitness choices and facilities for its community and the Centre will increase these opportunities.

Health and Wellbeing Evidence

According to the **Australian Bureau of Statistics (ABS)** 2015 National Health Survey, the following health indicators are of concern:

- 8 in 10 Australian children do not meet national guidelines for 60 minutes of physical activity per day
- 1 in 3 Australians aged 15 and over do very little or no exercise
- 70% of Australian men are overweight or obese
- 56% of Australian women are overweight or obese
- 1 in 5 Australians suffer a mental health illness
- Physical inactivity contributes to 19% of diabetes 2 cases; 16% of bowel cancer cases; 16% of uterine cancer cases; 14% of dementia cases; 11% of coronary heart disease; and 10% of strokes.

To create healthier communities and healthy places for people, investment is needed in community sport and recreation infrastructure, activity programs and increased participation opportunities – to get people moving and encourage healthy lifestyles – University of Sydney Study (2013).

The **Heart Foundation** comments that:

- Heart disease is the single leading cause of death in Australia.
- In the Tamworth LGA, 17,854 adults have the severe condition of obesity.
- The New England and North West is the 7th most inactive region in Australia (out of 92 regions nationally)
- Physical inactivity is closely linked with socio economic disadvantage - people on lower incomes are more likely to be inactive.

AusPlay is the national population tracking funded by the Australian Sports Commission. Key physical activity findings and trends researched by AusPlay showed:

- Swimming is ranked #1 (30%) in the top 20 activities for children participating in organised sport (out of school hours). Fitness/ Gym is ranked #17 of the top 20 activities.
- Fitness / Gym is ranked #2 (32%) and swimming ranked #4 (14.5%) were in the top 20 activities for adults. They were also ranked 1 and 2 respectively for adults participating through structured sports and organised venues.
- A 2018 Report by **KPMG** highlighted the economic and employment benefits of investing in community sport and leisure infrastructure. The Report estimates community sport and leisure facilities generate an annual value of more than \$16.2Billion to Australia, with \$6.3B IN economic benefit (construction, services, increased productivity through improved health and activity levels); \$4.9B IN health benefit; and \$5.1B IN social benefit across Australia.

Council sought additional comment from the **Heart Foundation** regarding the benefits of the Proposed Regional Aquatic and Leisure Centre, as well as opinion on health impacts from potential closure of the two City based swimming Centres. The Heart Foundation has confirmed the importance of physical activity on health and to assist in the reduction of risk of chronic disease.

Whilst generally supporting the concept of the new Centre, the **Heart Foundation** raised concerns of suitable transport links; loss of the exiting City-based swimming facilities; distance to the new Centre; socio-economic impacts; and entry costs. These concerns and response options are discussed within the Business Case.

The evidence derived from the above studies, Reports and opinions demonstrates the value of investment at Local, State and Federal Government levels in community sport and recreation infrastructure - such as the Tamworth Regional Aquatic and Leisure Centre. The Centre will support increased active participation; improved health outcomes; and significant economic and employment benefits for the Region.

2.2 THE PROJECT

The proposed Tamworth Regional Aquatic and Leisure Centre is expected to be a two to three-year Capital Project including final design, statutory approvals, construction, fit-out and commissioning. The project will similarly span across two to three annual budget periods.

The Centre will include:

Main water bodies:

- two 51.5 metre /50 metre FINA accredited competitive water bodies - one indoor and one outdoor pool;
- ability to configure both Indoor/Outdoor competition pools with a moveable centre boom, to cater for multiple training, long course and short course events, water polo tournaments and non-structured community recreational usage;

Within the main aquatics Hall:

- retractable perimeter walls to cater for major events and seasonal weather preferences;
- spectator Stands and provision to install additional seating for major events;
- an indoor multiple flume Adventure Water Slide zone; and Indoor Wet Play and splash area;
- two warm water Program pools catering for learn to swim and rehabilitation / therapy sessions;
- café /lounge including free Wi-Fi;
- child crèche facilities;
- community function and meeting rooms;
- gymnasium, health and wellness consultation/treatment rooms (first floor);
- reception and merchandising zones;

Additional attributes:

- ample off-street parking;
- design integration with the existing Tamworth Sports Dome achieving operational efficiencies; and
- full accessibility to all water bodies, facilities and services.

Aquatic Centre Site Plan – showing integration with Tamworth Sports Dome

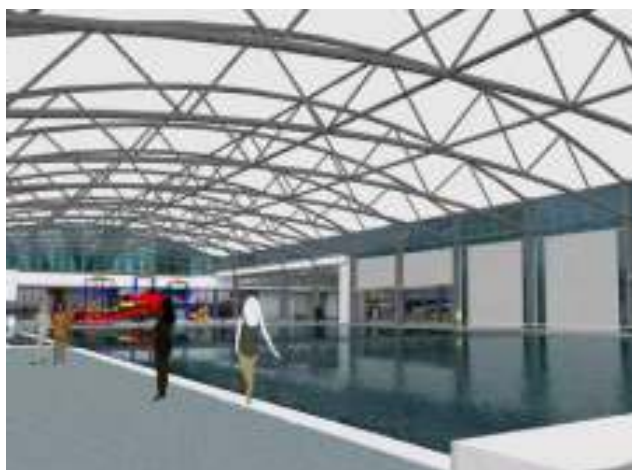


Project Cost

Quantity Surveyors Turner and Townsend have prepared capital costs estimates to develop the Aquatic and Leisure Centre, based on the elements and Zones shown in Table 2.2.1 below and as described within this Business Case. A detailed cost break-up of the described elements is provided in Section.....

Table 2.2.1 Capital Cost Estimates for Regional Aquatic and Leisure Centre

CAPITAL COSTS	Operational, Recreational and Commercial Zone	Main Water Bodies Zone	Adventure Slides Zone	TOTAL
	\$34,500,685	\$24,887,453	\$7,935,847	\$67,323,985
Elements	Lobby / Reception areas Administrative offices Amenities Merchandising Café / Lounge 2x accessible Program and warm water Pools Wet Play area Multi-purpose community and function rooms Control rooms and First Aid Spas and Saunas Crèche Wellness/ fitness/ Gymnasium areas	1 x 51.5 m 10 lane indoor pool 1 x 51.5 10 lane outdoor pool Both main pools include a 1.5m programmable boom and are fully accessible Seating /stands for 500 people Temporary seating space for a further 400 people Equipment/Plant facilities Outdoor turfed areas Carpark	15 Metre slide access tower including Lift Multi-flume slide complex	

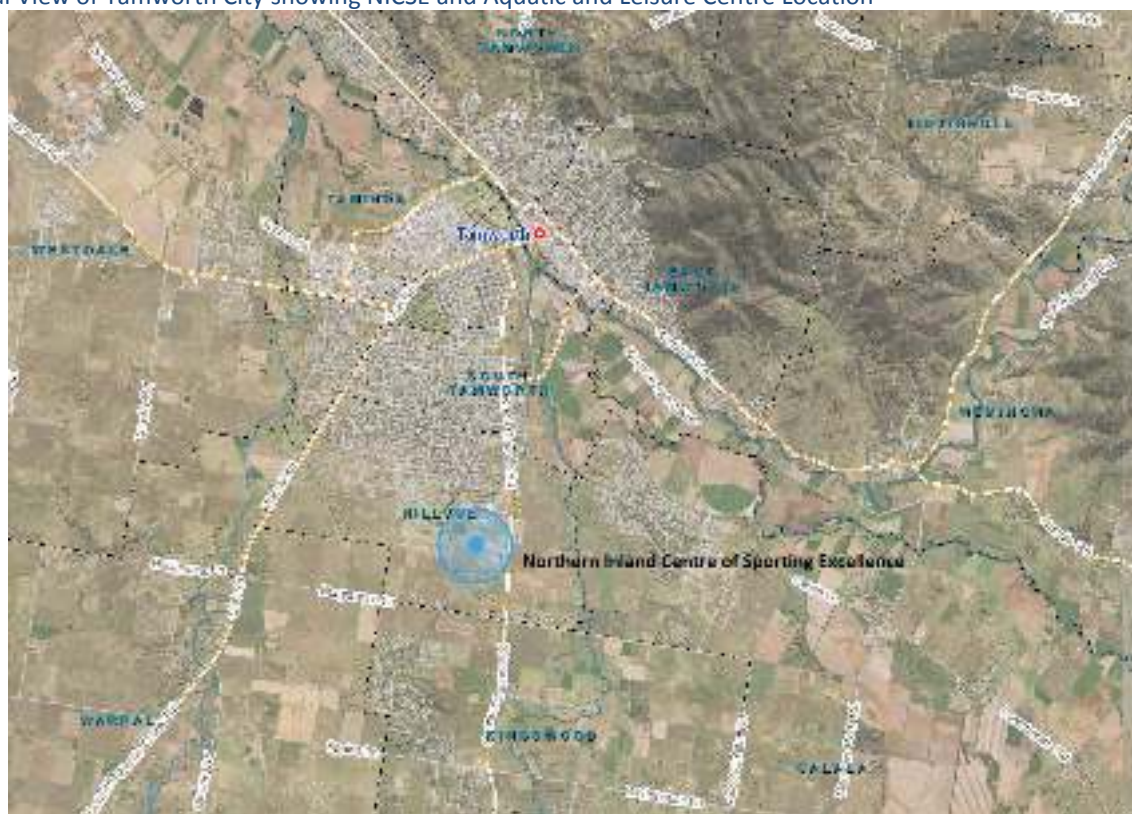


Scope of Works

Based on the preferred option, the Project's scope involves:

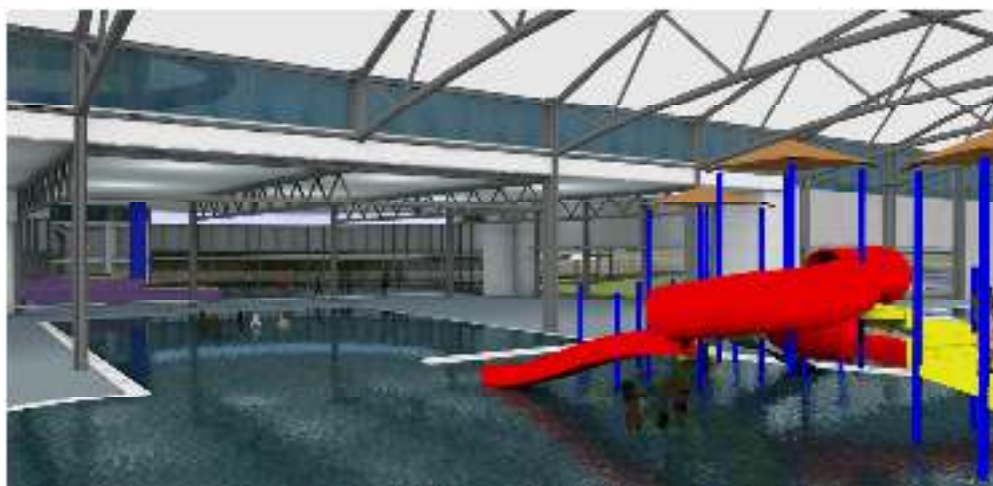
- design and development of a regionally significant community infrastructure project which integrates aquatic sports requirements with contemporary community recreation and leisure functions in an indoor / outdoor all- year-round operation;
- delivery of a fully accessible community space and competitive aquatic sports venue;
- provision of a building design that assimilates with the existing AELEC Equestrian Centre and the Tamworth Sports Dome;
- integration of aquatics hall building design and core operational and commercial elements with the Tamworth Sports Dome to centralise customer service and merchandising zones;
- provision of a broad range of commercial, recreational, fitness and well-being elements;
- incorporation of efficient design elements to reduce operational costs for pool water heating, waste water re-use, lighting and ventilation;
- provision of sound mitigation design elements to reduce impacts to the adjoining Equestrian Centre; and
- development of ample sealed off-street parking area.

Aerial View of Tamworth City showing NICSE and Aquatic and Leisure Centre Location



Council has identified the following factors as pivotal in ensuring a successful aquatic and leisure centre:

- one-stop hub providing a wide range of activities in one location;
- program spaces for activities including learn to swim, hydrotherapy and individual or group fitness;
- catering for all ages and abilities, with a range of interests for current and changing community needs;
- reducing operational subsidy by inclusion of commercial enterprises and factoring in building efficiencies;
- creation of a community and networking social hub by offering integrated café, child crèche, fitness and recreational zones; including free Wi-Fi hotspot;
- negotiation of public transport options with Tamworth transport providers;
- community engagement regarding future entry costs and membership packages; and
- research into transport subsidy opportunities to ensure equitable access to the Centre.



2.3 PROJECT INFLUENCES

The need for investment in the Tamworth Regional Aquatic and Leisure Centre has twelve key influences:

1. Addressing strategic aims of the Tamworth Regional Council, linked to identified community aspirations (Community Strategic Plan and community engagement initiatives);
2. Delivering a fit-for-purpose integrated aquatic and leisure facility for the community, now and for the future, which has evolved through community input into the design and attributes to be offered;
3. Achieving significant economic benefits of:
 - job creation, through the Project construction phase and subsequent Centre operation;
 - contribution to the Gross Regional Product, through retention of regional income (expenditure associated with sporting activities); and
 - attraction of additional regional income (generated by new and additional events, visitor spend and increased community usage);
4. Providing more people with more opportunities to participate in sport and active recreation, with improved health outcomes, through a range of contemporary fitness and wellbeing activities including exercise for seniors, the health conscious, students and social groups as well as programmed learn to swim and warm-water-based therapy and rehabilitation, within a vibrant and dynamic community hub;
5. Utilising universal design principles to overcoming the constraints of physical accessibility that exist at the current City swimming facilities (water bodies and amenities), so that the entire facility is usable by all people to the greatest extent possible;
6. Strengthening Tamworth's position as a leading Regional and NSW sports venue with a facility that has the potential to attract and host multiple significant Regional, State and National category aquatics championships (Swimming, Water Polo);
7. Providing an aquatics training base to attract elite teams and individuals, including associated gymnasium, cross-training and allied health consultation spaces;
8. Providing facilities that help to retain coaches, sports people and families and more generally, increases the liveability of Tamworth.
9. Design principles linked to industry best practice and trends, to include commercial elements within the Centre offsetting operational costs; and to provide a diverse range of contemporary activities which attract a much larger proportion of the community; and enables increased social engagement;
10. Enhancing the existing Northern Inland Centre of Sporting Excellence (regional sporting Hub), with increased opportunities for sports development and talent development pathways;
11. Providing an aquatic centre that attracts additional tourist visitation and sport tourism spend;
12. Providing a long-term, inter-generational legacy for aquatic sports and community recreation for the Region.



2.4 EXPECTED OUTCOMES

Table 2.4 Expected Outcomes from development of the Tamworth Regional Aquatic and Leisure Centre

EXPECTED OUTCOME	HOW PROJECT WILL CONTRIBUTE TO OUTCOME	HOW WE WILL MEASURE OUR PERFORMANCE AGAINST THIS OUTCOME
Providing High Quality Sport and Recreation Facilities	<ul style="list-style-type: none"> The Regional Aquatic and Leisure Centre will provide two FINA (International Swimming and Water Polo Federation) accredited 10-lane, 50 metre pools with approved access for Athletes with disabilities. Both water bodies will be 51.5 metre pools with moveable boom, enabling the configuration of four FINA accredited 25 metre pools for short course swimming and water polo. With two main water bodies, the Centre will facilitate training camps and warm-up pool area for major competitions. 	<ul style="list-style-type: none"> This will be measured through design and completion with certification occurring for both 50 metre pools (51.5 metre pools with Boom). Additional performance measurement will be documented attraction of events to the Centre. Progress inspections and sign-off by Peak sports bodies.
Providing Equitable Access <i>Meeting User needs of all genders and people with a disability</i>	<ul style="list-style-type: none"> The new Centre is designed to be fully accessible to all water bodies, amenities and community rooms, Café; Crèche; and gymnasium. Appropriate gender-specific accessible amenities, meeting current anti-discrimination requirements are a mandatory component of the Centre. The supervised warm water program/therapy pool is designed to incorporate a suitable level of privacy for the elderly and persons with specific needs. The Centre includes a separate learn to swim program pool; wet area recreation facilities; wellness rooms for allied health services; adventure slide element; and gymnasium, as well as provision for social engagement through Café and Crèche 	<ul style="list-style-type: none"> The Centre will be fully compliant with Building Code of Australia requirements, with performance measured through the Development Approval and Building Certification processes. Performance will be measured by visitor feedback; social media conversations and group, hirer and event feedback and evaluations.
Improving the Liveability of the Region <i>Retention of talented Regional Athletes, Coaches and support staff in Regional NSW</i>	<ul style="list-style-type: none"> The intended high quality / FINA accredited facilities of the Centre will assist to retain those people directly involved in aquatic sports in the Region. This retention is not limited to athletes but expands to Coaches and families, with the Centre helping to improve the liveability of the Region and supporting population growth. The Centre will attract iconic and elite events and training options to the region, which will also aid in retaining athletes, coaches and support staff and their families. 	<ul style="list-style-type: none"> Performance will be measured by visitor and event organiser feedback; social media conversations and group, hirer and event feedback and evaluations.

<p>Providing High Quality Sport and Recreation Facilities</p> <p><i>Improved Competitor and spectator satisfaction</i></p>	<ul style="list-style-type: none"> • The new Centre will provide an all-season indoor centre with heated water bodies. With options of two accredited 50 metre pools or four accredited 25 metre pools depending on specific event configurations, the Centre will support and attract an increased volume of competitions, training camps, coaching opportunities; training acclimatisation and aquatic development pathways for regional NSW. • This capability will support growth of competitive swimming and water polo disciplines, including support of AWD (Athletes with Disabilities) athletes. • The two current swimming complexes in Tamworth City do not provide compliant amenities and are seasonal outdoor pools. • The new Centre will provide fully compliant accessible amenities; provide a sun-safe venue with warm water bodies and associated health and fitness facilities as well as Café` and Crèche options for families. • The Centre design includes a 500-seat spectator area and provision for the addition of additional seating for significant events. 	<p>These aspects will be measured by:</p> <ul style="list-style-type: none"> • the level of new events supported by the facility • the growth of existing sports including competitive swimming and water polo • the development of new aquatic sports • feedback through social media and User Group evaluations • liaison with Regional and State sports development officers • specific feedback from scheduled events and facility hire
<p>Providing Regional Economic Benefits</p>	<ul style="list-style-type: none"> • The construction phase of the Centre will provide direct employment opportunities for local and regional businesses as well as a broader supplier catchment across NSW. • This is a purpose-built complex requiring a broad range of trades as well as significant specialised services to achieve an energy efficient and architecturally functional indoor aquatic facility. • This equates to an expected 190.5 FTE total positions over the construction period of 2 years months. • The local economy will be supported through the requirement for equipment and supplies. • When operational, a wide range of roles will be created involving administration, water-based supervisory and safety roles, health and well-being opportunities as well as sales and management. This equates to 49.3 FTE regional positions, increasing to 52.8 FTE positions after 3 years • The expected increase in events will generate additional and ongoing employment opportunities for local suppliers and businesses, as well as many volunteering opportunities. 	<ul style="list-style-type: none"> • Data collected from construction contractors regarding employment numbers and evidence of additional jobs created. • Similarly, ongoing roles created for the Centre will be documented

Attracting Additional Events and Resulting Economic Benefit <i>Increase in events of Regional, State and National significance</i>	<ul style="list-style-type: none"> The Centre will expand Tamworth's identity as a centre of sporting excellence. FINA accreditation for competitive swimming and water polo and the facilities provided will ensure the capacity to host National, State and Regional events including AWD events and will range from Primary and secondary school carnivals to Junior, Open, senior and Master events; and cater for elite squad training and sport development camps Based on feedback from State and National aquatics bodies, the Centre is expected to attract championship events from Regional to State and National category as well as specific Academy and development camps. 	<ul style="list-style-type: none"> Event and booking data will provide evidence of additional events attracted to the region, as a direct result of the new Centre. Council will conduct audits on participation and visitor spend
Increased level of regional community participation in sport and active recreation	<ul style="list-style-type: none"> The Centre will promote the growth of competitive swimming and water polo for the Region. While these sports already boast strong membership and competitions the all-season indoor controlled environment, heated pools and associated wellness options and gymnasium within the Centre will attract increased membership. The full year access and variable pool configurations will enable extended training and development programs as well as the potential for training workshops and winter season training and competitions. The new Centre, with FINA accredited facilities will increase sport development pathways and coaching opportunities. 	<p>These aspects will be measured by:</p> <ul style="list-style-type: none"> the level of new events supported by the facility the growth of existing sports including competitive swimming and water polo the development of new aquatic sports feedback through social media and User Group evaluations liaison with Regional and State sports development officers specific feedback from events and facility hire

2.5 STRATEGIC FOUNDATIONS FOR THE PROJECT

Community aspirations and Regional need for this community space align with numerous strategic policies and planning frameworks of Tamworth Regional Council, NSW State Government and the Australian Government.

Specific alignment with peak aquatics sporting bodies is discussed later in this document.

Government and Council Strategic links includes:

- NSW Government 20-year Regional Vision
- New England North West Regional Plan
- Lower North West Regional Economic Development Strategy
- NSW Government State Infrastructure Strategy
- NSW Visitor Industry Action Plan
- National Sport and Recreation Framework
- Regional Development Australia Northern Inland Strategic Plan
- Tamworth Community Strategic Plan "Keychange"
- Tamworth Regional Council Delivery Program and Annual Operational Plan
- Tamworth Regional Council Recreation and Open Space Plan
- Tamworth Regional Council Disability Inclusion Action Plan 2017-2021
- Tamworth Regional Council Long Term Asset Management Plan
- Tamworth Regional Council Blueprint 100 – future planning framework for a 100,000 population

For more detailed explanation of strategic alignment refer to Table 3.9

2.6 EXISTING TAMWORTH SWIMMING COMPLEXES

Tamworth Regional Council owns and manages six outdoor seasonal swimming complexes. These are the Barraba War Memorial Pool; Manilla Memorial Pool; Kootingal-Moonbi and District War Memorial Pool; Nundle Swimming Pool; and 2 City pools within Tamworth City, being the Tamworth Olympic (City) Swimming Pool and the South and West Tamworth War Memorial (Scully) Pool. The City Pool was constructed in 1936 and Scully Pool in 1968. Both facilities have 50 metre main pools, associated toddler pools, grounds and amenities.

Dilapidation reports prepared for Council in August 2017 highlighted numerous significant structural issues for the two City pools and the necessity for extensive repairs, to prolong the life of these assets. These reports could not guarantee that considerable investment in refurbishment would prevent future structural failures.

The need for modern aquatic facilities within the Tamworth Region has been debated as far back as 1991. The combination of community pressure and the ageing infrastructure of the City pools; and the concept of an Aquatic and Leisure Centre to service the Region, has supported the development of this Business Case.

In early 2017, a community driven group, the Tamworth Aquatic Group (TAG), was established and represented a united front for the water polo club and three local swimming clubs. This group lobbied Council to progress research into the development of a new regional aquatic centre for Tamworth.

In May 2017 Council committed to the development of a Business Case including preparation of concept designs for a new Regional standard aquatic and leisure centre, as potentially an additional stage of the Northern Inland Centre of Sporting Excellence. As part of this decision, Council initiated community consultation on the desired elements of an indoor aquatic and leisure centre. Council then undertook further community engagement on design options with varying levels of embellishment (or features), leading to the finalisation of this Business Case. The Business Case is intended to be part of the strategic funding approach to State and Federal Governments for this major Project.

Existing Swimming Complex Refurbishment Options

Community consultation has established that there is community concern at the potential loss of the two City swimming complexes if the new Centre is developed on the southern edge of the City. Capital costs for significant refurbishment of the existing complexes has been provided to ensure there is informed debate on the preferred option(s). These estimates are based on continuation of one or both swimming facilities as outdoor / seasonal swimming complexes to meet current standards of accessibility and extending the life of, or renewing these facilities. Costings to provide leisure options or enhancement have not been included.

In 2017 Council conducted a detailed condition audit of the two City pools following a series of structural events which required urgent repairs and temporary closure of the pools. Maintenance of these structures has been ongoing for many years due to the age of these assets. The condition audit identified a number of serious structural issues for the two City pools.

These issues included:

- significant evidence of pool cracking and failure of the cantilever edge / drainage beams in various locations;
- cracking of the concrete top deck of the end walls and along the pool floors;
- signs of failure of expansion joints within the pool shell;
- numerous examples of cracking pool tiles and dangerous sharp edges; and
- degradation of pool shell construction joints.

A detailed assessment for redevelopment of the two outdoor swimming complexes has revealed costs in the order of \$15.2 Mill for the City Olympic complex; and \$22.2 Mill for the South and West Memorial (Scully) complex. This is based on demolition costs, contemporary competition pool design, full accessibility to all water bodies, accessible amenities, car parking, wet play zones and replacement of the Scully water slide. These costs unfortunately only replicate the outdoor, seasonal offering of the current facilities.

While efforts have been made over the past two maintenance periods to correct many of these faults, it is most likely that the faults have been caused by underlying “concrete cancer” due to the age of the pools and the aggressive or corrosive chemical environment of treated pool water, over several decades.

The effects of the long-term concrete and steel reinforcement degradation, determines that that the pool structures would require reconstruction, as further structural failures are likely within a short to medium timeframe (within two to five years). The age of the filtration equipment and underground services would equally likely need replacement.

Redevelopment of the two existing City swimming complexes would require redesign of the pools to include compliant access to the water bodies however, this brings with it significant design and construction costs.

Additionally, the current amenities at each complex do not have compliant accessibility and would require major refurbishment or reconstruction. The Olympic pool amenities for instance are currently situated at a first floor level with no compliant disability access.

There is currently no off-street parking provided immediate to these complexes.

Refer to Appendix X and Table 5.6 for estimates for redevelopment of the two complexes

Tamworth Olympic Swimming complex showing First Floor amenities and Water Treatment equipment



Current Swimming Complex Usage

The existing City swimming facilities meet basic aquatic structured activity and recreational needs but do not meet community expectations for more diverse recreational and social experiences; sun safety; all season/all weather access; accessibility for all; and attraction of elite or representative events.

With the diversity and competition of attractions through other sports and current-day recreational and social activities, the traditional swimming complex is losing its place and identity as a prominent community gathering space, as evidenced by declining attendance numbers at these facilities, over several years.

Both swimming complexes are ageing facilities with increasing maintenance needs and have a number of serious non-compliant access issues. Refer to Appendix X. They do not provide for multi-dimensional service provision; entertainment and attraction and are seasonal facilities operating from mid- October to mid-April (six months) and are impacted by the extremes of Northern Inland weather. Despite regular and costly maintenance, they are approaching the end of their asset life and are economically unviable without significant refurbishment and addition of contemporary aquatics-based attractions.

Notwithstanding the described issues, the two Tamworth City pools are well patronised by local schools, swimming clubs, water polo clubs and for regular private bookings, as they are the principal swimming complexes in Tamworth City. At least 16 local schools regularly utilise the two complexes, with more than 170 separate bookings and attendance in excess of 10,000 students. All local school swimming carnivals and some District carnivals are hosted at these pools as well as major events such as the 2018 CHS Girls water polo championships.

3. RATIONALE FOR INVESTMENT

3.1 AQUATIC AND LEISURE INDUSTRY MARKET TRENDS

Research into the aquatics industry has told Council that up to 70% of residents will not utilise the type of facility currently offered and Council is therefore not meeting broader community expectations nor maximising the health, social, recreational, commercial and revenue opportunities for these facilities.

This is accentuated by the increase in community awareness of a sun safe environment and the expectation of compliant access for all. Refurbishment cost, funding restrictions to refurbish existing facilities and land area limitations have exposed a range of issues relating to the current swimming complexes, as well as asset age.

The Sydney Morning Herald reported on 6 January 2019 regarding the closure of the Lane Cove swimming Centre and redevelopment of the Parramatta Aquatic Centre and necessary upgrades for the North Sydney swimming complex.

The paradox for aquatic centres is that they can be more affordable to operate when they generate more income however this requires increased investment at development stage. A Councillor at Parramatta Council was quoted as saying “swimming pools alone will never pay for themselves” A common held view by aquatics operators.

“Pools always rely on subsidies from Council. That subsidy can be aided by construction and inclusion of facilities around the pool such as a gym, a coffee shop, child minding.....”

Parramatta Council wanted to replace the demolished pool with a larger aquatic centre which could operate all year round and service broader community needs

The current Tamworth City swimming complexes have serviced the local community well for many years and were located in historical population hubs. The changing population dynamic of Tamworth is discussed later in the document however, the expected population growth corridors for the City will be towards the south, which will further support the proposed location of the new Centre. Refer to Graphic X on page 32.

Traditional outdoor, seasonal swimming facilities do not cater for, or present an attractive option to the general community. To capture a larger proportion of the market, the addition of recreational, leisure, adventure and fitness activities is essential as indicated below. It is clear that at present, Council’s ageing outdoor swimming complexes are attracting only 30 to 40% of the available resident’ market and are not tapping into the large recreational and fitness market, nor are they providing a suitable host venue for major competitions.

Community Use associated with contemporary Aquatic and Leisure Centres



Estimates to redevelop the two outdoor swimming complexes has revealed costs in the order of \$15.2 Mill for the City Olympic complex; and \$22.2 Mill for the South and West Memorial (Scully) complex. This is based on demolition costs, contemporary competition pool design, full accessibility to all water bodies, accessible amenities, car parking, wet play zones and replacement of the Scully water slide. These costs unfortunately only replicate the outdoor, seasonal offering of the current facilities.

The proposed Tamworth Regional Aquatic and Leisure Centre however, will meet the described industry trends and community expectations. It will service long-term aquatic-based sporting and leisure needs of the Tamworth region and broader Northern Inland Region. This will occur in a contemporary, fully accessible, all-

year-round, indoor/outdoor integrated hub, catering for competition; water-based recreational activities; and associated fitness, health and wellness pursuits.

The Centre will provide a vibrant indoor and outdoor integrated space for competitive aquatic sports, as well as social, recreational and health-focused activities for schools, sporting groups, community groups and general public. It will have the potential to host Regional, State and National sporting and squad training camp events, which in turn will contribute to sports tourism and visitation for the Region. The Centre will become an iconic place to visit, to encourage future population growth, liveability and community engagement.

Apart from providing a recreational and social hub for the Region, the Centre will include several commercial elements to off-set operating costs, to deliver positive economic and social outcomes for the Northern Inland Region of NSW and for the Tamworth community.

The proposed Centre will dramatically transform the experiences of users and expand the catchment of potential visitors and contribute to increased active participation rates and improved health outcomes for the Tamworth community and visitors.

Council will consider management options for the new Centre, with aquatics and leisure industry evidence indicating that external management will significantly reduce the operational cost burden for residents and ratepayers. This is discussed further in Section 5 – Economic Benefit Analysis

This is a significant asset and community space for the Region

3.2 THE PROJECT SITE

The Site – Part of the Northern Inland Centre of Sporting Excellence



The proposal to locate the Centre at the Northern Inland Centre for Sporting Excellence continues the impetus of ensuring Tamworth's prominence as a significant Regional sporting hub in NSW and nationally.

The Regional sporting hub already boosts economic activity through increased numbers of visitors competing or spectating at major premier level competitions or as visitors to an extraordinary community recreational space; as well as stimulating job creation.

The AELEC Equine Centre; Hockey facility and Indoor Sports Dome have in recent years contributed in excess of \$43,000,000 in financial stimulus to the region. By mid 2019, the new Regional Athletics Facility and Regional Velodrome will come on line, further boosting the economic benefits and sporting excellence hub for Tamworth and the surrounding region.

The site is located 5 kilometres south of the Tamworth CBD and part of an existing 100-hectare sporting precinct, under the ownership of Tamworth Regional Council. The area is adjacent to a strong commercial precinct and expanding residential districts.

The potential to integrate into the Northern Inland Centre of Sporting Excellence (Precinct) and specifically with the Tamworth Sports Dome, as discussed in this Business Case, will create valuable sporting and business synergies and optimise operational and design efficiencies.

A brief market analysis for the Aquatic and Leisure Centre Site indicates:

- There are 17 suburbs within a 20 kilometre radius of the site;
- More than 43,000 people reside within 20 kilometres of the site, with a median age of 40;
- The Tamworth Regional Council population is expected to reach almost 80,000 by 2036;
- The broader New England-North West Region has a current population of 188,000 living within a two-hour drive from Tamworth. Resident numbers are expected to grow to over 202,000 by 2036;
- Tamworth Regional Council's Blueprint 100 strategic plan (currently in draft form) is preparing for a population approaching 100,000 by 2041.
- Population and housing projections made by NSW Department of Planning and Infrastructure suggest a current annual growth rate of 0.95% for the Tamworth region;
- The site is appropriately located as Tamworth City residential development expands in the southern portion of the City, with 2,000 lots currently proposed or under construction in the vicinity of the proposed site;
- Land use zoning will allow for continued development in the area to compliment the strength of the sporting excellence hub with additional residential, commercial and tourist related developments;

3.3 REGIONAL ECONOMIC BENEFIT

A detailed financial analysis is provided in Section 5 however, the Tamworth Regional Aquatic and Leisure Centre will contribute to the regional and State economy in the following ways:

- increased visitor expenditure in the region from participants and spectators at a range of Regional, State and National events hosted at the Centre, including training camps;
- improved health benefits from increased levels of physical activity in the community through access to first class facilities; increased swimming and water polo club membership; and the associated water-based recreational elements of the Centre and associated fitness and activity zones;
- increased levels of productivity in the workplace as a result of participation in physical activity;
- economic benefits during the construction phase of the project in terms of job creation; and
- ongoing employment from operation of the Centre and associated commercial zones; as well as flow on impacts of tourism and sport event visitation for the Tamworth community and Region.

Benefit Cost Ratio

An independent Economic analysis of the project was undertaken by OTIUM Planning Group in association with Michael Connell . Refer to Section 5 for a detailed financial analysis

Employment Generation

The construction phase of the Project is estimated to create more than 190 full time equivalent (FTE) jobs. This includes 142.3 onsite jobs; 17.1 professional roles and 31.1 supply jobs.

Once operational the Centre is expected to create 49.3 FTE jobs initially and increasing to 52.8 FTE roles after 3 years (including both direct and indirect employment within the region).

Total Economic Benefit

Total estimated benefits from this Project over a 10 year period is \$132,558,239 and for a 20-year period, the estimated overall benefit is \$264,582,590.

This is associated with the overall estimated construction and fit-out spend for the Centre in excess of \$67 million, benefitting the region and NSW.

Event Attraction

The positive economic impact associated with potential events attracted to the Centre as forecast by NSW Swimming and Australian and NSW Water Polo would further improve the BCR. Refer to Table 3.3 below which outlines the potential elite competition event attraction of the Centre. Also refer to Letters of Support for Water Polo Australia, Water Polo NSW and Swimming NSW – Appendices XXX

Current upgrades to the Hockey and Equine Centres at the Northern Inland Centre of Sporting Excellence (Tamworth) has confirmed that economic benefit derived from additional events will attract in excess of \$43,000,000 to the region, in competition and visitor spend including overnight stays, meals etc. and flow-on benefits to local businesses.

Table 3.3 - Potential events and economic benefit from Tamworth Regional Aquatic and Leisure Centre

Event	No. of participants	No. of Spectators	Event Days	Economic Benefit *
NATIONAL and STATE CHAMPIONSHIPS – Water Polo				
National Open Country Championships	300	2500	7	\$2,783,200
National Junior Club Championships	500	3000	14	\$6,958,000
National Junior Championships	200	1000	5	\$852,000
International Test Series	60	1000	3	\$451,560
National League Games and camps	40	300	2 (x2)	\$193,120
State Age Championships	1400	4000	10	\$7,668,000
NSW Masters Games	300	1000	7	\$1,292,200
CHS School Championships	400	1000	7	\$1,391,600
Country Districts Championships	150	500	3	\$276,900
FINA Referee School	30	300	5	\$234,300
Regional Water Polo Academy	60	300	5	\$255,600
East Coast League	30	500	2 (x 2)	\$602,080
Swimming Championships	1000	2000	3-5 days	\$2,130,000
Development Camps	50	200	7	\$248,500
TOTAL				\$25,337,060

* The economic benefit is derived from the idProfile “Event Impact Calculator”, based on an average daily spend of \$142 per person per day. This figure is based on Tourism Research Australia’s data on daily rate for tourism visitation in regional Australia. Refer to Section 2.4 (Economic Benefit Calculation) for further details.

An infrastructure project of this scale will ensure employment creation through the construction phase; as well as ongoing additional job creation to operate a multi-functional facility with associated fitness and wellness services.



Employment generation - proposed interconnecting space including Café lounge, Merchandising and Customer Service Foyer



3.4 SOCIAL AND HEALTH BENEFITS FROM PROJECT

The Centre will encourage and facilitate increased participation in aquatic sport and recreational activities and will strongly contribute to achieving improved physical and mental health outcomes and providing positive social benefits.

The Centre will help to build community identity, sense of place, social interaction and contribute to social capital for the region. It will contribute to the quality and liveability of the Region, supporting community cohesion, social connection, sense of pride and improved health outcomes; and to help address health aspects for the ageing population and under-represented community sectors.

Additionally, the Centre will facilitate the offering of programs, whether water-based, gymnasium, rehabilitation, mobility or allied health. It will encourage increased participation by women, disengaged groups, people with disabilities, indigenous community members, the elderly and young people, in a safe, secure, supervised and welcoming environment, throughout the year, regardless of weather extremes.

Opportunities

The perception that an Aquatic and Leisure Centre will cater predominantly for water-based sports and activities is not the complete picture.

An array of sporting, fitness and recreational activity areas will promote the development of and support for additional sports and activities such as cross training options for athletics; tennis, football, rugby league and union; weightlifting, life saving, boxing, as well as recreational pursuits of water aerobics, yoga, Pilates, taekwondo, tai chi and meditation.

Additional growth sports may develop including power lifting, triathlon; synchronised swimming and judo.

The proximity to the new athletics and velodrome criterion facilities provides a strong training environment.

The Centre will encourage and facilitate community networking and development of social engagement through the mix of community and function rooms, café with free Wi-Fi and Crèche and enable parents to engage in active recreation and sport while children are entertained and engaged.

Photo

3.5 POPULATION AND HEALTH DEMOGRAPHICS

Estimated Population

The Tamworth Regional Council Local Government Area (LGA) is located in the New England North West (NENW) Region of NSW, approximately 410 kilometres north-west of Sydney. Immediately adjoining LGAs are Armidale; Gwydir; Uralla; Walcha; Upper Hunter; Liverpool Plains; Gunnedah and Narrabri. The combined population for the NENW Region is approximately 188,000 (2018) and is expected to increase to over 202,000 by 2036.

This population catchment is pertinent, as regional residents will travel to destinations and sporting facilities to access high quality events and venues.

As an example, residents from Gunnedah travel to the Tamworth Council pool at Barraba to access the water slide at that location, a distance of over 130 kilometres, to experience a different activity. They will they spend much of the day in the area with resultant economic benefit to local businesses

The Tamworth Region has a population approaching 62,000 – 2018 estimate (ABS Census 2016 – 59,663).

The broader Hunter New England and Central Coast (HNECC) has 1.2 million people living in the Primary Health Network Region. Tamworth is centrally situated within the HNECC / PHN Region with good highway access from surrounding locations.

The current Tamworth Region growth forecast is a population of 79,468 by 2041 with a 27.2% increase over that period. The average annual change is predicted to be 1.06% or 3,000-4,000 people per five year period (ABS).

Notwithstanding these population growth predictions, Tamworth Regional Council is positioning itself as a major inland City and powerhouse, with a population expected to approach \$100,000 over the next twenty years. This necessitates the development of high quality facilities and services to demonstrate the capability to service an increased population as well as ensuring the liveability and attractiveness of the location for families.

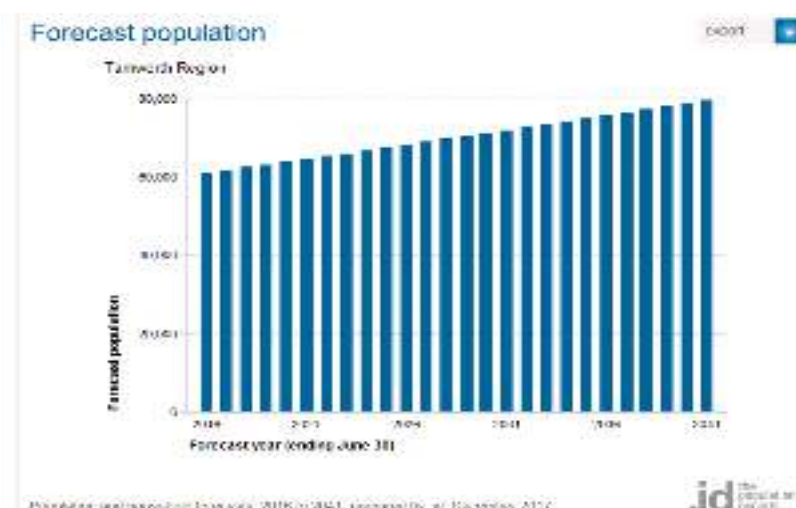
idprofile snapshot

“The Tamworth Region population forecast for 2019 is 63,142, and is forecast to grow to 79,468 by 2041.”

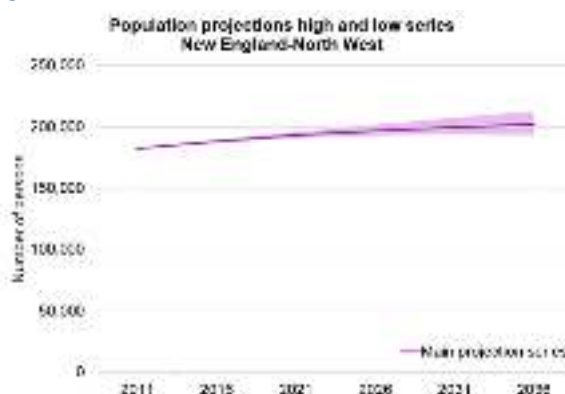
The Tamworth Region population and household forecasts present what is driving population change in the community and how the population, age structure and household types will change each year between 2016 and 2041.

The forecasts are designed to provide community groups, Council, investors, business, students and the general public with knowledge to make confident decisions about the future.

These forecasts were last updated in December 2017 by id, the population experts, on behalf of Tamworth Regional Council. Forecasts are available for each year from 2016 to 2041.



Graph 3.5 – New England North West Regional Plan



Council has commenced development of a Strategic Planning Framework (Blueprint 100) which aims to cater for a Tamworth LGA population approaching 100,000 over the next 20 years. This exceeds ABS predictions and aligns with anticipated regional city and decentralisation growth objectives of the NSW Government.

Tamworth is also part of the Lower North West Region (LGAs of Tamworth, Gunnedah and Quirindi). In 2016, the estimated resident population of the Lower North West Region was 81,423. Since 2001, this Region has grown in population at an average 0.7% and has the highest rate of population growth in the broader North East – North West Region of NSW.

The Lower North West Region is predicted to increase by 12.8% (10,550 additional people) by 2036. The strongest growth will be in Tamworth LGA (15.5%); and 75% of the Region's population reside within the Tamworth LGA. Tamworth is a major regional city providing high level services for most of the NE-NW region. It hosts a concentration of government, education, health, retail, professional and commercial services. It is the largest retail and commercial centre in the NE-NW Region. (Source - Lower North West Regional Economic Development Strategy 2018-2022)

Regional Development Australia places the Tamworth LGA within the Northern Inland Region, which includes the LGAs of Armidale, Glenn Innes, Gunnedah, Gwydir, Inverell, Liverpool Plains, Moree Plains, Narrabri, Tenterfield, Uralla, Walcha and Tamworth. The combined population for the Northern Inland Region exceeds 180,000.

Population Snapshots

- Overall, 20.3 % of the Tamworth Regional population was aged between 0 and 15 years; and 18.7 were aged 65 years and above, highlighting the need for a diverse range of active, entertaining recreational programs such as learn to swim and initiatives to increase the mobility and health of seniors.
- 5.9% of the Tamworth population (3317 people) have a profound or severe disability (NSW – 5.6 %). The current swimming complexes preclude many people with a physical disability from accessing the poolwater bodies and basic amenities.

Cultural Diversity

- 10.1% of the Tamworth population (6031 people) identify as Aboriginal and Torres Islander (2.9 % for NSW). The Kamilaroi people inhabited the region prior to colonization and there are 14 local land councils representing 13,000 people living in the area.
- Overall, 6.8% of the population was born overseas and 4 % were from a non-English speaking background, compared to 11.2 and 5.8% respectively for Regional NSW.

Health Risks

- For every 100 Adults in Tamworth almost 20 smoked (NSW – 16)
- Almost 32.9 were overweight (NSW – 37.4); another 39.3 people were classed as obese (NSW 28.2)
- 71.7 people had low or no exercise in Tamworth (NSW – 67.1)
- 18.2 people suffered circulatory system disease (NSW - 17.8)
- There were 12.6 people with Asthma (NSW – 9.6)
- 16.5 people in every 100 suffered arthritis (NSW – 15.3)
- (HNECC PHN – compiled for Tamworth Regional LGA)

The **Heart Foundation** has advised Council that:

- Heart disease is the single leading cause of death in Australia.
- In the Tamworth LGA, 17,854 adults have the severe condition of obesity.
- The New England and North West is the 7th most inactive region in Australia (out of 92 regions nationally)
- Physical *inactivity* is closely linked with SOCIOECONOMIC DISADVANTAGE i.e. people on lower incomes are *more likely* to be inactive.
- Barriers for disadvantaged people (lower SES) in becoming more active:
 - Less money for season passes, sporting equipment/registration/ insurance or exercise classes
 - Less social support to be active
 - Less access to private transport i.e. car to get to sport and recreation facilities

Heart Health-related Statistics for Tamworth

The data below highlights the correlation that exists between these risk factors and social disadvantage, with *West Tamworth acknowledged as the least affluent suburb in Tamworth*

Health Indicator	Tamworth LGA	West Tamworth	North Tamworth	East Tamworth	NSW / National
Child Obesity (age 2-17 years) (2014-15) ASR/100 Pop	8.4	13.0	7.1	8.3	7.8 (NSW) 7.5 (National)
Child Overweight or Obese (age 2-17 Years) (2014-15) ASR/100 Pop	23.4	28.0	22.9	24.4	24.2 (NSW) 25.8 (National)
Insufficient Exercise* (2014-15) ASR/100 Pop	72	76.0	67.3	70.6	67 (NSW) 66 (National)
Adult Obesity (over 18 years) (2014-15) ASR/100 Pop	40.6	48.1	35.6	38.5	28.2 (NSW) 27.9 (National)
Adult overweight or obese ASR /100	73.9	79.8	68.8	71.5	63.3 (NSW) 63.5 (National)
Heart Disease Mortality (Death) Rate /100,000	89	-	-	-	68 (National average)

* did little or no exercise in the previous week

Australian Health Policy Collaboration: Australia's Health Tracker. <http://www.atlasesaustralia.com.au/ahpc/>

Source: Heart Foundation Heart Maps, www.heartfoundation.org.au/heartmaps Click on Local Profile, NSW, Tamworth LGA

Other Demographic Data (relevant to heart disease risk)

Indicator	Tamworth	Australia
Aboriginal Population	10%	3%
Left School at Year 9 (or below)	16%	11%
Older People >65 years	18%	15%

Heart Foundation Australian Heart Maps : www.heartfoundation.org.au/heartmaps

Click on Local Profile, NSW, Tamworth LGA

Socio-Economic Indexes for Areas (SEIFA)

The SEIFA index of relative socioeconomic disadvantage score for Tamworth is 962. This indicates that the Tamworth region is more disadvantaged than the Australian average of 1000 – a key consideration to ensure the provision of equitable access; and affordable accessible public transport links, associated with the Centre.

3.6 INCREASED PARTICIPATION AND ACCESS

The Tamworth City population distribution and health risk factors identified in Section 3.5 raises a number of questions concerning the current benefit of the existing aquatic venues contrasted with the proposal to develop a new aquatic and leisure Centre five kilometres south of the Tamworth City CBD.

- *Can the new Centre increase active participation and help to reduce the described health risks for the regional community?*
- *Will placing the Centre to the south of the City Centre have a negative health impact due to people being less able or less likely to walk to the new Centre?*
- *Can affordable and accessible transport be provided to the new Centre, given the described socio-economic disadvantage for Tamworth community?*

The two existing aquatic complexes provide facilities within walking distance to only a portion of the City population; and the CBD location of the “Olympic” Pool provides easy access for City workers and visitors. This is counter-balanced by the current restriction of the swimming complexes to a seasonal arrangement (mid-October to mid-April); plus, the limited diversity of attractions at these facilities. These aspects are contributing to a decline in community participation and resulting reduction in revenue to maintain these facilities.

Whilst the two existing aquatic complexes were originally located to cater for the historical population centres of Tamworth City, development over the ensuing 50 years (South and West pool); and 80 years (Olympic pool) and future residential planning and growth corridors for Tamworth, indicate the residential spread for Tamworth has changed and is continuing to change significantly. Council is positioning itself to service a potential population approaching 100,000 by 2041, as a major inland Regional City.

The Heart Foundation; the Cardiovascular Health Working Group and Council are working together to promote and develop increased active transport. Initiatives include construction of cycle ways and safe walkways as linkages to public transport across Tamworth City. The array of features proposed for the New Centre will help to attract a broader range of community members.

Additionally, the new Centre will provide a fully accessible community space, for recreation and for competitive events. This will apply to all water bodies; amenities and allied health and function areas. The Adventure Slide Zone will have elevator access. These are all aspects where the existing swimming complexes are not compliant in providing access to all and would need significant redevelopment to meet accessibility criteria.

Public transport options have improved and expanded, with public bus transport providing regular journeys within a short walking distance of the proposed site of the Centre. Transport availability to the area is expected to further improve as the Northern Inland Centre of Sporting Excellence (precinct) expands and surrounding residential zones establish in the south Tamworth area.



Refer to appendices X showing current bus routes and timetable and event options such as the 2019 Tamworth Country Music Festival when bus routes were extended to cater for community needs. In addition, current (2019) school bus journeys extend to Jack Smyth Drive, adjacent to the proposed site for the Centre.

There is a significant opportunity to negotiate concessional fares and membership packages, as well as dedicated transport options for the new Centre. A major aspect of these negotiations will be the connectivity and relationships developed through the Tamworth Youth Centre (The Youthie)

The new Centre will provide access to both competitive and recreational activity and skill development year-round, in a sun safe and fully accessible environment. The advantages of winter learn to swim programs to build confidence and to ready young people for the summer season is critical for the Region's children.



3.7 ATTRACTING NEW EVENTS AND TRAINING OPPORTUNITIES

The new Centre provides a wide array of training opportunities and associated training benefit such as the gymnasium; crèche for families; year-round training opportunities and multiple pool body configurations to support various aquatic sports and community in the one venue.

The main pools with expected 10-lane design will cater for additional training options and lane hire for clubs, with the year-round access significantly increasing training opportunities for Clubs and individuals, including non-aquatic sports wishing to conduct cross-training or off-season fitness sessions and training alternatives.

It is considered that the FINA accredited pools and all-season and AWD accessibility will attract significant training interest across the Region and further afield.

The two current City swimming complexes attract limited local, regional and State events having non-competition standard (modified) seven-lane competitive pools (originally 6-lane pools); plus water bodies and amenities that are not fully accessible. The attraction to utilise the Tamworth swimming complexes is primarily because Tamworth currently has two 50 metre pools available, its central location in the Region and associated business and accommodation options.

Observations from NSW and Australian Swimming and NSW Water Polo, indicate that the new Centre – with a fully accessible facility and two 10-lane FINA accredited 50 metre pools - is anticipated to attract a significant number of major events at Regional, State and National levels, including elite athlete and squad training camps.

The actual 51.5 metre main pools with programmable, moveable boom, will enable multiple pool configurations catering for short course swimming competition and training as well as water polo tournaments and training, while still catering for community access.

The main pools, each with accessible design will enable Tamworth to compete for Regional, State and National AWD events.

3.8 CAPACITY TO DELIVER PROJECT

Tamworth Regional Council has proven capabilities to manage this Project both through its Project Management Framework and in-house Project Management Team, as well as successful management of funding agreements.

Staff are experienced in acquitting State and Federal Government Grants, with Council successfully administering over \$46 million in grant funding in recent years.

Council is in a healthy financial position, evidenced by the 2016-2017 audited Financial Reports and the 2017-2027 Long Term Financial Plan. Council has an annual estimated consolidated operating Budget of \$129 million across all activities and Council's total cash and investments at 30 June 2018 were \$163 million.

Staff within the Corporate and Governance and the Regional Services Directorates include qualified Certified Practising Accountants; Engineers, Project Managers, and Survey and Design staff. The Regional Services Directorate would be responsible for the successful delivery of this Project.

Examples of Council Projects: AELEC Equine Centre; Regional Playground; Sports Dome



AELEC (NICSE)



AELEC

REGIONAL PLAYGROUND



SPORTS DOME (NICSE)



3.9 STRATEGIC ALIGNMENT

This section assesses the alignment of the Project with current Australian and NSW Government and Council policies, strategies and initiatives, with the table below outlining how the Projects addresses themes or requirements of each of the policies.

Table 3.9 - Project Alignment with NSW Government and Council Policies

ORGANISATION	POLICY / PLAN / STRATEGY	ALIGNMENT
National Heart Foundation	<i>Blueprint for an Active Australia – National Heart Foundation</i>	Sport and active recreation contribute positively to the development of confidence and social skills, social inclusion, community development, health and wellbeing, diversion from antisocial behaviour and improved self-esteem and health-related quality of life in children and youth. Additional benefits for children include improved fundamental movement skills and physical fitness.
Australian Government – Department of Infrastructure, Regional Development and Cities	<i>Building Better Regions Fund</i>	<p>Drive Economic Growth</p> <p>An Economic Impact Assessment and Cost/Benefit Analysis regarding the project has been conducted by OTIUM Planning Group.</p> <p>Economic impact analysis has been undertaken to determine the likely flow-on effects to the local and regional economies through job creation associated with construction of the Centre and operationally once the Centre opens to the public. Cost Benefit analysis has been undertaken to define project impacts over a 20-year period.</p> <p>The project will ensure Tamworth will have the Principal Aquatic and Leisure Centre in Northern Inland NSW and to the north-west of Sydney, some 400 kilometres away.</p>
Australian Government	<p>AusSport / AusPlay National Sport Plan/ Sport 2030</p> <p>Our vision for Australian sport in 2030 Australia is the world's most active, healthy sporting nation, known for its integrity and excellence.</p> <p>The Australian Government has a clear and bold vision for sport in Australia — to ensure we are the world's most active and healthy nation, known for our integrity and sporting success.</p>	<p>The new Centre will help to ensure we have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives.</p> <p>Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives.</p> <p>Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits; Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live.</p>

NSW Government	<p>Lower North West Regional Economic Development Strategy 2018-2022</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Deliver Key Infrastructure as a Foundation of Growth • Position and Promote the Region as a Location of Choice 	<p>The Tamworth Regional Aquatic and Leisure Centre aligns strongly to the LNW RED Strategy through the delivery of significant community infrastructure that will bring economic and employment benefits to the Region and assist to develop the Region's liveability and as a location of choice.</p>
NSW Government	<p>The New England North West Regional Plan 2036 is a 20-year blueprint for the future of the region. The NSW Governments vision for the New England North West Region is: <i>Nationally valued landscapes and strong, successful communities from the Great Dividing Range to the rich black soils of the plains</i>. Funding will be coordinated for regional infrastructure including open space and recreational precincts.</p>	<p>The Project aligns with the objectives of the New England North West Regional Plan by:</p> <ul style="list-style-type: none"> • contributing to building a strong and regional economy by expanding tourism and visitor opportunities to Tamworth; • Generating attractive and thriving communities by enhancing the living area, and supporting healthy, safe and socially engaged communities.
NSW Government	<p>The NSW State Infrastructure Strategy Update 2014 identified a priority to <i>"Deliver targeted upgrades to the State's cultural, sporting and environmental infrastructure to drive growth in the visitor economy, realise the economic and social benefits of strong cultural and sporting sectors, and support local participation, creativity and liveability"</i>.</p>	<p>The Project contributes to the delivery of this priority in the NSW State Infrastructure Strategy Update by:</p> <ul style="list-style-type: none"> • Increasing participation in local aquatic sporting events; • Creating opportunities to engage across cultural and under-represented community groups; • Events, recreation and socialisation options, cultivating stronger community cohesion.
NSW Government	<p>20-year Economic Vision for Regional NSW – This Strategy sets out a pathway for ensuring Regional NSW will continue to be a vibrant and growing part of the NSW economy and that people are supported in the decision to live in the regions. The Vision has goals to ensure regional living has greater community engagement, healthier and happier lifestyles.</p>	<ul style="list-style-type: none"> • The Project aligns with the NSW Government vision by increasing the liveability of the Tamworth Region; job creation; and economic benefits. • Tamworth is identified as one of the major Regional growth Centres and importantly the most northern inland growth centre in the NSW Regional Vision. • Main growth is expected across sectors of construction, people services and health care
NSW Government	<p>The Regional Sports Infrastructure Fund seeks to foster the benefits of sport in communities. This fund will invest in new and existing venues to improve the participation and performance in sports at all levels.</p>	<p>The Project has a strong alignment to the Regional Sports Infrastructure Fund by:</p> <ul style="list-style-type: none"> • Increasing the range of opportunities for events, training and sport membership expansion; and • Increasing the number and length of associated training sessions in an all-year / all-weather environment with associated fitness and allied health supports.

NSW Government	<p>The Stronger Country Communities Fund invests in infrastructure Projects in regional NSW communities to improve the lives of residents and enhance the attractiveness of these areas as vibrant places to live and work.</p>	<p>The Project aligns with the objectives of the Stronger Country Communities Fund by:</p> <ul style="list-style-type: none"> Improving community engagement by providing all-year, sun-safe integrated sports and recreation facility to meet contemporary community expectations.
Tamworth Regional Council	<p>The Council's Community Strategic Plan through the following key themes:</p> <ul style="list-style-type: none"> A spirit of community A prosperous region A region for the future 	<p>The Council's Community Strategic Plan "Keychange" articulates how the Tamworth community want the area to develop. This has been defined through the following key strategies:</p> <ul style="list-style-type: none"> Active healthy communities; Safe places to live, work, play and visit; Promote 'Destination Tamworth' as a great place to visit and great place to live; Asset and land planning meeting community needs; Increase in participation and therefore increase in overall physical activity; Development of a fully accessible, sun-safe aquatic, recreation and wellness facility provides greater opportunities for positive health outcomes and community connection; and Increase in sports participation and spectatorship improves community engagement.
Tamworth Regional Council	<p>Council's Delivery Program and Annual Operating Plan outlines what Council seeks to achieve towards the Community Strategic Plan objectives.</p>	<p>The Project aligns with Council's Delivery Plan by:</p> <ul style="list-style-type: none"> By providing quality sporting facilities infrastructure that that satisfies the identified community need.
Tamworth Regional Council	<p>The Council's Recreation and Open Space Plan identifies that the community has a desire to upgrade the existing sporting precincts</p>	<p>The Project directly addresses the wishes of the community as outlined in the Plan, in respect to development of an Aquatic Centre.</p>
Tamworth Regional Council	<p>Blueprint 100 Strategic Planning Framework (Draft)</p> <p>This strategy while still under development is intended to become a major planning document to cater for a population of up to 100,000 for the Tamworth Region in 20 years.</p>	<p>The Project aligns to this Planning framework, as it aims to cater for the aquatic sporting and recreational needs of current and future residents and to service a population of up to and exceeding 100,000 people. The predicted growth and population nodes identified will align to the location of the Aquatic and Leisure Centre as the population "Centre" moves south and east.</p>

3.10 STAKEHOLDER AND COMMUNITY SUPPORT

Council is committed to continue to consult with stakeholders and the community during the detailed design and delivery phase. To this end, Council will:

- undertake Monthly Aquatics User Group meetings;
- invite feedback on fit-out and technology options for the Centre;
- initiate negotiations on event planning and bookings and sport and activity expansion;
- partner with local aquatics Clubs and Peak bodies to attract significant aquatics events to the Centre;
- introduce a Special Rate Levy to support the attraction and hosting of major events in the Region to ensure competitiveness with other Regions. Such incentives will assist in attracting major events to the Centre and resulting regional economic benefit.; and
- continue to actively engage with peak sporting bodies and health agencies to develop the use for an Aquatic and Leisure Centre.

Table 3.10 - Aquatic Industry and Community Health Consultation

ORGANISATION	STRATEGIC LINKS	CONNECTION	FEEDBACK
Swimming Australia	Strategic Plan and Regional Events and Training Interests	<ul style="list-style-type: none"> • Ability to host significant events at Regional State and National Level • Ability to host elite training opportunities 	<ul style="list-style-type: none"> • Letter of Support received including an indication of major events that may be attracted to the new Centre
Swimming NSW	Strategic Plan and Regional Events and Training Interests	<ul style="list-style-type: none"> • Ability to host significant events at Regional State and National Level • Ability to host elite training opportunities 	<ul style="list-style-type: none"> • Letter of Support received including an indication of major events that may be attracted to the new Centre
Water Polo Australia	<p><i>2020 Strategic Plan – to grow the sport of water polo at all levels, increasing participation and achieving success at an elite level</i></p> <ul style="list-style-type: none"> • Pathway Programs • Developing Clubs and Programs • National Sport Development Initiatives 	<ul style="list-style-type: none"> • Strong Competition and membership for Region • Strong Representative history for Tamworth 	<ul style="list-style-type: none"> • Regional; Country; State Competitions • Training Squad Camps • Potential connection to Institute of Sport networks • Increased membership and expanded competitions • Letter of Support
Heart Foundation	<i>Blueprint for an Active Australia</i>	<ul style="list-style-type: none"> • Strategic alignment to promote increased participation and active recreation to improve community health and well-being 	<ul style="list-style-type: none"> • The Centre will promote increased community participation in activities at a structured sport and recreational level. • It is essential that the Proposal considers active transport links and affordable, equitable access to achieve the expected health and well-being benefits for the regional community. • Letter of support received

Primary Health Network	<ul style="list-style-type: none"> • National Primary Health Care Strategic Framework • Cardiovascular Health Working Group 	<ul style="list-style-type: none"> • Tamworth region is centrally located in the Hunter New England Central Coast PHN • PHN purposes link to reducing the burden of chronic illness; and the ageing population 	<p>Focus on overcoming inequitable health outcomes; keeping people healthy; preventing illness</p>
Australian Government	<p>Improving the Health of All Australians</p>	<ul style="list-style-type: none"> • Focus on 32% of Australia's total burden of disease, morbidity and mortality can be attributed to modifiable risk factors which include high levels of inactivity; high blood pressure (hypertension); overweight and obesity levels 	<ul style="list-style-type: none"> • The image of Australians as strong, healthy and athletic is not the reality • The majority of Australia Men and Women are overweight or obese and 23% of Australia children aged 5 to 17 are either overweight or obese • Promoting frameworks that promote activity • Regular physical activity is acknowledged to reduce risk factors for heart disease, high blood pressure, high cholesterol, diabetes and some cancers

4. OPTIONS CONSIDERED

4.1 THE BASE CASE

The base case is the “Status Quo” scenario with the continuation of scheduled and emergent maintenance of the two existing City swimming complexes continuing each year, to keep the facilities operating and safe for the community. Unfortunately this is unsustainable due to the inevitable failure of a pool structure or major faults; current accessibility non-compliance; and increasing community expectations of more diverse recreational offerings. Status Quo also does not satisfy community aspirations or the strategic aims identified through the Tamworth Community Strategic Plan.

Under the Base Case, competitive swimmers and general community will continue to be constrained to seasonal access to outdoor swimming facilities; and continuation of non-compliant amenities and pools that are not accessible to all people. Eventually, substantial refurbishment and amenities upgrade would be required as evidenced by the 2017 Dilapidation reports prepared for Council on the Olympic and South and West Memorial Pools and simply due to the age of these assets. There is sufficient evidence of significant failure of the pool infrastructure in the foreseeable future if major rectification or redevelopment works are not committed.

The Base Case is not considered a viable Option for the Tamworth community.

4.2 OTHER OPTIONS CONSIDERED

Three options have been considered to move forward in providing improved aquatic and water-based recreational facilities for the Tamworth Community. These options are summarised as follows:

OPTION 1 – Development of a new indoor Regional Aquatic and Leisure Centre.

This option involves decommissioning and sale of the two existing City swimming complexes, to support Council’s funding contribution

OPTION 2 – Development of a new indoor Aquatic and Leisure Centre and retention of one existing City swimming complex

This Option involves essential refurbishment of one existing City swimming complex; and sale of the second existing City swimming complex. This will have a higher Capital cost and higher combined operating costs, compared to Option1, due to the existence of an additional facility and major refurbishment of the existing swimming complex

OPTION 3 – Refurbish both existing City swimming complexes.

This Option involves a comprehensive refurbishment or redevelopment of the two City swimming complexes including creating accessible water bodies, fully accessible amenities; upgraded water treatment plant, potential water heating and some additional elements of contemporary leisure-based activities. This Option may have a marginally lower capital cost to the new Centre however, many of the identified Objectives of the new Centre will not be met (indoor/all-year/all-weather/sunsafer/commercial and leisure elements). Refer to Table 5.6 and Appendix X for capital estimates relating to this Option.

4.2.1 Multi-Criteria Assessment

A multi-criteria assessment (mca) process has been undertaken, which included reference to estimates for refurbishment of the existing City pools to provide Council with an informed basis for decision making. Each criterion was rated low, medium or high based on a qualitative assessment by stakeholders.

A Ranking system was applied to the following criterion with 1 being low (or less beneficial) rating and 5 being high (or more beneficial) rating

The criterion considered to assess each option includes:

Capital Cost to Council / Value for Money

Ratings for capital costs were assigned based the level of projected capital costs (and financial impact) for each option. Lower Capital cost options were rated high while high Capital cost options were rated low.

The **Base Case** was rated high as no immediate upfront capital cost would be incurred by Council. This is counter-balanced by the existing facilities not addressing the Project Objectives identified and eventual major upgrades needed.

Option 1 (New Centre), while the preferred option for Council and community, has a significant Capital cost but has the potential of attracting Government investment and addresses the identified objectives; community aspirations and contemporary aquatic industry trends

Option 2 (New Centre plus retention of one existing swimming complex) has a higher capital cost if major refurbishment of the existing complex was to occur.

Option 3 (Refurbishment of the two existing City swimming complexes) has significant capital cost and less likelihood of attracting Government funding. Refurbishment would include new amenities (Olympic Site) and major modifications (South and West Site); addition of accessible design for all pools; constructing new pool shells, replacement of service lines and filtration equipment; expansion of pools to attain 8-lane championship standard and further expansion to enable compliant access to water bodies. Additionally, pool heating would need to be provided or upgraded and water-based recreational facilities added to increase visitation. The pools would remain outdoor, seasonal pools.

Delivery, Construction and Operational Risks

The Base Case would involve little or no delivery aspects. The sustainability of this option has been discussed previously and is marked low on this basis.

Option 1 – Is almost totally dependent upon securing significant external funding. Council has demonstrated experience in successfully delivering major capital projects including the AELEC Equine Centre, Sports Dome and Regional Playground and other regionally significant sporting facilities.

Option 2 – similarly, option two is heavily dependent upon external funding.

Option 3 – is likely to require full funding by Council as Government funding is less likely to be accessed for refurbishment of Council assets.

Increase in Training Sessions and Events

The Status Quo scenario is unlikely to attract additional event or training opportunities. Major events will likely be attracted to other more contemporary and accessible venues elsewhere in Regional or Metropolitan NSW.

Of the three options and based on comparative Capital and Operational costs, Option 1 appears to be the most beneficial in providing an all year, all weather and versatile venue to attract significant aquatics events and elite training opportunities. The preferred location in the Northern Inland Centre of Sporting Excellence (Hub) provides a number of sporting and cross training synergies.

Achieves Objectives

The assessment for this Criteria was based on the identified objectives and community aspirations of:

- providing high quality sport and recreation facilities
- providing equitable access
- improving the liveability of the region
- providing regional economic benefits and employment generation
- attracting elite events to the region
- increased community participation and resulting health and well-being benefits

Based on the multi-criteria assessment, Option 1 was assessed as the preferred option due to the long-term community benefit, economic benefits and the potential to attract Government investment to help meet capital costs of the project.

Table 4.2.1 below outlines the scores assigned to each of the options against the each of the criteria and an overall rating.

Table 4.2.1 Multi-Criteria Assessment Comparisons

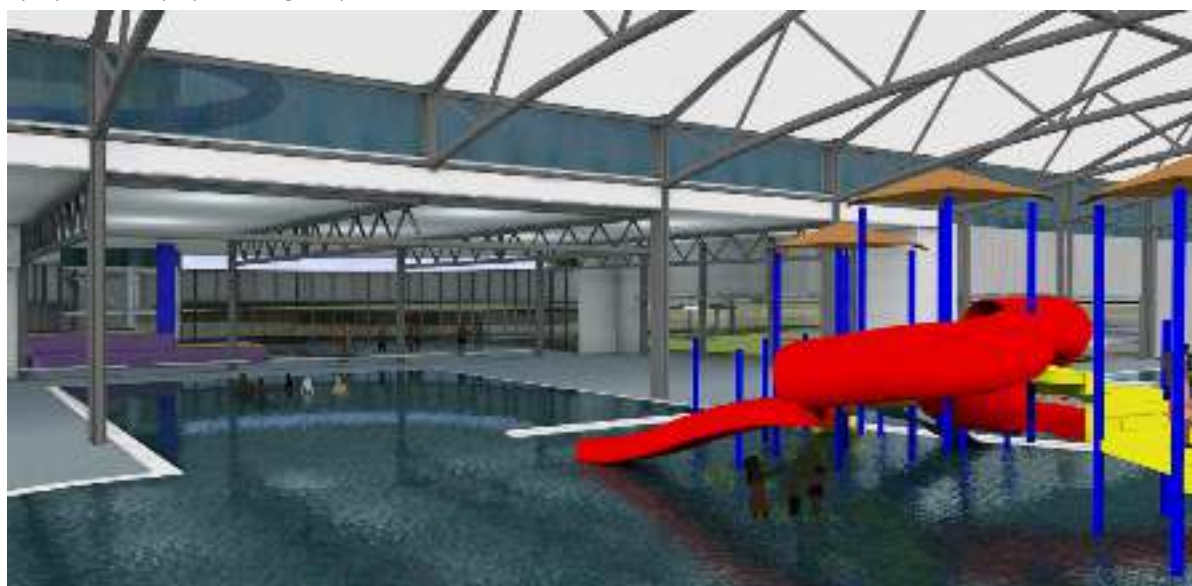
OPTIONS		ACHIEVES OBJECTIVES	INCREASED EVENTS & TRAINING OPPORTUNITIES	CAPITAL COST	DELIVERY RISKS	VALUE FOR MONEY	OVERALL RANKING
Base Case	Status Quo with Existing Pools	2	1	5	2*	2	12
1	New Aquatic & Leisure Centre	5	5	3**	3	4**	20
2	New Centre + Retain one City Pool	5	5	2	2***	3	17
3	Redevelop the two City Pools	4	3	2	2	2	13

* Eventual major refurbishment or redevelopment of swimming complexes required in short to medium term

** If external funding is secured, the cost to Council is significantly reduced

*** Requires major refurbishment of existing complex and overall higher Operational costs

Image of proposed wet play and Program pool areas



4.3 ADDRESSING KEY COMMUNITY CONCERNS

Through the process of the 2017 and 2018 community engagement sessions and targeted online survey, the following key concerns from residents were highlighted and warrant additional discussion.

Proposed Location – Northern Inland Centre of Sporting Excellence (NICSE)

Advantages of locating the Centre at NICSE include building and operational efficiencies from integrating with the existing Indoor Sports Centre – central foyer/reception and Merchandising Zone; shared off-street parking; enhancing the Regional Sports Hub and associated attraction to Government investment, which has been evidenced through the NICSE Stages 1 and 2 funding success.

These advantages are counter balanced by the preferred site being on the current southern edge of Tamworth City. This infers issues with accessibility through transport; additional costs for those least able to afford or may have transport limitations; and potential health impacts for those who currently walk or cycle to the existing swimming complexes.

To address these concerns, Council will work with public transport providers to develop a transport strategy to ensure affordable and ready access to public Transport to the NICSE Site. This research has established that current transport routes convey passengers to the adjacent Tamworth Regional Entertainment Centre (TREC) and the “Longyard” Homemakers Commercial precinct. At this point in time (2019) we do know that public transport services do extend to close proximity of the site and are scheduled on a regular timetable.

The continuing development of the NICSE precinct with new facilities for Athletics; Cycling; and Hockey as well as the existing Entertainment Centre and Gymnastics venue will present a strong business case for transport providers to extend services into this area.

School buses currently reach within 100 metres of the proposed site and during the Tamworth Country Music Festival, the bus routes were extended along Jack Smyth Drive, adjacent to the proposed site. This plus the potential of fare discounts and transport subsidies through funding opportunities, open up an array of negotiable options. The reality of the Project is that construction of the Centre could be still a number of years away, which will allow further research and negotiation to occur.

Tamworth’s residential and retail face is also changing and development on the southern City extremes is forecast to significantly alter the urban footprint over the next 10 years and more. Residential growth has been progressively occurring in this growth corridor. Both the TREC and Longyard developments are within easy walking distance to the proposed site. The local bus company operates on these routes regularly through the day and early evening.

Council, through successful funding avenues is currently constructing a network of footpaths and cycleways as part of an active transport initiative. These pathways and cycleways will link the CBD and suburban environs to the NICSE and the site of the Aquatic and Leisure Centre. As part of the road network upgrades in the area, bus stops are being provided adjacent to the proposed site and Sports Dome.

Sense of Place and Nostalgia associated with the Existing City Swimming Complexes

It would be impossible to take community memories away and undoubtedly the Tamworth community has a strong and at time passionate connection to these facilities. The reality is however, that without significant investment in refurbishment or redevelopment of the City swimming complexes, the respective eighty-year-old aquatic asset and the fifty-year-old aquatic asset will reach a point that they cannot be maintained or satisfy community sporting and recreational needs or aspirations.

The two City swimming complexes also have serious deficiencies in respect to accessibility to amenities and water bodies which compromise access for people with mobility challenges or physical disability and creates a growing liability risk for Council.

These complexes are been “seasonal” pools with a six-month operation from October to April and heavily impacted by weather extremes. The venues have limited sun-safe elements and limited vehicle parking provision.

The existing swimming complexes also have limited contemporary activities to attract additional visitation, without substantial investment.

The venues, while attracting a range of school events and regional competitions will not attract major events due to the limitation of a seven-lane main pool.

Projected Residential Growth to south of Tamworth CBD



To address the concerns of loss of place and nostalgia values, options exist to capture and preserve aspects of the history of the existing Complexes through photographic memories and physical items placed on display at the new Centre. The new Centre, will over time create new memories and become a special community space.

Many Tamworth residents have developed in the swimming and water polo disciplines and achieved memorable outcomes. This history will be preserved. Council has already established the Sporting Hall of Fame at the Tamworth Sports Dome.

Physical aspects of the City pools, including Crests, photographs and nostalgic items will be preserved and displayed.

Loss of swimming options within the Tamworth City CBD

Several sport and recreational activities have over a number of years transitioned their sporting base from a City location to the NICSE sports precinct. This includes Hockey, Athletics, Gymnastics, Netball and Basketball.

Previous comments on transport strategy and cycle ways partly addresses this issue.

Vehicle parking availability is another current issue for both the Olympic and South and West swimming complexes. Parking in the vicinity of the Olympic site is generally paid/ meter parking and limited off-street parking near the South and West complex caters for patrons attending adjacent sports fields.

There is potential to further develop the Bicentennial Parklands (CBD) and this could include wet play Zone in the future, to cater for community recreational needs.

The combined competitive swimming and water polo membership strongly support the proposed NICSE location.

Affordability to Access the new Centre

The Business Case presents comparisons with similar indoor Centres and respective fee structures across various Entry categories. Refer to Table 5.1.1 Aquatic Centre Fee Comparisons

Evident from the range of access fees depicted, is that the initial financial modelling, including the proposed fee structure at the Tamworth Regional Aquatic Centre is comparable with existing Centres including Port Macquarie, Lithgow, Maitland, Moree and Port Stephens. This is particularly so with the suggested TRC fee level for Season passes, spectators and Multi-Entry Passes.

Indeed, Council's **current** fee structure for existing pools is comparable to the projected figures for most entry categories and in some cases exceeds the existing fees.

The main exceptions in the fee modelling is the single/casual entry Fee, suggesting \$7.00 (Adult) compared to the current TRC fee of \$4.00 (Adult); and for Child entry (suggesting \$5.00 proposed vs \$3.00 current).

It needs to be clarified that this is preliminary modelling; that Council Fees and Charges would be subject to community consultation as a normal Council process; and that the comparative fees across all entry types indicated, would allow scope to further review of the fee structure, whilst maintaining commercial viability for the new Centre.

It is also likely that a number of Aquatic Centre Membership and package options would be developed, to incorporate the array of activities potentially available at the Centre (such as Membership Passes; Swim and Café; Swim and Gym; Season Tickets and Multiple entry passes.

Council may also consider a fee transition over one or two seasons to allow the community to adjust to a fee structure reflecting the higher level of facility then being accessed.

Further Entry Fee modelling will occur if the Project proceeds and a likely completion date can be determined.

In the meantime ongoing consultation will occur through Council's Community Services Division and specifically through the "Youthie" youth centre advisory group.

5. ECONOMIC ANALYSIS

5.1 ECONOMIC MODELLING

Assumptions and modelling shown below has been prepared by Michael Connell Associates (MCA), in association with OTIUM Planning Group.

The Tamworth Regional Aquatic and Leisure Centre is intended to cater for a regional population of 79,468 by 2041. It is predicted however, that the Tamworth LGA population may approach 100,000 by that time, due to decentralisation and targeted regional city growth forecasts.

In addition, the previously described populations for the Northern Inland and for the New England and North West Regions indicate a population catchment approaching 200,000.

Rural families are prepared to travel to access quality facilities. This extended population catchment further supports the scale and future planning and investment in this community infrastructure.

Financial Model Assumptions

The financial modelling embraces the following elements:

- Financial model global impacts
- Business and demand assumptions
- Management and staffing options
- Business performance
- 10-year and 20-year financial modelling, including economic benefit conclusions

Financial modelling has been based on a high embellishment community venue with the following main activity and service spaces:

- indoor aquatics hall - 50 metre pool [51.5m with programmable boom], program pool, warm water program pool, spa, sauna and leisure water zone;
- 50 metre outdoor pool [51.5m with programmable boom];
- indoor health, fitness and gymnasium elements, which could involve lease or contract management;
- wellness areas and consult rooms (potential hire or lease revenue options);
- adventure water slide zone;
- reception, administration and merchandising zone;
- café lounge (likely contract management);
- child crèche (likely contract management);
- ancillary public spaces;
- building service and plant rooms; and
- outdoor recreation (landscaped areas).

Predicted Centre Operating Hours

Assumptions have been made on expected operating hours for the purpose of business analysis.

Increased operating hours will result in increased costs however, the health and wellness benefits through increased access and increased participation is a major consideration. Water treatment plant would need to continue operating 24/7 and the extended hours would supplement revenue.

The type of facility proposed with associated services would be expected to be open to the public under the following operating schedule throughout the year, subject to business and usage reviews:

Aquatics

5.30am – 9.00pm – 7 days per week

Gymnasium and related fitness zone

7.00am – 8.00am – 7 days per week. 24 hour membership access options are possible and industry trend.

Suggested Entry Fee Structure

The development of an acceptable fee structure needs consideration of facility operational viability and asset management aspects, plus ensuring equitable, affordable access, given the level of disadvantage and socio-economic challenges within the Tamworth community.

It is essential that this is a Centre for everyone.

A detailed review by OTIUM Planning Group has been undertaken with a background of:

- Comparative fee structures of regional aquatic facilities across NSW
- Contemporary aquatics industry fees and charges trends

The following Table 5.1.1 compares the current main fees charged at several aquatic facilities and compares with current seasonal (outdoor facility) fees for Tamworth Regional Council. It is noted that Council currently has a uniform fee structure across its six village and City swimming venues, irrespective of facility size, opening hours, or elements within those facilities. The fees shown are not a complete listing of fee options but provides comparison of main fee categories and a preliminary fee structure that is yet to undergo community discussion.

It is acknowledged that initial viewing of the suggested fee structure may be confronting due to increased costs.

To ensure a balanced assessment of these suggested fees, the following key considerations are provided:

- the premium venue and associated services that would be available;
- comparisons with existing aquatics facilities which have a general acceptance of the fee structures;
- Council would need to consult with its community before adopting a fee structure for the relevant budget period(s). The Centre is likely to be several years from being operational;
- it is likely that a number of package and membership options would be implemented as well as potential for concessional fees;
- it would be Council's intention to maximise attendances from a health and well-being perspective; and from a commercial outlook, to encourage visitation and provide appropriate opportunities for secondary spend at the centre (food and beverage; and ancillary services); and
- the variable fee range indicated across the listed centres, would enable Council to find a suitable fee balance without compromising revenue opportunities.

Table 5.1.1 Comparative Aquatic Centre Fees

Fee Category	Facility Locations						
	Proposed Regional Centre	Current Tamworth Aquatic Fees	Port Macquarie	Lithgow	Maitland	Moree	Port Stephens
Adult	\$7.00	\$4.00	\$4.80	\$7.00	\$5.60	\$9.00	\$5.80
Child	\$5.00	\$3.00	\$4.80	\$5.00	\$4.60		\$5.80
Pensioner	\$5.00	\$3.00			\$3.60		
Spectator	\$2.50	\$3.00	\$1.50	\$2.50	\$2.60		\$3.20
20 Visit Pass	\$68.00	\$68.00	\$80.00		\$106.40	\$139.60	\$104.40
Season Pass (Adult single pass)	TBC	\$180.00	\$180.00	\$214.00	\$240.80	\$321.77	\$292.50
Tamworth (Multiple Pool Pass)		\$230.00					
Tamworth Waterslides		\$7.00 per half hour					
Learn to Swim	\$15.00	\$12.50 currently privately run lessons		\$15.50	\$13.00		\$20.00
Squad Training / Lane hire	\$4.50	\$25.00 (lane) \$140.00 (pool) per hour					\$30.00

Global Impact Assumptions

Financial modelling includes a range of expected global impacts across the 10-year and 20-year business models, with an assumption of the Centre being operational from 2021, for the purpose of relativity of values.

Calculations include global inputs of demand with allowances for new business establishment and later business consolidation.

Business Growth

Industry trends indicate that it takes up to three to four years to establish new facilities, usage and business, as indicated in Table 5.1.2 below

Table 5.1.2

OPERATIONAL YEAR																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
90%	95%	100%	101%	102%	103%	103%	102%	102%	102%	101%	100%	98%	98%	98%	98%	98%	98%	98%	98%

The financial model therefore assumes average business and facility usage in year three. These figures are impacted by lower business in year one and year two. Business growth is expected to grow moderately from year four.

Facility hire and fees are estimated to grow at 1% annually from year two onwards, in this modelling.

Consumer Price Index

The financial modelling factors in an annual CPI of 2.5%. An additional 1% per annum has been added to account for salary increases, including enterprise bargaining negotiations, where Council staff are engaged.

An additional 2.5% annual increase is included to account for cost rises above CPI for utilities.

Business Assumptions

The following business and management assumptions impact on the financial model:

- recurrent operating expenditure – Industry benchmarks for similar facilities have been used to account for recurrent expenditure including utilities, administration, marketing, maintenance, and cleaning;
- building depreciation and cost of capital – The financial model includes operation budgets. At this stage the modelling does not include costs of asset depreciation. Industry trends indicate similar facilities require capital improvement investment every three to five years to ensure high standard presentation. At this stage, such investment has not been included in calculations; nor has major capital improvement been factored into the financial model;
- management / staffing;
- insurance – the model includes an allowance for public liability and building insurance;
- food and beverage / merchandising; and
- sponsorship – no allowance has been made for potential sponsorship at this stage.

10 Year Base Case Financial Model

The 10 year business projections are detailed in Table 5.1.3 below.

Table 5.1.3 Base Case 10 Year Operational Business Projections

Year	Revenue (000)	Expenditure (000)	Operational Profit/(Loss) (000)	Visitations (000)
1	\$3,782	\$4,924	\$(1,142)	334
2	\$4,108	\$5,077	\$(969)	352
3	\$4,450	\$5,243	\$(793)	371
4	\$4,625	\$5,461	\$(836)	375
5	\$4,807	\$5,615	\$(808)	378
6	\$4,995	\$5,773	\$(778)	382
7	\$5,140	\$6,009	\$(868)	382
8	\$5,239	\$6,170	\$(931)	378
9	\$5,391	\$6,340	\$(949)	378
10	\$5,548	\$6,572	\$(1,024)	378
Average Per Annum	\$4,808	\$5,718	\$(910)	371

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$3.782M in year one to \$5.548M by year 10.
- Expenditure is expected to increase annually ranging from \$4.924M in year one to \$6.572M in year 10.
- The Centre is expected to operate at an annual operating loss from year one. The average operating deficit is estimated to be approximately \$910,000 per annum.
- Centre attendances are expected to gradually increase from 334,000 in year one to 382,000 by year six before decreasing to 378,000 in year 8 and remaining steady.

Aquatic and Leisure Facility Management

The LGA Aquatic Leisure Sector is not particularly well documented in Australia. Historically state and local level facilities have been developed by Local Government, but this has often been on an ad-hoc and non-strategic planned basis.

Over the last 15-20 years many Councils have moved to the development of much larger 'regional facilities' which can serve their larger catchment populations and subsequently allow greater capital investment (usually in-excess of \$35M) and inclusion of more commercially viable facility mix components such as health, fitness and wellness facilities, retail, food and beverage services.

The centralisation of larger Aquatic Leisure Centres (ALCs) under one roof also creates greater economies of scale in terms of employment and fixed operational costs. The 'ALC' model allows Council's to consider the future need for its smaller ageing and 'difficult to manage' wet and dry centres thereby potentially reducing ongoing staffing, operational and maintenance costs.

Provision of ALC's has evolved from swimming in waterways, beaches and tidal pools to structured filtered and heated pools. In the 1970s there was a transition to indoor and outdoor water areas and in the 1980s, sport, leisure and health and fitness facilities were added. This has then further evolved to provision of areas such as wellness, allied medical and entertainment facilities being added to a large range of facilities from the late 1990s to today.

Overview of Management of Aquatic and Leisure Facilities

In the late 1980s and early 1990s most Aquatic and Leisure Facilities were managed in-house by local government employees, under traditional employment awards and penalty rates. In some smaller communities (and where pools may have had accommodation or manager's flats) some people were engaged to manage through a lease or contract. These were usually families operating a pool under a seasonal or yearly contract.

Many outdoor pools were operated seasonally and therefore some staff were employed to run the pools for the season and then moved back to working with Council depot outdoor staff in the winter period.

As these facilities were open 80 to 100 hours a week and salary levels through the 1990s increased significantly, annual operating deficits continued to increase. Salaries could be 70% to 80% of the centres operating expenditure.

Increasing annual operating costs lead to the move from individual leases of facilities into first management contractors and a range of facility contracts. It is at this point that formation of early commercial management companies occurred.

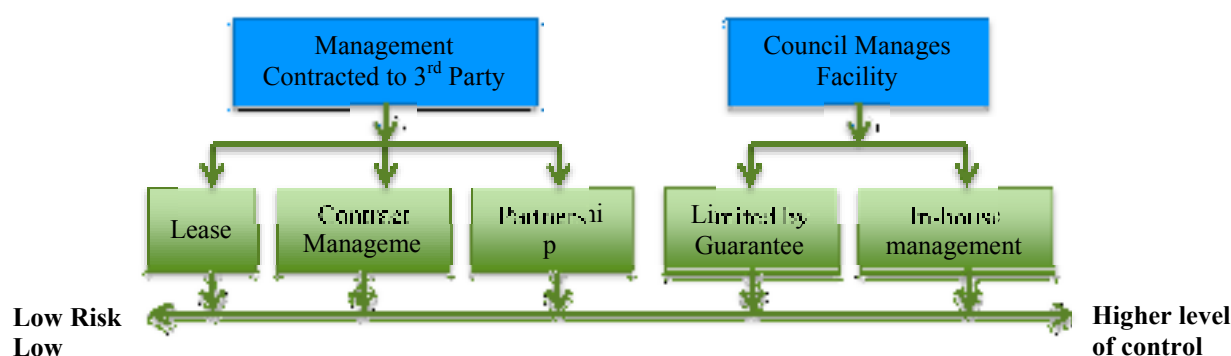
Current Facility Management Issues/Trends

Following a settling down period after the failure of a number of companies, there has been a significant change in the contract management sector.

These all have a range of differences but they can be defined by some common linkages into two groups linked by:

- Level of control Council wants or is prepared to give away
- Level of risk Council is prepared to take or want to give away.

This is summarised in the management linkages graphic as follows:



Facility Business Scenario Comparison: Council and Contractor

The following table compares the operating performance of the in-house management arrangement against the contractor arrangement for the base case scenarios over the 10 year period.

Table 5.1.4 - Estimated Business Scenario Comparison: Council and Contractor

	Council Base Case	Contractor Base Case
Revenue	\$4,808	\$4,808
Expenditure	\$5,718	\$4,820
Operational Profit/Loss	\$(910)	\$(11)
Visitations	371	371

5.2 ECONOMIC BENEFIT

Introduction

This report provides an economic impact assessment of the development options for the Tamworth Regional Aquatic Leisure Centre (Centre). The assessment covers two phases of the project:

- the construction phase; and
- the operations phase following the opening of the Centre.

The operations of the centre have been modelled using information from the Otium Planning Group's operations/financial modelling.

MCA's construction model is used in measuring the regional economic impacts in the construction phase; and MCA's regional economic impact model is used to assess the operations of the centre over a 10 period. Economic impacts are assessed in terms of direct jobs and indirect/induced jobs generated and the increase in regional income (direct and indirect/induced), in the Tamworth region.

The development would yield substantial benefits in terms of an increase in regional income and local jobs during the construction phase, and the operations of the Centre would deliver ongoing benefits via increased regional income and jobs.

5.2.1 Project Costs

The following Tables 5.2.1.1 and Table 5.2.1.2 show the development costs associated with the - 1 indoor 50m pool and 1 outdoor 50m pool plus Adventure Slides– with total project cost of \$67.324 million.

Table 5.2.1.1 Project Costs

1 indoor 50m pool & 1 outdoor 50m pool + Adventure Slide Zone						
	Zone 1	Zone 2	Zone 3	Total Z1-Z3	Outdoor Pool	Option 1 Total Costs
Construction Cost	\$28,924,058	\$15,165,137	\$6,793,847	\$50,883,042	\$6,048,316	\$56,931,358
Professional Allowance (10%)	\$3,037,000	\$1,593,000	\$714,000	\$5,344,000	\$636,000	\$5,980,000
Construction Contingency	\$1,446,000	\$759,000	\$340,000	\$2,545,000	\$303,000	\$2,848,000
Authority Fees & Charges	\$290,000	\$152,000	\$68,000	\$510,000	\$61,000	\$571,000
AV/IT Allowance	\$500,000	50,000	\$0	\$550,000	\$0	\$550,000
Loose furniture & fittings	\$303,627	\$100,000	\$20,000	\$423,627	20,000	\$443,627
Total Project Cost	\$34,500,685	\$17,819,137	\$7,935,847	\$60,255,669	\$7,068,316	\$67,323,985

Source: Turner & Townsend, Indicative Cost Plan – Aquatic Leisure Centre, Draft 3.

Table 5.2.1.2 Capital Cost Estimates for Regional Aquatic and Leisure Centre

CAPITAL COSTS	Zone 1 (Operational, Recreational and Commercial)	Zones 2 and Outdoor Pool (Main Water Bodies)	Zone 3 (Adventure Slides)	TOTAL
	\$34,500,685	\$24,887,453	\$7,935,847	\$67,323,985
Elements	Lobby / Reception areas Administrative offices Amenities Merchandising Café / Lounge 2x accessible Program and warm water Pools Wet Play area Multi-purpose community and function rooms Control rooms and First Aid Spas and Saunas Crèche Wellness/ fitness/ Gymnasium areas	1 x 51.5 m 10 lane indoor pool 1 x 51.5 10 lane outdoor pool Both main pools include a 1.5m programmable boom and are fully accessible Seating /stands for 500 people Temporary seating space for a further 400 people Equipment/Plant facilities Outdoor turfed areas Carpark	15 Metre slide access tower including Lift Multi-flume slide complex	

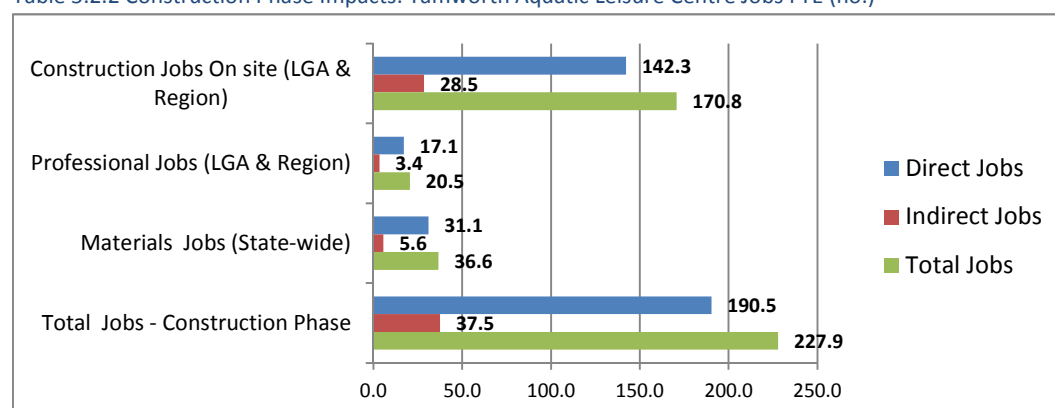
5.2.2 Construction Phase Assessment

Construction activity was modelled and estimates were developed for onsite construction jobs in the region; professional jobs (architects, engineers etc.); and the jobs generated in the supply of materials and equipment to the project. The number of indirect jobs generated through the spending of construction, professional and material supply employees was also estimated. It is assumed that the construction occurs during 2021 and 2022, with operations commencing in 2022/2023.

With an estimated capital Project Cost of \$67.323 million, the likely job generation is as follows:

- A total of 190.5 direct jobs (FTE) would be generated during the construction period.
- This comprises 142.3 onsite construction jobs; 17.1 professional jobs and 31.1 jobs in the materials and equipment supply sectors. Construction and professional jobs are likely to be held by residents of the Tamworth Region and materials/equipment supply jobs would be spread across New South Wales.
- Using multiplier effects of spending, total jobs (direct and indirect/induced jobs) are 227.9 FTE.
- The increase in regional income generated by the project during the construction phase was estimated to be \$25.619 million (\$21.349 million direct and \$4.270 million indirect/induced).

Table 5.2.2 Construction Phase Impacts: Tamworth Aquatic Leisure Centre Jobs FTE (no.)



Source: MCA modelling and analysis, February 2019

5.2.3 Operations Phase Assessment

Modelling Operations

Detailed modelling was undertaken of the new centre for a 10-year period from 2021-2030 and a 20 year period 2021-2040. The Otium Planning Group's operational modelling (including user estimates and financial projections) was the foundation for the economic impact modelling. This modelling covered:

- Employment (FTE jobs) in the operations of the Aquatic Centre. Estimates were also made of the indirect/induced jobs generated in the region by the spending of these employees.²
- Jobs generated in Tamworth through spending by Aquatic Leisure Centre users and visitors. Spending was modelled based on conservative assumptions in relation to the percentage of persons who spend (on food and beverages) in Tamworth during their visit to the Centre.
- Jobs generated by regional, state and national events attracted to the Centre and the spending by competitors, officials, visitors and spectators.
- Estimates were also made of increase in regional income generated by the operations of the new Centre and its facilities, visitor spending and event spending.

Regional Employment

The analysis below covers the initial 10 years of operations to 2030.

The development of the new facilities and its ongoing operations will have an impact on employment, with the additional jobs mainly concentrated in locations in Tamworth in proximity to the Centre.

- The Centre operations account for 49.3 FTE jobs (39.4 direct on site and 9.9 indirect/induced jobs in the region) in Year 1 increasing to 52.8 FTE jobs (42.4 direct on site and 10.4 indirect/induced jobs) in Year 10.
- Spending in the precinct by users would generate 22.2 FTE jobs (19.1 direct and 3.1 indirect/induced jobs) in Year 1 increasing to 24.9 FTE jobs (21.5 direct jobs and 3.4 indirect/induced jobs) in Year 10. The average over 10 years is 23.9 FTE jobs (20.6 direct jobs and 3.3 indirect/induced jobs).
- The combination of the Centre operations and user/visitor spending would generate an average of 75.1 FTE jobs (61.5 direct and 13.6 indirect/induced) annually over 10 years. The jobs generated increase from 71.5 FTE jobs (58.5 direct and 13.0 indirect/induced jobs) in year 1 increasing to 77.8 FTE jobs (63.9 direct jobs and 13.9 indirect/induced jobs) in Year 10.

Table 5.2.3.1 - Jobs in Tamworth Generated by Centre Operations – 10 Year Period (FTE no.)

	1	2	3	4	5	6	7	8	9	10	Ave.10 Years
< Jobs FTE>	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Aquatic Centre Operations											
Jobs in Centre (Direct Jobs)	39.4	39.6	39.9	40.9	40.9	40.9	41.8	41.8	41.8	42.4	40.9
Indirect/Induced Jobs (Employee Spending)	9.9	9.9	10.0	10.2	10.2	10.2	10.4	10.4	10.4	10.4	10.3
Total	49.3	49.5	49.9	51.1	51.1	51.2	52.2	52.2	52.2	52.8	51.2
User/Visitor Spending in Tamworth											
Direct Jobs	19.1	20.2	20.7	20.9	20.6	20.8	20.4	20.4	21.5	21.5	20.6
Indirect/Induced Jobs (Employee Spending)	3.1	3.2	3.4	3.4	3.4	3.4	3.3	3.3	3.4	3.4	3.3
Total	22.2	23.4	24.1	24.3	24.0	24.2	23.7	23.7	24.9	24.9	23.9
Events Attracted											
Direct Jobs											
Indirect/Induced Jobs											
Total											
Total Jobs											
Direct Jobs	58.5	59.8	60.6	61.8	61.5	61.8	62.2	62.2	63.3	63.9	61.5
Indirect/Induced Jobs (Employee Spending)	13.0	13.1	13.3	13.6	13.6	13.6	13.7	13.7	13.9	13.9	13.6
Total	71.5	72.9	74.0	75.4	75.1	75.4	75.9	75.9	77.2	77.8	75.1

Source: MCA Modelling and Analysis, February 2019. Note maybe some differences due to rounding.

User/Visitor Spending

Visitor spending was estimated based on assumptions in relation to the percentage of users/visitors that spend in Tamworth during their visit and average spending per person. This is spending outside of the Centre and would be predominantly food and beverage. In the modelling it is assumed that 40% of visitors make purchases and spend on average \$25 per person. Total spending is in constant 2021 dollars. Refer to Table 5.2.3

Table 5.2.3.2 - Spending in Tamworth by Users/Visitors to Aquatic Leisure Centre (estimates- constant prices 2021)

Year	1	2	3	4	5	6	7	8	9	10
2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Total Users	333,918	352,469	371,020	374,730	378,440	382,151	382,151	378,440	378,440	378,440
% Spend In Region	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
No Spending	133,567	140,988	148,408	149,892	151,376	152,860	152,860	151,376	151,376	151,376
Ave Spend \$ per person	25	25	25	25	25	25	25	25	25	25
Total Spending \$	3,339,180	3,524,690	3,710,200	3,747,302	3,784,404	3,821,506	3,821,506	3,784,404	3,784,404	3,784,404

Source: User numbers Otium Planning Group Financial modelling. Spending estimates (based on assumptions) MCA analysis February 2019

Regional Income

The development of the new Centre will provide a boost to regional income over the period of operations.³ The analysis below covers the initial 10 years of operations to 2030.

The increase in activity and employment provides a boost to regional income.

- For the Centre operations, the average increase in annual regional income arising is \$3.790 million per year when both direct and indirect/induced impacts are considered.
- Total user/visitors spending in the precinct/region would boost regional income by an average of \$1.307 million per year (\$1.102 million direct and \$0.205 million indirect/induced).
- The combination of the Aquatic Centre operations and user/visitor spending would boost regional income by an average of \$5.098 million per year (\$4.243million direct and \$0.854 million indirect/induced) over the first 10 years of operations.
- Over this initial 10 year period of operations of the new facilities, total regional income generated would be \$50.976 million (in constant 2021 prices).

Table 5.2.3.3 - Increase in Regional Income in Tamworth Generated by Centre Operations – 10 Year Period (\$m constant 2021 prices)

Year	1	2	3	4	5	6	7	8	9	10	Total	Ave
Option 1 (2 x 50m pools)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Years	10 Years
Aquatic Centre Operations												
Income Jobs in Centre (Direct Jobs)	3.027	3.043	3.067	3.139	3.142	3.146	3.215	3.212	3.212	3.212	31.413	3.141
Indirect/Induced Income (Employee Spending)	0.626	0.629	0.633	0.648	0.649	0.650	0.664	0.663	0.663	0.663	6.489	0.649
Total Income	3.652	3.671	3.700	3.787	3.791	3.795	3.879	3.875	3.875	3.875	37.902	3.790
User/Visitor Spending in Tamworth												
Direct Income	0.992	1.047	1.102	1.113	1.124	1.135	1.135	1.124	1.124	1.124	11.019	1.102
Indirect/Induced Income(Employee Spending)	0.190	0.200	0.207	0.209	0.207	0.208	0.204	0.203	0.214	0.214	2.054	0.205
Total Income	1.182	1.246	1.309	1.322	1.330	1.343	1.339	1.327	1.338	1.338	13.074	1.307
Events Attracted												
Direct Income												
Indirect/Induced Income(Employee Spending)												
Total Income												
Total Regional Income												
Direct Income	4.018	4.090	4.169	4.252	4.266	4.281	4.350	4.336	4.336	4.336	42.433	4.243
Indirect/Induced Income(Employee Spending)	0.816	0.828	0.840	0.857	0.856	0.858	0.868	0.866	0.877	0.877	8.543	0.854
Total Income	4.834	4.918	5.009	5.109	5.122	5.139	5.218	5.202	5.213	5.213	50.976	5.098

Source: MCA Modelling and Analysis, February 2019. Note maybe some differences due to rounding.

³ Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. It is a proxy for the local value added in the region, as significant parts of visitor spending, include the value of inputs (goods and services), which are produced outside the Tamworth Region. In the modelling of regional income generated, income tax and GST on spending, are both treated as leakages from the region (although some may eventually come back in government spending in the region).

5.3 BENEFIT COST ANALYSIS

This section analyses the benefits and cost of operation of the Aquatic Leisure Centre over a 10 year period.

Project Costs

The following are the project costs used in the cost benefit analysis. They are the most recent costings prepared by Turner & Townsend as shown in Table 5.3.1 below. Description of Zone elements is in Table 5.2.1.2

Table 5.3.1.1 - Project Costs - 1 indoor 50m pool & 1 outdoor 50m pool + Adventure Slide Zone

	Zone 1	Zone 2	Zone 3	Total Z1-Z3	Outdoor Pool	Total Costs
Construction Cost	\$28,924,058	\$15,165,137	\$6,793,847	\$50,883,042	\$6,048,316	\$56,931,358
Professional Allowance (10%)	\$3,037,000	\$1,593,000	\$714,000	\$5,344,000	\$636,000	\$5,980,000
Construction Contingency	\$1,446,000	\$759,000	\$340,000	\$2,545,000	\$303,000	\$2,848,000
Authority Fees & Charges	\$290,000	\$152,000	\$68,000	\$510,000	\$61,000	\$571,000
AV/IT Allowance	\$500,000	50,000	\$0	\$550,000	\$0	\$550,000
Loose furniture & fittings	\$303,627	\$100,000	\$20,000	\$423,627	20,000	\$443,627
Total Project Cost	\$34,500,685	\$17,819,137	\$7,935,847	\$60,255,669	\$7,068,316	\$67,323,985

Source: Turner & Townsend, Indicative Cost Plan – Aquatic Leisure Centre, Draft 3.

Project Benefits

The benefits delivered by the operations comprise:

- direct measured benefits to users;
- indirect benefits measured by the increase in regional income generated by operations; and
- valuation of health benefits of exercise.

Measuring Benefits

For the analysis, the benefits that have been quantified are:

- the direct benefits to users measured by the value in exchange (user fees paid) and the consumer surplus (value to a user above user fee paid);
- health and welfare benefits; and
- the benefits to the region from increased spending by complex users/visitors.

The project delivers positive Benefit Cost Ratios for discount rates that are appropriate for community sports facilities, as shown in Table 5.3.1.2 below.

Table 5.3.1.2 - Measuring Benefits of Operations

Measuring Benefits	Definition	Value of Benefits (2021 prices) <10 Years>
Direct Benefits Users (estimates)	Value that users place on their use of the facility. This has 2 components: Value in exchange – what users pay for use of the facility – measured by <u>total revenue</u> of the facility. Consumer surplus : the additional value a consumer places on the value of the service delivered. For this analysis we have assumed the total value of the consumer surplus is an additional 50% of user charges.	Direct Benefits Users Value in exchange - facility revenue - 10 years : \$42,020,867 (2021 prices) Consumer surplus : additional 50% of facility revenue : \$21,010,434 Total value in use : value in exchange + consumer surplus: \$63,031,301
Health & Welfare Benefits (reduction in health costs)	There are significant long term health costs savings for persons who exercise. Health cost savings (private expenses & government Medicare payments) average \$5 per hour of exercise and the average period of exercise per user is 1 hour - based on research undertaken in Victoria by the Department of Sports and Recreation (Victoria).	Health Benefit (health cost saving) Total 10 years: \$18,551,000
Indirect Benefits Regional Income	Increase in regional income that is generated by facility operations and by user/visitor spending in the Tamworth region	Regional Income Benefits Total 10 years: \$50,975,938
Total Benefits	Estimated all measurable benefits	Total Benefits Total 10 years \$132,558,239

Source: MCA Modelling and Estimates, February 2019

Benefit Cost Analysis

Table 5.3.1.3 below show the benefits and costs associated with the new Aquatic Centre for a 10 year and 20 year period of operation from 2021-2040.

- Costs are the total project costs from the latest Turner & Townsend QS report.
- The benefits measured are as detailed in the table above. These are summed over a 10 or 20 year period and are all in constant 2021 dollars.
- The impacts of any major events attracted to the Centre are not yet included.

Table 5.3.1.3 - Benefit Cost Analysis (10 and 20 Year Operations)

Tamworth Option 1: High Embellishment – 2 x50m pools	10 Year Operations			20 Year Operations		
	Discount Rate	Discount Rate	Discount Rate	Discount Rate	Discount Rate	Discount Rate
Period : 20 Years	4%	7%	10%	4%	7%	10%
Project Cost						
Capital Costs 2018 (\$)	\$67,323,985	\$67,323,985	\$67,323,985	\$67,323,985	\$67,323,985	\$67,323,985
Direct Benefits						
Direct Benefits Users(users- fees paid)	\$42,020,867	\$42,020,867	\$42,020,867	\$83,411,421	\$83,411,421	\$83,411,421
Consumer Surplus	\$21,010,434	\$21,010,434	\$21,010,434	\$41,705,710	\$41,705,710	\$41,705,710
Total Direct Benefits	\$63,031,301	\$63,031,301	\$63,031,301	\$125,117,131	\$125,117,131	\$125,117,131
Indirect Benefits						
Health & Welfare Benefits (reduction in health costs)	\$18,551,000	\$18,551,000	\$18,551,000	\$36,823,735	\$36,823,735	\$36,823,735
Increase regional income in Tamworth Region	\$50,975,938	\$50,975,938	\$50,975,938	\$102,641,724	\$102,641,724	\$102,641,724
Total Benefits	\$132,558,239	\$132,558,239	\$132,558,239	\$264,582,590	\$264,582,590	\$264,582,590
Calculated Total Benefits (\$) Present Value	\$107,516,606	\$93,103,360	\$81,451,299	\$179,788,187	\$140,149,586	\$112,627,037
Calculated Net Present Value (\$)	\$40,192,621	\$25,779,375	\$14,127,314	\$112,464,202	\$72,825,601	\$45,303,052
NPV/Capital Costs	0.60	0.38	0.21	1.67	1.08	0.67
Benefit Cost Ratio	1.59	1.38	1.21	2.67	2.08	1.67

Notes on Analysis

It should be noted that the impacts of major events that could be attracted to the Centre are not included in this analysis. These have the potential to boost regional income through competitor/visitor/spectator spending in Tamworth. For regional, state and national events substantial spending would be generated in accommodation, food services and other retail goods and services. The inclusion of events in the analysis is likely to boost the regional benefits and the benefit cost ratios.

5.4 COMPARISON FOR REDEVELOPMENT OF EXISTING SWIMMING COMPLEXES

Comparative costings to redevelop the two existing City swimming complexes have been calculated based on the full extent of improvements necessary. Both the City Olympic pool and the South and West pool were drained for maintenance in 2017. At that time, detailed dilapidation Reports were prepared by engineering staff for Council. These Reports could only assess superficial and known defects for the pools.

Issues identified included significant concrete shell cracking and examples of failure of the cantilever edge beams in places. This has caused pool closures in the previous season. There were also faults identified at construction joints.

These faults do not directly associate with regular maintenance or lack of such maintenance. The described faults link more directly to the age of the concrete structures and progressive concrete cancer which has been observed. The extent of this deterioration is a significant unknown. It is likely that further failures of sections of these pool will occur in the short to medium term.

The dilapidation Reports did not address accessibility issues (amenities and water bodies) and did not comment on filtration equipment or underground services for the subject pools.

OTIUM Planning Group in consultation with Graphite Architects has undertaken a review of the two existing swimming complexes and identified redevelopment elements (Refer to Appendix X) and capital estimates as shown in Table 5.4.1 below required to bring these swimming complexes to current day aquatic and accessibility standards. The scope of works applies to outdoor /seasonal facilities and does not include indoor facilities.

Based on current construction rates and comparison with similar aquatic upgrades, the following break up of component costs is provided:

- Redevelopment of the City Olympic Pool is estimated to cost \$15,246,604
- Redevelopment of the South and West Memorial Pool is estimated to cost \$22,193,445

Table 5.4.1 – Redevelopment Estimates for Existing swimming Complexes

COMPLEX	DEMOLITION NEW AMENITIES CAFÉ	OUTDOOR POOLS and EQUIPMENT	SITE WORKS and SERVICES	DESIGN and ALLOWANCES	TOTAL
City Olympic	\$2,854,700	\$5,964,000	\$2,209,875	\$4,218,029	\$15,246,604
South and West Memorial	\$2,939,500	\$10,701,600 (includes water slide and two toddler pools)	\$2,456,670	\$6,095,675	\$22,193,445

5.5 PROPOSED PROJECT FUNDING MODEL

To bring to realisation a project on the scale of the Tamworth Regional Aquatic and Leisure Centre, a significant funding commitment from the three tiers of Government in partnership is sought. Council cannot develop the Regional Centre alone.

The request for funding for the Project focuses on the capital costs for construction of the Centre.

Tamworth Regional Council has committed a total contribution of \$10,000,000 for capital costs spanning three budget-years for the Project. In addition, Council has already committed more than \$150,000 towards community engagement initiatives, concept design and planning for the Centre. Council will raise this funding through a combination of asset sales (current Council-owned swimming complexes); and external Loan .

- Council is seeking a contribution over three years, of \$30,000,000 from the New South Wales Government.
- Council is also seeking a further \$27,000,000 over three years from the Federal Government.

A potential multi-agency funding model is shown below in Table 5.5 below.

Operational costs and future asset management for the Aquatic and Leisure Centre will be met by Council through income generated from the Centre entry fees, facility hire fees and potential contract leasing of commercial elements of the facility, which may include commission on sales and service provision.

Table 5.5: Proposed Capital Funding Contributions Scenario (3-year Capital Project)

Stage	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Concept Design & Business Case Development, including Community Engagement (Committed by Council)	\$50,000	\$50,000	\$50,000			\$150,000
Total capital costs including design and contingencies	\$0	\$0	\$15,000,000	\$27,000,000	\$25,000,000	\$67,000,000
Council Contribution (Asset Sales, External Loan, Asset Reserves)	\$0	\$0	\$5,000,000	\$5,000,000		\$10,000,000
NSW State Government	\$0	\$0	\$5,000,000	\$15,000,000	\$10,000,000	\$30,000,000
Federal Government	\$0	\$0	\$5,000,000	\$12,000,000	\$10,000,000	\$27,000,000
Industry contributions	\$0	\$0	\$0	\$0	\$0	\$0
Community contributions	\$0	\$0	\$0	\$0	\$0	\$0
Other government contributions	\$0	\$0	\$0	\$0	\$0	\$0
Other funding sources (please	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works Total (including facility fit-out)	\$0	\$0	\$15,000,000	\$32,000,000	\$20,000,000	\$67,000,000

6. PROJECT IMPLEMENTATION AND GOVERNANCE

6.1 PROGRAM AND MILESTONES

Subject to securing of funding from Council, State Government and Federal Government sources, the Project's delivery is expected to occur over a three-year period. This timing would commence when funding agreements are signed by all parties. The Project could commence as early as the 2019-2020 financial year, as depicted in the Capital Cost scenario in **Table 5.3**.

Table 6.1 outlines potential key milestones, should Government funding commitments be confirmed in 2019.

Table 6.1: Key Milestones (Scenario - subject to securing funding commitments)

E	Start	Finish
Community Consultation – Community Strategic Plan	2017	Complete
Aquatic and Leisure Centre “Have your Say” Initiative	December 2017	Complete
Market Research and Community Satisfaction Initiative	October 2018	Complete
Online “Your Voice” community consultation initiative	November 2018	Complete
Concept design (completed)	August 2018	December 2018
Draft Business Case (presented to Council)	December 2018	December 2018
Final Business Case review and approval	March 2019	March 2019
Detailed design (subject to funding commitments)	June 2019	August 2019
Review of environmental factors	August 2019	August 2019
Finalisation of State and Federal Funding Agreements	August 2019	September 2019
Approval of funding from Council	August 2019	September 2019
Development application	August 2019	October 2019
Tender Development / Invitation to tender issued	September 2019	October 2019
Evaluation of tenders	October 2019	November 2019
Agreement of terms with preferred supplier	November 2019	November 2019
Initial Site Works / Establishment	November 2019	December 2019
Construction works	January 2020	December 2021
Internal fit-out / Slide installations / Ground works	September 2021	July 2022
Systems testing	August 2022	September 2022
Commissioning and Aquatic Centre Opening		August 2022
Decommissioning / demolition and sale of existing Swimming facilities	November 2022	March 2023

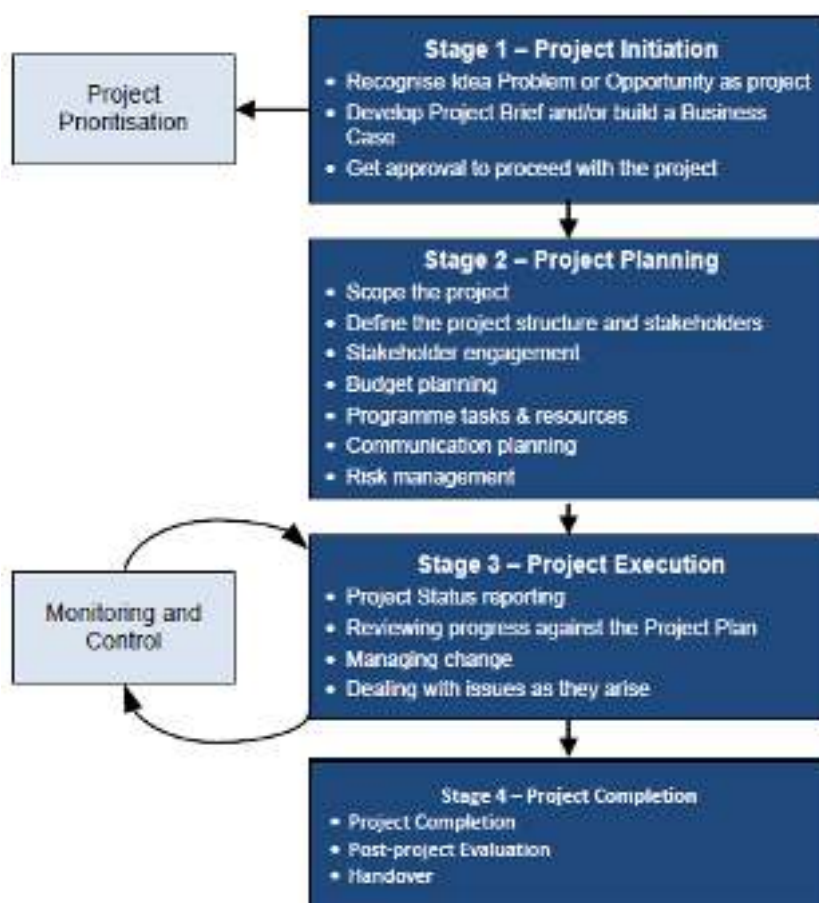
6.2 GOVERNANCE

Project Management Framework

In 2016, TRC committed to the development and rollout of a Project Management Framework to be used as a tool to help manage all Council-led projects. The Framework provides concepts and templates and is designed for use on all internal and external projects of varying size and complexity.

By having one Council endorsed system in place we can make sure that all of Council's projects are consistently managed using the same strong principles and processes. This Framework provides a logical sequence for the establishment and the life-cycle of a project as displayed in Figure 6.2.1

Figure 6.2.1 – Overview of Tamworth Regional Council's Project Management Framework

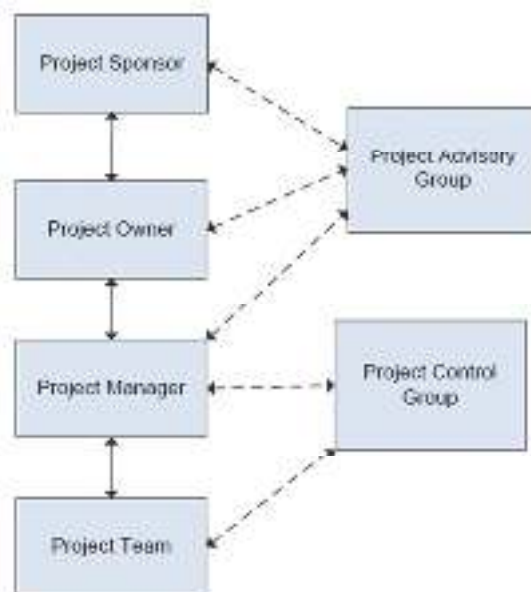


Project Management Team

In implementing the above framework each specific project is managed by a team and supported by a Project Advisory Group and Project Control Group.

Figure 6.2.2 below is a diagram of how this team collaboratively work together to ensure it meets the needs of the community as well as strong governance practices.

Figure 6.2.2 – Project Management Team Structure



The Project Team and Control Group meet at regular intervals depending on the projects needs. Minutes are kept of each meeting and are stored in TRC’s document management system, readily accessible by all relevant parties.

Project Contractors

Should this Project proceed, TRC will undertake a procurement process (Invitation to Tender) on the detailed design and construction of the Tamworth Regional Aquatic and Leisure Centre. Council may apply a Selective Tendering process due to the nature and Scale of the Project and the need for aquatics industry expertise.

As with all Council procurement a public tender process will be initiated to identify a successful company for the design and construct of this facility. Council would manage such a contractor through standard NSW Government GC21 contract or equivalent.

Legislative, Regulatory Issues & Approvals

The following legislation and standards have been identified as applicable to the Project.

- **Environmental Planning And Assessment Act 1979**

Under Part 5 of the Act, TRC would Review Environmental Factors to address the following requirements:

- Cultural Heritage Study
 - Flora and Fauna study
 - Contamination study
 - Drainage study
- **State Environmental Planning Policy (Infrastructure) 2007**

6.3 RISK MANAGEMENT

The Risk Management Plan developed within the Project Management Framework will guide risk reporting, monitoring and mitigation activities during the delivery phase of the Project.

Day-to-day risk monitoring will be overseen by the Project Manager. Generally, key risks and risk activities will be reported through the governance structure bi-monthly to the Project Control Group.

Should critical risks be identified by the Project Manager, these risks will be escalated immediately through the governance structure.

A thorough assessment of potential risks across all stages of the project life has been undertaken. Key Project risks have been identified by the Project Team. The Project's Risk Register was reviewed by the Project Owner in January of 2019. The Risk Register will be updated when necessary and reviewed monthly by the Project Manager. Identified Project Risks are summarised in Table 6.3.1 below:

The Project is considered to have a moderate risk profile overall, subject to securing adequate funding.

Table 6-3.1: Key Project Risks

Risk	Proposed mitigation	Risk rating after mitigation		
		Impact	Likelihood	Rating
Internal and External Funding <ul style="list-style-type: none"> Council funding capability not yet established Funding from partners, including the NSW and Federal Governments is not yet secured 	<ul style="list-style-type: none"> Confirm Council's internal funding strategy; limitations; and commitment, including asset sales, external loan Secure funding commitments and agreements from funding partners at State and Federal Government levels Identify any alternative funding sources Consult/inform funding partners - monthly Delay project if sufficient funding not obtained 	Severe	Likely	High
Site Acquisition	<ul style="list-style-type: none"> The proposed site, within the Northern Inland Centre of Sporting Excellence is wholly owned by Tamworth Regional Council and no site acquisition risk exists 	NIL	NIL	NIL
Statutory Approvals	<ul style="list-style-type: none"> The Centre is intended to be located in a Sports Excellence Precinct, and will integrate with several existing high profile venues. Current Zoning of this land is.... 	Moderate	Likely	Moderate
Construction Phase exceeds Budget	<ul style="list-style-type: none"> Contingency sum will be included to reflect scale and complexity of project Prior planning through Project Team; design Team and Quantity Surveyor input. Expenditure and variation monitoring throughout Project 	Major	Likely	Moderate
Unfavourable ground conditions <ul style="list-style-type: none"> impact on design and construction costs 	<ul style="list-style-type: none"> Soil tests in the vicinity and actual construction of adjacent Sports Dome complex provides strong evidence of soil profile in the area. Undertake early test works to confirm soil type Dial Before You Dig mandatory pre-planning Incorporate site condition risk into Project contingency 	Major	Possible	Moderate
Ability to Attract suitable contractors for construction and fit-out	<ul style="list-style-type: none"> Project will undergo normal Tender processes as part of Council procurement Policy. Council has previously secured suitable contractors for major works Projects. Aquatic and Leisure Centres are becoming more common with extensive expertise in design and construction 	Moderate	Likely	Moderate

Noise Mitigation <ul style="list-style-type: none"> Impact from people noise potentially from the Adventure Slide Zone; and from the outdoor pool zone (events, amplified music and loud speakers; parties) Noise would have greatest impact on the adjacent Equestrian Centre outdoor Event Arena <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> <i>The Adventure slide flumes are a fully enclosed (wrapped) design which has an immediate noise dampening effect.</i> <i>The entry (queuing) and exit points for the slide flumes are within the main aquatics hall. People noise will be predominantly contained within the building.</i> <i>An acoustics barrier or fence/wall will be provided along the eastern and southern common boundaries between the outdoor pool and grounds and AELEC. This fencing would have the added benefits as a wind break to the pool and as a privacy screen</i> <i>There are a range of industry techniques to dampen noise within the main Aquatic Hall. It is common for noise reverberation (echo) to be a significant issue within aquatics venues for patrons and noise mitigation will be required, irrespective of adjoining facilities.</i> <i>Future facility designs would incorporate options of sound absorption ceiling panels; aesthetic acoustic panels and curtains which are reported to provide up to 70% noise reduction within aquatic halls. These systems are designed for the humid conditions within an aquatics facility and have appropriate fire ratings. This will be a crucial design aspect given that the building will have retractable walls to enhance event and operational needs.</i> <i>The architects working on this Project have now provided a revised site layout which re-orientates the water slide complex to provide an approximate buffer distance of 70 metres from the AELEC outdoor arena. The increase in separation distance from an initial 30 to 40 metres will further mitigate people noise from within the slide complex.</i> <i>Well-planned acoustics for the aquatic hall will provide lower volumes for the public address system and verbal noise would also be reduced, due to less noise reverberation in the building.</i> <i>It is understood that the outdoor arenas at AELEC will be situated at a lower ground level than the aquatic centre and there will be spectator mounds at the arenas. These physical aspects will also assist in mitigating noise travel from the aquatic centre.</i> 	Major	Possible	Moderate
Location of Utilities	<ul style="list-style-type: none"> Dial before you dig mandatory pre-planning process The location has several venues which are currently well serviced by utilities / networks 	Moderate	Likely	Moderate
Excessive workloads on Project Staff During the Construction Phase	<ul style="list-style-type: none"> Project Management Team established to support Project Staff and oversee Contract management and Funding Agreements Ensure additional staff to assist 	Moderate	Likely	Moderate
Unfavourable Weather During Construction	<ul style="list-style-type: none"> Reschedule work Move impacted games to alternate fields. 	Moderate	Likely	Moderate

6.4 ASSET MANAGEMENT AND OPERATIONS

The Project and future asset management of the Centre will fall within the scope of the Tamworth Regional Council Asset Management Framework and based on whole of life / asset improvement principles. The ownership and responsibility for the operations and maintenance of all assets developed as part of the Project lie with Council.

TRC will manage the Tamworth Regional Aquatic and Leisure Centre in accordance with its Asset Management Plan. TRC's proven asset management processes ensure all asset management plan incorporates the following critical elements:

1. Provision of a defined level of service;
2. Systems to monitor performance;
3. A plan for managing the impact of growth
4. A lifecycle approach to developing cost effective management strategies for the long term that meet the defined level of service;
5. Identification of, assessment, and appropriate control of risks;
6. A long-term financial plan which identifies required, affordable expenditure and how it will be financed, and
7. An asset management improvement strategy.

Asset Management Plans set out the current assets owned and managed by Council, the financial implications of these assets, future infrastructure needs, available budgets, the drivers for growth, and the risks associated with owning the assets. The plan also describes future level of service needs of the community and an improvement strategy for asset management.

Typical activities that may need to be undertaken across the asset lifecycle are outlined in Table 6.5.3:

Table 6.4 - Asset Management Cycle

Asset Management Lifecycle	Description of Activities	Timeframes
<i>Plan</i>	Develop and refine specifications for and design of the Regional Aquatic Centre	0-6 months
<i>Procure</i>	Procure suitably skilled Contractors to construct and fit-out the Centre	6 months
<i>Develop</i>	Monitor construction to ensure budgetary control and minimisation of Project variations	2 years
<i>Operate and maintain</i>	Establish the most efficient and economical model to manage the Centre and associated commercial elements. Undertake periodic reviews of operational performance to achieve greatest efficiencies and observe community and user group feedback on operational matters and asset performance	ongoing
<i>Improve and Dispose</i>	Undertake normal asset management processes including scheduled, periodic and emergent maintenance and component replacement as necessary	Ongoing

6.5 PROPOSED REPORTING

Reporting protocols will be determined by funding Agreements established for the Project. Council will use its integrated project management software tool to track:

- expenditure to date;
- economic value generated;
- projected expenditure remaining;
- contingency utilised;
- contingency remaining;
- project variations; and
- key project risk and issues identified.

The Project Team will use this tool to generate monthly reports to inform the General Manager and Council, the Project Team, funding agencies and Tamworth community, of the Project's status. Reporting will also be a specific component of the Tamworth Regional Council Annual Operating Program and Annual Reporting obligations.

A post-evaluation report will be produced after the completion of the Project, to be prepared by the Project Manager.

7. CONCLUSION

The Tamworth community have advised Council that they support the development of an indoor, all-year Aquatic and Leisure Centre – based on consistent feedback across four community engagement initiatives.

Community responses also strongly inform Council that the preference is to develop a multi-functional contemporary facility to service the Region now and in the future, with associated recreational, fitness and wellness elements. This closely aligns with opinion from the aquatics industry to achieve a successful indoor/outdoor aquatic sport and leisure community space that meets contemporary expectations.

The community has raised valid concerns relating to the future of existing Tamworth City swimming complexes; location of the new Centre; and associated public transport needs; affordability and equitable access. These concerns have been part of the conversation through community engagement sessions; within Council; and as crucial components of this Business Case. The reality is that the development of the Centre is still in the distance, from financial and design perspectives. Considerable discussion and negotiation will be undertaken to ensure community concerns are further addressed and that a Regional Aquatic and Leisure Centre is delivered with acceptable access for all.

The Project has significant financial and infrastructure scale, which Tamworth Regional Council cannot contemplate without major external funding partners. The research completed to date, community involvement and the development of Tamworth in population and regional liveability are all crucial indicators that this Project needs to be supported; and establishes that Council is ready to move this Project forward. Council is committed to contributing sufficient land, financial contribution through sale of assets; project supervision and ongoing operational support.

This Business Case demonstrates community need, community support, economic, health and social benefits on a regional scale. The Tamworth Blueprint 100 (Population Plan) reinforces what the Tamworth Region and Tamworth City will look like in 10 to 20 years as a major regional powerhouse, supporting the Regional and NSW economy and sporting prowess. The broader region, with a population approaching 200,000 people and the growing needs of the Tamworth Region; employment generation; and the ageing aquatics infrastructure are all justifications for the development of the Centre.

Council is funding the community engagement, research and conceptual design for the Regional Aquatic and Leisure Centre and is committed to this investment, to be in a state of readiness and to achieve a strategic objective initiated and supported by the Tamworth community.

Graphic of Aquatic and Leisure Centre integration with Tamworth Sports Dome



Why must we plan for the future?

Because we will spend the rest of our lives in it