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FEASIBILITY STUDY FOR A SUSTAINABLE INDOOR HEATED AQUATIC FACILITY

SHIRE OF DENMARK

FINAL REPORT












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50 YEARS
AN EXTRAORDINARY JOURNEY

FEASIBILITY STUDY FOR A SUSTAINABLE INDOOR HEATED AQUATIC FACILITY

Shire of Denmark

Date December 2010

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1 Background Information

The following information provides an overview of the relevant background information associated with the development of the Denmark Aquatic Centre (DAC).

1.1 Introduction

The Shire of Denmark is located in the Great Southern Region of WA, west of the Regional City of Albany and has an estimated population of 4,982 people. The Shire covers an area of 1,860 square km being 420km south southeast of Perth City. It has a distinct east-west orientation, with the South Coast Highway and Western Australian coastline forming the southern boundary. Denmark is the main town in the Shire which is divided into 3 wards of Scotsdale/Shadforth, Kent/Nornalup and Town.

The Shire Council currently has no indoor pool provision, but benefits from access to natural coastal waters. Since 1990, there has been ongoing local interest in the development of an indoor heated aquatic facility within Denmark. This culminated in a needs analysis and operational cost projections report undertaken by Ian Mumford Consulting in 2006 and a further needs assessment undertaken by Jill Powell and Associates in May 2009. The latter report identified a need for an indoor aquatic facility and recommended further work be undertaken to thoroughly test the practicality of:

- Management Options
- Facility components
- Location Options
- Design Options
- Social, economic and environmental sustainability
- Cost

To resolve these matters and provide a clear direction for the potential future provision of indoor aquatic space, The Shire of Denmark in Partnership with the Denmark Aquatic Centre Committee Incorporated (DACCI) and the Department of Sport and Recreation initiated this feasibility study.

1.2 Study Scope and Objectives

The purpose of the study was to determine the feasibility for a sustainable indoor heated aquatic facility in the Shire of Denmark in accordance with Department of Sport and Recreation's (DSR) Feasibility Study guidelines.

The brief included a number of requirements which can be summarized as:

- Test the assumptions and recommendations of the Needs Assessment.
- Verify the following:
  - What can the community afford from both a capital and operational perspective
  - The basis for the project.
  - Identify factors which have changed since the Needs Assessment.
- Test assumptions against a number of different scenarios.
- Provide a list of requirements that need to be addressed before the project should proceed

- To investigate and report on innovative models of design, operation, and financial management to provide a modern, sustainable, best-practice aquatic facility.
- To investigate and report on the social and financial viability of selected facility models from a capital and operating perspective, including fully costed management options and the methodology and assumptions used to prepare this analysis. These models should be based on a 30-year life for the facility and include depreciation.
- To establish a workable benchmark based on existing facilities in other shires which are similar in size, geography and demographics for comparison with the concept plan.
- To conduct a site analysis and identify the most suitable site for the facility.
- To develop a concept plan for the facility, including a component list detailing the principal requirements of the facility and any special facility needs (e.g. disabled access). Included within this would be environmentally sustainable design initiatives which enable a suitably qualified Quantity Surveyor to prepare an Opinion of Probable cost.

The initial needs analysis identified a need for aquatic provision in the Shire, but did not identify any options to be considered. The feasibility study therefore began with a review of the output of the consultation processes and identified a series of options for consultation purposes.

1.3 Methodology

The methodology used for this study is as follows:

1. Clarification and Review of Aims and Objectives.
2. Situation Analysis, taking into account current policy directions of the Council, operational performance of regional aquatic facilities, industry trends and demographic trends.
3. Community Consultation and Demand Assessment. This was undertaken by direct one to one contact with key individuals and groups underpinned by a survey distribution for ratepayers, feedback from DACCI members and a community briefing and consultation event.
4. Identify Facility Development Opportunities and Options. This involved analysing the current market circumstances, competitors and potential options for service delivery.
5. Detailed Assessment of the Proposed Aquatic Leisure Facility through the development of concept plans, management plans, an operational plan, potential funding strategy and implementation plan
6. Preparation of a Draft Feasibility Report.
7. Final Report.

1.4 Acknowledgements

Coffey Commercial Advisory would like to acknowledge the contribution of Damien Schwarzbach (Manager – Recreation, Cultural and Community Facilities, Shire of Denmark), Gregg Harwood (Director of Community & Regulatory Services), DACCI representatives and the Project Steering Group for their assistance in providing background information and guidance as required in the preparation of this Feasibility Study for a Sustainable Indoor Heated Aquatic Facility.

In addition, the input, advice and information contributed by other individuals and groups during the study has been important which includes Elected Members, Council staff, residents, representatives from sporting clubs, community groups and other stakeholder representatives.

2 Contextual Background

The following information provides a summary of background information relevant to the proposed aquatic facility development.

2.1 Literature Review

The following table contains a review of the relevant reports and plans for this study.

Study	Summary and/or Key Findings
Shire of Denmark Needs Assessment into a Sustainable Indoor Heated Aquatic Facility (Jill Powell & Associates, May 2009)	This study reviewed undertook a needs analysis of developing an indoor heated pool in the Shire. The key conclusions were: • A need was identified but no direction was provided on potential components and the market it would serve. • The consultation process resulted in 779 responses (563 residents, 216 non-residents). • Indoor pool was identified as the top priority by respondents. • The highest type of use was identified as social, recreational and fitness. • The need for warm water space (hydrotherapy) would rank highest combining results for addressing rehab, joint mobility and physical health problems. Further analysis of the output from the needs assessment will be referenced later in the report.
Proposed Indoor Heated Aquatic Facility Needs Analysis and Operation Cost Projections (Ian Mumford Consulting, August 2006)	This study undertook a needs analysis and provided operational cost projections for an 8 lane pool. It highlighted: • Recreational and competitive swimming is the primary focus. • An 8 lane lap pool is the principle desired component. • Denmark Recreation Centre was identified as the preferred location. • The operation of the pool was to be financed through participation fees and rates subsidy. • Affordability was a key concern of the Shire Council and residents. • Based on a Shire population of 5,000, the annual attendance figures would be 38,500 (i.e. 7.7 visits per head of population x 5,000) • The report concluded that the operational running cost would run at a deficit of $254,313 plus $100,000 for depreciation, capital replacement and loan repayment.

Study	Summary and/or Key Findings
Community Needs and Customer Satisfaction Survey 2008	• The survey conducted during 2008 asked the local community a series of questions related to existing and potential future service provision within the Shire of Denmark. - Council should construct a swimming pool within Denmark? - Council should raise rates to construct and maintain a swimming pool? • The response from residents indicated that whilst there was a strong demand for a swimming pool within the Shire, there was a lack of willingness overall to pay for it. In analysing the detailed responses to the questions a common theme of "user pays" arose.
Shire Of Denmark Local Recreation Plan (Lesley Solly & Associates, March 2003)	• The Local Recreation Plan in March 2003 identified the need to assess the viability of a new 6 to 8 lane 25m pool. • A hydrotherapy pool to be located either at Denmark Hospital or elsewhere with the 25m pool. • Recreation centre consistently highlighted as the optimum site.
Shire of Denmark Commercial Strategy: Town Planning Scheme Policy No.31 (February 1999)	• The Commercial Strategy suggests that certain civic and cultural facilities should be prominently located within the CBD in order to achieve a mix of commercial and community activity.
Settlement Strategy for Denmark: Town Planning Scheme No.28 (adopted 22nd December 1998)	• The strategy identifies that the Shire of Denmark is well provided for with reserves that can accommodate community uses. • The strategy promotes the principles of Liveable Neighbourhoods (subsequently reviewed and updated) and the linking of reserves and open space's to incorporate footpaths and cycleways, linking outlying residential areas.
Denmark Leisure & Aquatic Centre Feasibility Study (Denmark Community Swimming Pool Committee, 1998)	The report identified a number of aspects relevant to the current study: • Fundraising for pool began in 1990. • The assessment determined that a minimum requirement would be for a 25m x 6 lane pool to serve residents of the Shire. • Operating costs in 1998 were estimated at $258,700 with an income of $200,976.

2.2 Additional Council Committee Reports

Over the past 15 years a series of reports have been presented to the Shire of Denmark Council in relation to the development of a swimming pool within the Shire. A selection of historic references is provided below to indicate the stance which has been undertaken during the most recent period in relation to support for a swimming pool facility:

- 11th September 2006: The recommendation noted comments received from DACCI regarding its concerns with the methodology of the report and its preference that the study not be proceeded with. It went on to state that given the projected operating and capital costs of an Indoor Heated Aquatic Facility and the sustainability of such, the completion of the feasibility study and the project not be proceeded with. The matter was however deferred pending receipt of further comments.
- 2nd January 2007: The report concluded "it is still a fact that capital and operating costs for a facility such as this are significant and Council needs to be cautious about raising its debt level by at least $1 million" The recommendation of the September 2006 committee was therefore carried.
- 26th August 2008: The provision of an aquatic facility was further reviewed by members following a request by DACCI to undertake an in-house study of the need for an Aquatic Facility. The recommendation for the council to engage in partnership with DACCI to assess the need for a sustainable indoor aquatic facility was supported.
- 26th May 2009: The report referenced the needs assessment report identified above and acknowledged that there is a need for an indoor aquatic facility in the Denmark locality.

2.3 Tourism Australia: Denmark Shire – Tourism profiles for Local Government Areas in Western Australia

This document highlights the tourism movement in a three or four year average too June 2007. Of the main highlights it indicates:

- The Shire caters for 10,000 international visitors annually and 97,000 domestic overnight visitors.
- The average contribution to the local economy is $1m from international visitors and $31M from the domestic market.
- The average spend per night ($40) in the Shire is less than 50% of the state ($86) and and national average ($97) for international visitors. However the domestic market average spend for the Shire ($100) is slightly below the state average ($116) which is below the national average spend ($127).
- The majority of international visitors (93%) visit the shire for holiday/leisure purposes with the top activities being eating out (81%) and going to the beach (75%).
- The average stay in nights for international visitors is 2.7, whilst for domestic travel it is 3.2

Whilst visitors to Denmark contribute significantly to the local economy it is likely that such visits are short term in nature and are unlikely to significantly contribute to the financial viability of local community infrastructure. The main focus for both international and domestic visitors will be on natural and environmental attributes of the Shire

2.4 Strategic directions for Western Australia Sport and Recreation Industry: SD4 2006-3010

Of the challenges identified, SD4 states infrastructure planning and provision must embrace the principles of:

- Sustainability.
- Evidence based decision making.
- Collaborative provision modelling.
- Asset management and lifecycle costs.
- Ensure that future generations have places to participate in sport and recreation. This will involve:
  - The development of a range of innovative and creative participation opportunities;
  - The development of partnerships with other key stakeholders and
  - Identification of the contribution that sport and recreation provides in addressing health, education and social problems associated with physical inactivity.

2.5 Denmark Recreation Centre Overview

The existing Denmark Recreation Centre (DRC) is the location of the main sport and recreation infrastructure provided by the Shire. The Recreation Centre provides a wide range of "dry" programs and services for the general public, clubs, organisations and schools. A summary of the existing facility is outlined below.

DRC Location

Denmark Recreation Centre is located on Brazier St, Denmark, 1km south of the South Coast Highway. It is located 700m south east of Denmark Primary School and between 1.1km and 1.2km south-southwest of the Agricultural College, Denmark High School and Denmark Golf and Country Club.

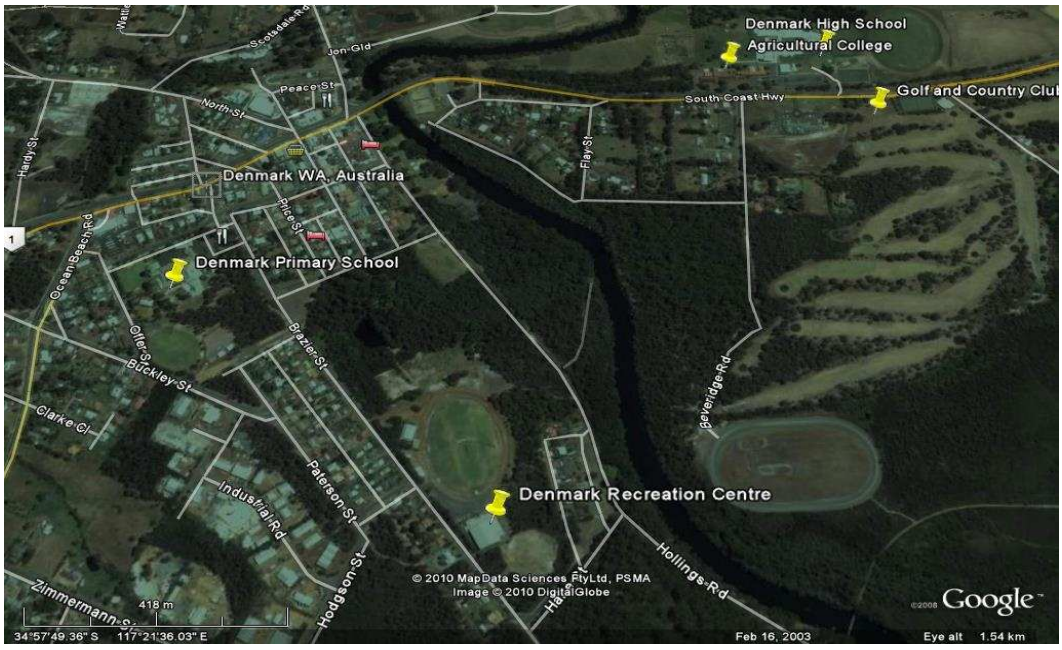


Figure 1: Location of DRC & Relationship with Other Key Education & Sporting Infrastructure

DRC Existing Facilities

The existing DRC has the following facilities:

- A two court sports hall
- Gym equipment and aerobics/ workout room
- Crèche
- Storage
- Reception incorporating small snack retail
- Offices and meeting rooms

DRC Hours of Operation

The DRC current hours of operation are:

- Monday 7.30am – 8pm.
- Tuesday 7.30am – 7.30pm.
- Wednesday 6.30am – 8.30pm.
- Thursday 7.30am – 10.30pm.
- Friday 6.30am – 5pm.
- Closed Saturdays, Sundays and Public Holidays.

In summary, the DRC is opened for approximately 3,200 hours per week.

Current Facility Usage

The following graph provides a summary of the DRC annual attendance levels[1].

Program or User Group	2006/07	% of Usage	2007/08	% of Usage	2008/09	% of Usage
Fitness/Gym Participants	2,191	10%	3,278	15%	8,172	29%
Denmark Basketball Association	3,258	15%	3,528	16%	3,615	13%
Denmark Netball Association	3,194	15%	3,163	14%	3,409	12%
Centre Operated Activities	4,254	20%	5,766	26%	5,822	21%
Denmark High School	1,881	9%	2,142	10%	2,120	8%
Total Centre Attendances	**21,110**		**22,100**		**28,116**	

Table 1: DRC Annual Attendance Levels

Based on the above information, the following is identified.

- The average annual attendance for the DRC over the last three years is 23.7K.

[1] Provided by DRC Management.

3 Demographic Overview

The following section outlines the key demographic data for the Shire of Denmark.

3.1 Current Population

The 2006 census identified the Shire population as 4,509 people and these have been broken down into five year age groups and gender:

Age Cohort	Male	Female	Total	% of Population
0 - 4 years	119	108	227	5.0
5 - 9 years	160	160	320	7.1
10 - 14 years	149	158	307	6.8
15 - 19 years	191	114	305	6.7
20 - 24 years	61	53	114	2.6
25 - 29 years	70	67	137	3.1
30 - 34 years	72	118	190	4.2
35 - 39 years	118	162	280	6.2
40 - 44 years	189	190	379	8.4
45 - 49 years	185	205	390	8.7
50 - 54 years	176	177	353	7.8
55 - 59 years	203	209	412	9.1
60 - 64 years	171	184	355	7.9
65 - 69 years	137	118	255	5.6
70 - 74 years	91	92	183	4.1
75 - 79 years	73	70	143	3.2
80 - 84 years	30	49	79	1.8
85 - 89 years	26	35	61	1.3
90+ years	8	11	19	0.4
Totals	**2,229**	**2,280**	**4,509**	**100**

Table 2: Age Structure of Denmark Shire in 2006

The following provides a summary of the key information from the above table for 2006:

- The percentage of males in the Shire is 49.43%, whilst females make up 50.57% of the population.
- The age cohorts with the greatest population number are:
  - 412 or 9.1% of the total population are 55 - 59 year olds.
  - 390 or 8.7% of the total population are 45 - 49 year olds.

The following graph provides a summary of the age cohort breakdown of Shire of Denmark when compared to the Great Southern Region and overall Western Australian population.

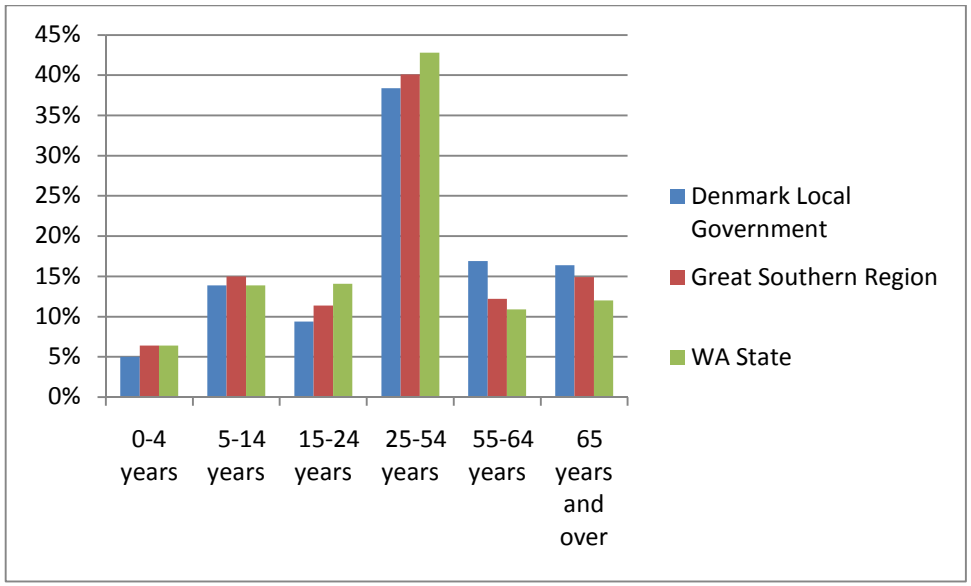


Figure 2: Age Structure of Denmark Shire compared to the Great Southern Region and WA State in 2006

The following information provides a summary of the above graph:

- The Shire has a significantly lower population in the 15-24 and 25-44 age groups with much higher numbers in the 45-64 and +65 age groups.
- The Shire has comparable numbers of 5-14 year olds to that of the State (13.9%), but significantly lower than the Great Southern Region (15%).
- A total of 33.5% of the population are contained within the 45-64 years of age, (Baby boomers) this will have a major impact on services and facilities over the next 10 years which will increasingly need to cater for senior's activity, aged care and more passive recreational activities.

3.2 Family Household Type and Household Tenure

The figures below indicate the various family household types within the Shire of Denmark. A summary of the key findings is outlined below:

- The largest proportions of Denmark Shire households comprise of "Couples" without children (48.3%). This is 10% above the current household composition across the WA State and almost 5% above the Great Southern Region.
- Conversely there are fewer couples's families with children within the Shire of Denmark than the State and Great Southern Region. This would tend to support the indication of an aging demographic and the need to focus facility provision towards on older age range and contain a more balanced program of opportunities, rather than focussing on a strong family market.
- Housing tenure analysis shows that a significantly high proportion of residents within the Shire of Denmark fully own their property (41.8%) compared to WA State (30.2%). This would indicate that the resident population is relatively affluent with generally a greater level of disposable income, particularly as the percentage of residents either purchasing

or fully owning their property is comparable across WA State, Great Southern Region and the Shire of Denmark (65%).

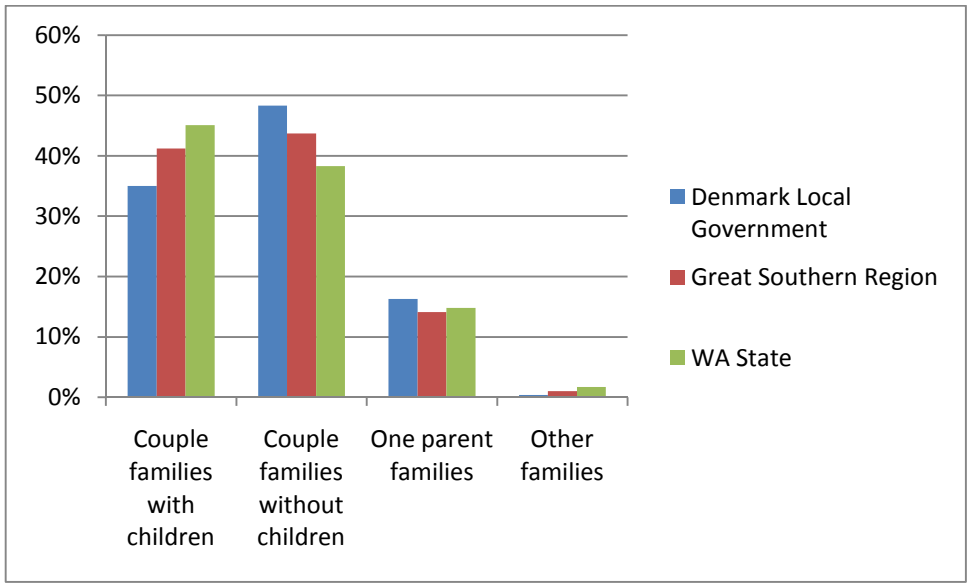


Figure 3: Family Household Composition

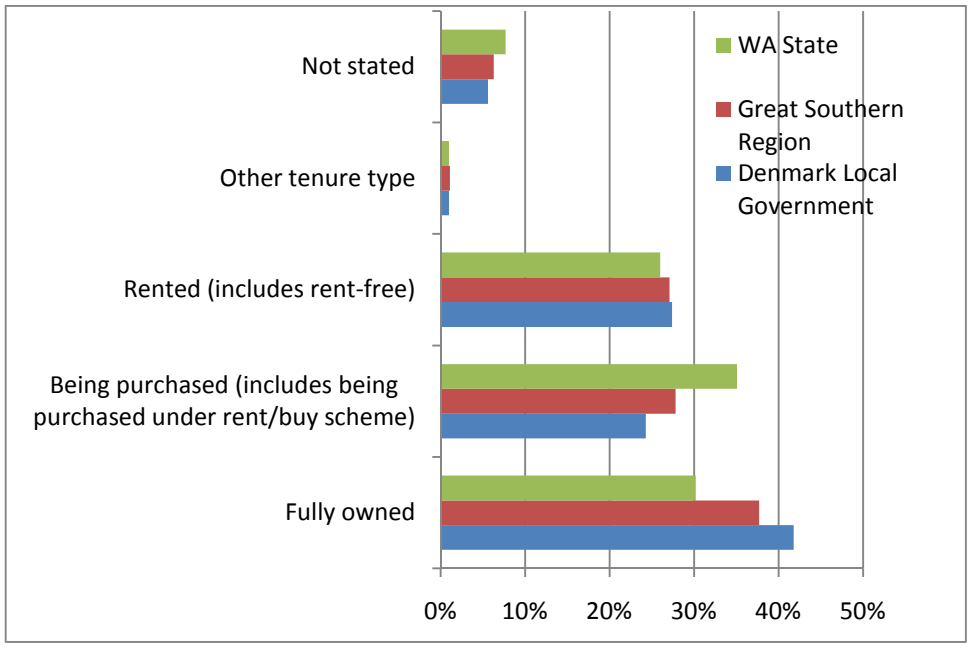


Figure 4: Housing Tenure

3.3 Employment Profile

The figure below shows the employment profile for the Shire of Denmark when compared to the Great Southern Region and WA State. A summary of the key findings is:

- Whilst there is a slightly higher unemployment rate within the Shire compared to the State and Region this is marginal. Employment within the Shire is generally consistent with the Region and State averages. However the number of part time employment is

significantly higher within the Shire of Denmark (41%) than the state (28.4%), whereas full time employment is significantly lower for the Shire (46.9%) compared to the state (61%). The Great Southern Region also has significantly higher numbers of people in full time employment (57.7%) and marginally higher numbers of people in part time employment (29.9%)

- There can be a number of explanations to such significant variations. It could indicate that the Shire has a high number of residents who undertake work as a social outlet rather than as a major income generator; or may indicate that residents may be employed within more localized service and agricultural industries which are seasonal in nature; or there is a lack of full time employment opportunities in the economy. Nevertheless it would indicate that a higher proportion of the working population could have a higher degree of available leisure time than comparable populations.

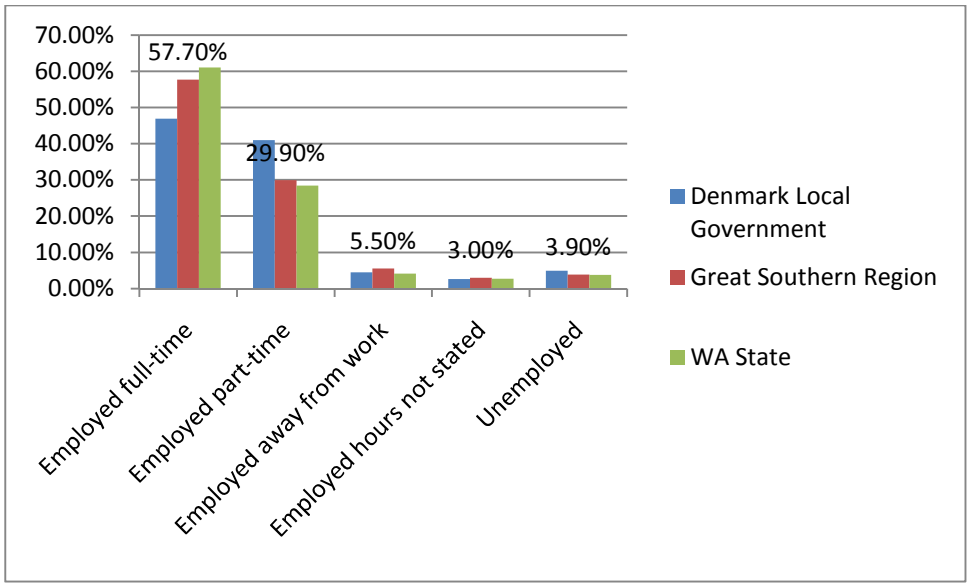


Figure 5: Employment

3.4 Social Characteristics

The relevant social characteristics of the Shire are given in the table below:

Item	Denmark	WA	Australia
Median age	44 years		37 years
Median weekly individual income	$362		$466
Median weekly household income	$641		$1,027
Mean household size	2.3 persons		2.6 persons
Australian born	3157 (70%)		70.9%
Overseas born	1077(23.9%)		22.2%
English speaking only	92.8%		78.5%

Table 3: Social Characteristics of the Shire of Denmark

This data indicates that the majority of Denmark's population (70%) is Australian born with a high level of English speaking households. The highest participating category of people in

recreational activities are Australian born with a participation rate of 57.6%. Of the overseas born, England has 12.3% followed by New Zealand 1.9%, Germany 1.2%, Scotland 1.2% and Netherlands 1.0%. The low levels of weekly individual and household income would however indicate that there is less disposable income for expenditure on leisure pursuits and paid access to facilities.

3.5 School Enrolments

The figures below provide an indication of the likely school catchment of an aquatic facility. They are provided by the Department of Education and highlight current limitations in developing a facility which is focused on youth and family access.

Denmark Primary School

The following table provides a summary of Denmark Primary School enrolments.

Semester 2	2006	2007	2008	2009	2010
Pre-Compulsory (PPR Only)	39	40	42	51	52
Primary	379	379	397	395	434
Total	**409**	**419**	**439**	**446**	**486**

Table 4: Denmark Primary School Enrolments

As noted in the above table, total enrolments have varied from 419 to 486 with the most significant movement being in 2010 when enrolments increased by 9%. Prior to that enrolments have increased marginally, year on year.

Denmark High School

The following table provides a summary of Denmark High School enrolments.

Semester 2	2006	2007	2008	2009	2010
Lower Secondary	208	211	210	196	167
Upper Secondary	24	22	34	74	77
Total	**232**	**233**	**244**	**270**	**244**

Table 5 : Denmark High School Enrolments

As noted in the above table, total enrolments have varied from 232 to 270 with the most significant movement being in 2009 when enrolments increased by 11% and then dropped in 2010 to 2008 level. Overall enrolments had remained relatively consistent, although the enrolments in lower secondary have over the past two years shown a significant decrease, whilst numbers in upper secondary have shown a comparable increase.

3.6 Future Population

Population projections for the Shire of Denmark, as outlined below, are taken from Western Australia Tomorrow, Population Report No 6, November 2005 by the Department of Planning. The Department of Planning uses this data for future planning purposes and it is based on anticipated changes to the natural population increase, immigration and interstate migration. In addition the calculation includes local economic intelligence and multiplier affects from known development projects.

Item	2011	2016	2021	2026	2031
Projected Population	6,096	6,756	7,301	7,746	8,094
Increase on 2011	NA	10.8%	19.8%	27.1%	32.8%

Table 6: Population Projection for the Shire of Denmark

It is anticipated that the Shire of Denmark population will increase by approximately 32% in the period 2011 to 2031. This however needs to be tempered against the Shire's current experience which is indicating that population growth is not keeping pace with land acquisition. Nevertheless growth will be relatively low over a 20 year period in comparison to significant growth areas in WA which are experiencing between 4% to 6% growth per annum.

3.7 Conclusions

The above demographic analysis has highlighted a number of key issues in respect of current and emerging population characteristics and will be used to inform the subsequent Demand Assessment.

4 Sports Participation Trends

4.1 National Participation Trends – ERASS

The Australian Sports Commission (ASC) conducted its ninth annual Exercise, Recreation and Sport Survey (ERASS) in 2009 to measure Australians' participation in physical activity for exercise, recreation and sport.

ERASS collects information on the frequency, duration, nature and type of activities that are participated in by persons aged 15 years and over for exercise, recreation and sport during the 12 months prior to interview.

ERASS reports are available annually, compared to the physical participation reports generated by the Australian Bureau of Statistics Census which are produced once every five years. The benefit of ERASS therefore is the opportunity to access research data on an annual basis.

4.1.1 Western Australia Specific

The following table identifies the ten most popular activities and participation rates undertaken by Western Australian's compared with National participation rates. 55 sports are assessed through this research.

Rank	Activity	WA-2009	National 2009
1	Walking (other)	37.2%	36.1%
2	Aerobics/fitness	26.2%	22.9%
3	Swimming	17.6%	14.1%
4	Cycling	14.5%	11.1%
5	Running	11.3%	11.0%
6	Golf	6.3%	6.4%
7	Tennis	5.4%	6.4%
8	Basketball	4.2%	3.9%
9	Netball	4.2%	4.0%
10	Football (outdoor)	4.1%	5.1%

Table 7: Western Australia Participation Rates Compared with National Participation Rates

As shown in the above table participation in aerobics/fitness and swimming is considerably higher in Western Australia compared to National participation. Aerobics/fitness and swimming are consistently the 2nd and 3rd most popular activities both nationally and within WA.

The following table identifies the ten most popular activity rates in Western Australia for the period 2006 – 2009 and highlights the fact that the trend in participation in both activities is upwards with a slight decline in 2007, a result which was experienced by all sports in that year.

WA Rank	Activity	2009	Activity	2008	Activity	2007	Activity	2006
1	Walking (other)	37.2%	Walking (other)	40.1%	Walking (other)	33.1%	Walking (other)	37.8%
2	Aerobics/fitness	26.2%	Aerobics/fitness	23.3%	Aerobics/fitness	20.4%	Aerobics/fitness	22%
3	Swimming	17.6%	Swimming	16.9%	Swimming	14%	Swimming	16%
4	Cycling	14.5%	Cycling	13.6%	Cycling	10.7%	Cycling	12.3%
5	Running	11.3%	Running	9.3%	Running	8.4%	Running	9.4%
6	Golf	6.3%	Golf	6.7%	Golf	5.7%	Golf	7%
7	Tennis	5.4%	Basketball	5.6%	Walking (bush)	5.2%	Tennis	6%
8	Basketball	4.2%	Tennis	5.5%	Tennis	4.5%	Netball	5.3%
9	Netball	4.2%	Australian football	5.2%	Basketball	4.1%	Australian football	5%
10	Football (outdoor)	4.1%	Walking (bush)	4.6%	Netball	3.5%	Walking (bush)	3.9%

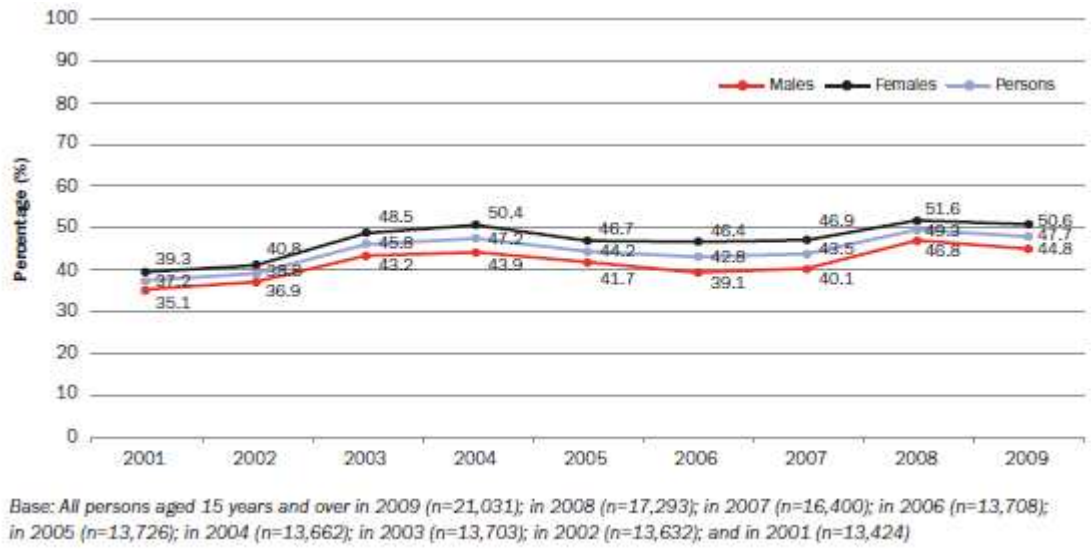
Table 8: Western Australian Participation Rates by Activity 2006 – 2009

Main conclusions from the ERASS Report in relation to WA:

- The most popular activities in Western Australia are walking, aerobic/fitness, swimming and cycling.
- In Western Australia in 2009, total participation by the 15-24 years age group was 92.4%, which declined to 71.5% for persons aged 65+ years.
- There was a higher rate of participation in Western Australia than Nationally for all age groups. Only ACT has a higher participation rate than WA (87.4% compared to 85.0%).
- Total participation in organised physical activity within WA is 39.6%, which is lower than the national average of 39.8%.

4.1.2 National Trends

- The regular participation rate in any physical activity increased by 10 percentage points between 2001 and 2009 (from 37.2% to 47.7%). This increase occurred for both men and women, although the increase was greater for women. The increase in regular participation rates was almost entirely explained by an increase in participation in non-organised activities.
- The median frequency of participation in physical activity was 2.5 times per week in 2009. Women (3.0 times per week) tended to participate more frequently than men (2.2 times).
- An estimated 8.2 million persons, or 47.9% of the population, participated for two hours or more per week in the two weeks prior to the interview in 2009.
- The table above shows that walking, aerobics/fitness, swimming and cycling are consistently the most popular sport and physical activities on a national and regional level. At WA state level participation in Australian Rules Football, Basketball, Cycling and Swimming is generally consistently higher than the national averages.
- Activities experiencing large declines in participation between 2001 and 2008 included tennis (-21% over 2001) and golf (-11%). Swimming has remained relatively constant.



Base: All persons aged 15 years and over in 2009 (n=21,031); in 2008 (n=17,293); in 2007 (n=16,400); in 2006 (n=13,708); in 2005 (n=13,726); in 2004 (n=13,662); in 2003 (n=13,703); in 2002 (n=13,632); and in 2001 (n=13,424)

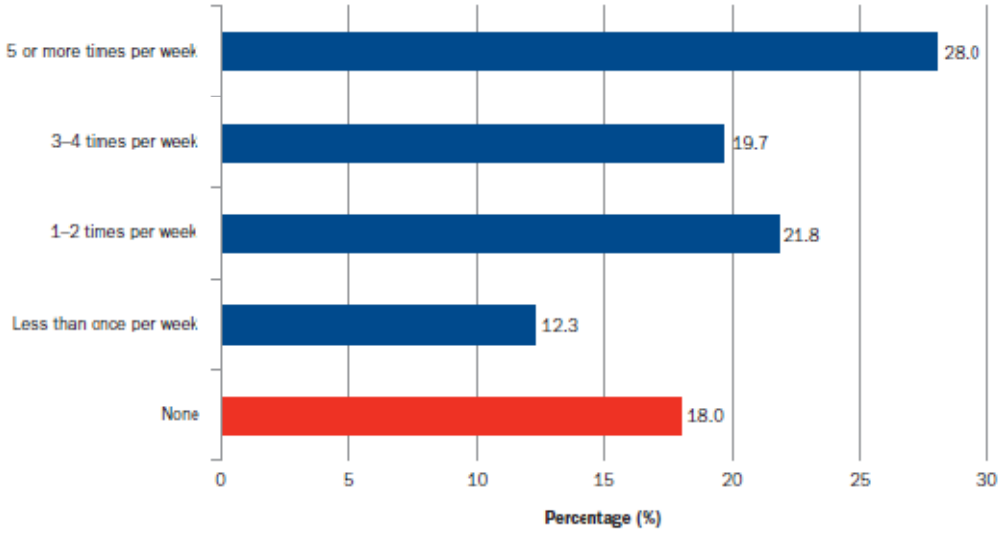
Figure 6: National Sports and Recreation Participation: ERASS Report 2009

- Almost all participation in cycling and running was non-organised, and most participation in swimming was non-organised.

4.1.3 National Trends - Organised Participation

Definition: "Organised physical activity' is physical activity for exercise, recreation or sport that was organised in full or in part by (1) a fitness, leisure or indoor sports centre that required payment for participation; (2) a sport or recreation club or association that required payment of membership, fees or registration; (3) a workplace; (4) a school; or (5) any other type of organisation."

- The total participation rate in organised physical activity was 39.8% in 2009. About half of all participation in physical activity was partially or fully organised (48.5%).



Base: All persons aged 15 years and over (n=21,031)

Figure 7: Frequency of Participation (ERASS Report 2009)

- Unlike non-organised participation, the regular participation rate in organised physical activity increased only slightly between 2001 and 2009. (3.4 percentage points for males; 2.4 percentage points for females).
- Regular participation in organised physical activity was higher for males in the 15 to 34 years age group and higher for females in the 35 to 64 years.
- While participation in non-organised physical activity increased with age, regular participation in organised physical activity was most common among those aged 15 to 24 years, regardless of gender.
- Those still at secondary school had the highest regular participation rate in organised physical activity.
- The top-ten organised physical activities in 2009, in terms of total participation rate, were aerobics/fitness, outdoor football, netball, golf, tennis, basketball, Australian rules football, outdoor cricket, lawn bowls and touch football.

4.1.4 National Trends - Non-organised participation

Definition: "Non-organised physical activity' is physical activity for exercise, recreation or sport that was non-organised in full or in part (that is, not fully organised by a club, association or other type of organisation)."

- The regular participation rate in non-organised physical activity increased 11 percentage points between 2001 and 2008, and the 2009 rate was similar to the 2008 rate. The increase occurred for both males and females. Overall increases in physical activity were mainly due to increases in non-organised participation.
- The total participation rate in non-organised physical activity was 70.7% in 2009.
- Women, regardless of employment status, had higher regular participation rates in non-organised physical activity (42.5%) than men (35.3%).
- Regular participation in non-organised physical activity gradually increased with age for males and females, peaking at 55 to 64 years among women. Women aged between 55 to 64 years were the most active in non-organised physical activity, with a regular participation rate of 50.6%.
- Regular participation rates in non-organised physical activities were lower than average among persons speaking a non-European language at home.
- The top-ten non-organised physical activities in 2009, in terms of total participation rate, were walking, aerobics/fitness, swimming, cycling, running, bushwalking, tennis, golf, surf sports and weight training. Almost all participation in cycling and running was non-organised, and most participation in swimming was non-organised.

4.2 National Sports Participation Trends (ABS)

The following information is sourced from the ABS publication – Sport and Recreation: A Statistical Overview, Australia (2008), and relates to the participation patterns for all Australian residents and collates data from a number of studies:

- Participation in Sport and Physical Activities Australia 2005-06 for people aged over 15 years.
- Children's participation in Cultural and Leisure Activities, Australia 2006 for ages 5-14
- National Health Survey, Summary of Results 2004-05

The main participation trends are:

- Overall, 65.9% of Australians aged 15 years and over (10.5 million) participated in sport or physical activity during the 12 months prior to interview in 2005/06. Of these persons 4.4 million participated in organized sports and physical recreation. Western Australia had the second highest participation rates of all states at 70.5% (1.1 million people).
- The most popular physical recreation activity for both sexes was walking for exercise with participation for females (32.8%) being almost double that of males (16.5%)
- Males had a marginally higher participation rate (66.0%) than females (65.7%) in sport or physical activity with males more likely to participate in organized sport than females.
- Participation rates were the highest for the 25-34 year age group (75.1%), and declined steadily with age, where the rate for persons aged 65 years and over was 49.4%.
- 1.7 million children between the ages of 5-14 (63.5%) participated in organized sport outside of school hours during the 12 months ending April 2006. 68.9% were male and 57.8% female.
- The most popular organized sports for boys were soccer (19.6%), swimming (16.5%) and Australian Rules Football (13.8%). The most popular organized sports for girl were netball (17.3%), swimming (18.2%) and tennis Football (6.6%).

4.3 Sports Participation Trends - Children

A recent National survey of children's participation in Cultural and Leisure Activities (ABS April 2009) presents data on a range of cultural and recreational activities, including participation in organised sports and use of the Internet. The study includes children aged from 5 to 14 years inclusive and both state and national data is presented in respect of sport activities that:

- A comparison of the data from 2003 to 2009 shows that the participation rate in organised sport did not increase significantly (62% in 2003 to 63% in 2009).
- Participation rates for males in at least one organised sport did not change significantly over the six year period. After showing an increase of three percentage points from 54% in 2003 to 57% in 2006, female participation rates in at least one organised sport did not show any significant change in 2009 (56%).
- An estimated 1.7 million (63%) children participated in at least one organised sport outside of school hours, in the 12 months to April 2009. Participation in organised sport was highest among 9 to 11 years olds at 68% compared with 58% for 5 to 8 year olds and 65% for 12 to 14 year olds.
- Participation rates were higher for boys across all age groups compared with girls, with the greatest difference being between 12 to 14 year olds (boys 74% compared with girls 55%).
- In 2009, the most popular sport for children was swimming with a participation rate of 19% (502,900). This was followed by outdoor soccer at 13% (360,400) and Australian Rules football at 9% (235,100).
- For boys, the most popular sports were:
  - Outdoor soccer (20% or 277,800)
  - Swimming (17% or 240,100)
  - Australian Rules football (16% or 223,700).

- The sport's most popular among girls were
  - Swimming (20% or 262,800)
  - Netball (17% or 225,000)
  - Gymnastics (8% or 101,200).

5 Consultation and Demand Assessment

The following information provides a summary of the key outcomes from the consultation undertaken during the feasibility study. The initial section provides further analysis of the data provided in the needs study to gain an understanding of the general facility composition and aquatic requirements of those that responded.

5.1 Needs Analysis Consultation

As part of the needs analysis consultation undertaken in May 2009 a number of questions were asked of the residents and non-residents of the Shire of Denmark. Whilst overwhelming support was given for an indoor pool, it was not clearly evident, the facility composition, respondents were seeking. In order to analyse the data further the following conclusions can be reached:

- 67% of residents and 38% of non-residents identify the pool as the highest priority for the Shire (equating to 59% of all respondents).
- The lowest response rates to the survey were within the 21 to 40 age range, which is reflective of the population demographics, which indicate a high aging population and a relatively significant primary/early high school population.
- Included within the analysis was the provision of a hydrotherapy pool which was considered separately to an indoor pool. When combined, the demand for aquatic water space increases.
- 41% of resident respondents indicated they could either not swim or not swim very well. The highest proportion of these were in the 1-10 age group, tending to indicate that there would be a significant demand for learn to swim programs.
- There was a high level of good to strong swimmers in the age group 11-20 and between the ages of 41 to 60. This indicates that current swimming programs either within Denmark, the neighboring City of Albany or Shires of Manjimup and Plantagenet are providing opportunities for juniors to advance and middle to old age adults to sustain their swimming capabilities.
- Of particular concern is the number of non-swimmers or poorer swimmers above the age of 50. It is quite clear from this analysis that safe indoor provision is required for the aging and younger members of the resident population, which is reflective of the potential future demographic growth of the area.
- The attractiveness of Albany Aquatic Centre for residents of Denmark in both summer and winter is comparable. It indicates that those members of the community who are prepared to travel the 50km to Albany will undertake the journey irrespective of the seasonal fluctuations in temperature. The attractiveness of the facility therefore remains relatively consistent throughout the year.
- With regards to the type of facility residents within Denmark would use once a fortnight or more, the use for joint mobility, rehab/hydrotherapy, physical health, were strong amongst the older elements of society and in total represented 22% of respondents. Other program activities (Learn to swim, weight loss, water aerobics) accounted for 27% of respondents whilst recreation accounted for 17%, lap/fitness swimming for 16% and social interaction 12%. In addition water sports were identified as a 5% response. This indicates that any facility should provide a high degree of programmable/flexible water space, for a variety of fitness and health activities and limited traditional lap based activity.

- Respondents when asked the question how often would they expect to use an aquatic centre, residents predominantly indicated that they would use the facility once a week or more. The very youngest and middle aged and above being the most significant respondents. This is again reflective of the demographics of the Shire.

5.2 Shire and Industry Consultation

5.2.1 Shire of Denmark CEO - Shire President and Deputy Shire President

A meeting was held with the Chief Executive Officer, Shire President and Deputy Shire President to ascertain the position of the Shire with regard to the development of an aquatic facility. The following represents a summary of the main points raised:

- The most critical aspect's for council consideration are:
  - The need to clearly identify the risks associated with the potential development (particularly financial).
  - Clearly identify the assumptions that have been put into the operating model.
  - Clearly demonstrate and evidence likely throughput and ongoing operational costs.
- The Shire does not have cash reserves or donors to underwrite a facility which operates at a substantial loss and this is a significant consideration.
- Solar energy with innovative design would be looked on positively with a potential staging component to address future population growth
- Historically growth rate is 1.3%. The take up of land for permanent residents within the Shire is not matching land availability (growth is currently identified as between 2 – 2.25%).

5.2.2 Royal Life Saving Society

A meeting was held with a representative of the Royal Life Saving Society and the main points are reflected below:

- The cost of water is a significant issue at present and moving forward with significant annual expected increase in charges.
- Innovative approaches to water retention and storage is required in any new development.
- For program use, no more than 1.5m depth is required and there is a tendency to utilise 25m pools for program purposes when not required for lap swimming.
- It was recommended that an innovative and flexible approach to satisfy needs of small community is required within the Shire of Denmark and not necessarily a standard pool configuration.
- The single problem with the majority of pools in WA is that they provide the same service. There is a need to avoid replication.

5.2.3 Swimming WA

A meeting was held with the Chief Executive Officer of Swimming WA who highlighted the following areas for consideration:

- Generally across WA there is sufficient competition space to satisfy the needs of swimming.
- A significant problem within WA is the quality of some provision which is poor and in need of upgrade, modernisation, refurbishment or replacement. One of the biggest failures with current pool provision is either under utilisation or poor programming.
- Membership of Swimming WA has stayed consistent between 5,500 and 7,500 since 1984. The construction of new pools is unlikely to result in the creation of more swimming clubs.
- The current partnership model in Rockingham between the facility and local swimming club (which undertakes work to generate cost recovery) is highlighted as good practice to be followed.
- Key issues for the future are to get more people involved to build the base of pyramid (volunteers, coaches, officials) and a need to plan where organised sport goes.
- Currently the cost for an individual is great, time commitment is huge and few people want anything other than "fast food" sports.

5.3 Consultation with targeted user groups

On the advice of the Project Group a number of key potential user groups were contacted at the outset of the study. They were specifically asked questions with regard to their preferred facility type, preferred location, likely use and usage and ability to pay. The following table represents the comments received by specific user groups:

Consultee	Facility type	Location	Use	Usage	Ability to pay
Primary School	25 x 6/8 lanes	Primary School or Recreation Centre	Learn to swim and galas	6/8 hours per week (1 term)	Yes – through DoE
Secondary School	No preference	Recreation Centre	Limited	10 weeks (2 periods per term – 80 pupils)	Limited
Agricultural College	25 x 6 lane pool	Recreation Centre	Limited	Early morning and evening	Limited (pass costs on to parents)
Hospital	Hydrotherapy	Recreation Centre	Limited	Occasional rehabilitation	Yes
Physiotherapy	Hydrotherapy and lap pool	Recreation Centre	Rehabilitation	Regular (tbc)	Yes
Over 50's	Hydrotherapy and program pool	Recreation Centre	Extensive for rehabilitation	Regular (3 – 5 hours per week)	Yes
Surf Club	Preference for lap swimming but not essential	No preference	For certification purposes	Sept/Oct qualification updates (60 people)	Yes

It was clear from the comments received that the Recreation Centre was the preferred location for a facility and that a combination of a 25m lap facility and hydrotherapy facility would be desired.

5.4 Respondents to an Independent Survey (by DACCI)

During the consultation process DACCI contacted their members independently for a view on the preferred facility composition. 170 responses were received and the following summarises the views expressed with regard to the potential pool usage:

Lap	Hydrotherapy	Learning to Swim Classes	Aquaerobics
152	20	40	4

Figure 9: DACCI Survey

In addition many respondents expressed their desire for formal lap facilities. Below is a selection of comments received:

- I would like to have the option to go swimming other than in the ocean.
- If there was a swimming pool in Denmark I would use it every week for swimming lessons for my two children.
- At present we travel to Albany around once a fortnight for a social family swim with the kids, to try and improve their swimming skills and to keep fit through swimming laps/walking against the whirl pool for conditioning/toning.
- Having a pool with lap swimming lanes is a critical feature of the Denmark swimming pool, each of my family members would use this facility often at least four times a week if we able and at least twice weekly as a minimum.
- I enjoy swimming for fitness and have not been doing it for the last 3 years because Albany is too far away. If Denmark had a pool with lap facilities I envisage that I would use it 3-4 times a week.
- My husband and I would indeed use a lap lane on a weekly basis, for general exercise. Our two children would use the pool for structured swimming lessons and for practice and fun in our free time.

5.5 Additional Questionnaire

An additional consultation process was undertaken as part of the data collection and collation process to ascertain the general communities view on the type of pool infrastructure provision desired. This involved the distribution of a survey to 1,000 residents (random distribution to 1,000 ratepayers). The survey was specifically targeted to identify a range of swimming pool configurations on which respondents were requested to rank in order of preference (on a scale of 1 to 10, with 1 being the highest priority. The pool configurations were identified as:

- 25m x 8 lane lap pool
- 25m x 6 lane lap pool
- Hydrotherapy pool
- A non-traditional “L” shaped pool accommodating 3 to 4 25m lap lanes and a smaller body of water attached.

Additional aquatic infrastructure was also identified and respondents were similarly requested to rank in order of priority. Further questions were raised on entry price for a 6 or 8 lane facility and a facility containing a hydrotherapy facility. The questionnaire is attached as Appendix A.

The survey attracted 437 responses but due to the ambiguity associated with some when responding to the pool configurations, this, following discussion with the Project Reference Group, was reduce to 380 legitimate responses,. The results are provided in the table below:

Facility Type	No. of respondents ranking 1-3	No. of respondents to question	Percentage of respondents to Question ranking 1-3	Percentage of respondents to Questionnaire ranking 1-3
25m 8 lane lap pool	163	239	68.2	42.9
25m 6 lane lap pool	168	226	74.3	44.2
Hydrotherapy pool	214	287	74.5	56.3
Multi functional "L" shaped pool	304	334	91.0	80.0
Water Play area for children	170	290	58.6	
A spa	40	165	24.2	
A sauna	26	131	19.8	
A steam room	11	115	9.6	

Table 10: Additional Survey Results

From the responses to the questionnaire it can be seen that the favored water space configuration was the multi-functional "L" shaped facility. In addition the provision of a hydrotherapy pool ranked high amongst respondents. This trend supports the broad conclusions reached when re-assessing the data presented in the 2009 needs assessment. The demand for a spa, sauna and steam room facilities is relatively low and not considered to be a high priority for the development of an aquatic facility in Denmark.

When questioned about the price users would be prepared to pay per entry for a 6 or 8 lane lap pool facility 29.5% of respondents identified $5 as the optimum entry price, with the range of $4-$8 being the most common response.

When questioned about the price users would be prepared to pay for an aquatic facility providing opportunities for a multi-use pool, incorporating a lap facility and separate hydrotherapy facility 19.7% identified $5 as the optimum entry price with a range of $5 to $8 being the most common response. However 16.7% referencing $10 as an optimum entry price. The entry price for both facilities of approximately $5 is slightly higher than the industry benchmarks for adult swimming in WA, which is generally at $4 to $4.50. However, given the response received, a $5 cost entry for adult swimming is to be used as the optimum level for adult swim at the Denmark Aquatic Centre for the purpose of financial modelling

5.6 Civic Centre Pool Meeting

On 22nd July 2010 a community meeting attended by 117 persons was held. A number of comments were raised by interested individuals and the main comments raised are identified below:

- There will be a high demand for learn to swim.
- Questions were raised about the health benefits and the potential financial input of the health authority. It was explained that detailed research and analysis of health benefits were not part of this study and the health authority were most likely to contribute to ongoing running costs rather than capital build.
- Concern was raised over potentially building a pool which would be too small.

5.7 Potential Demand

Based on the consultation undertaken the demand for a heated indoor aquatic facility is shown in the following table:

Group	Program	Comments
Denmark Primary School	Carnivals	Currently use Albany
	Learn to Swim	Currently use Mount Barker or Albany
DHHS	Recreational	By individual patients rehabilitating
	Therapy	Structured health assistance on a one to one basis (hydrotherapy pool)
Other Health Service Providers	Recreational	Occasional after school use but limited use (walking lanes, general physiotherapy)
	Therapeutic	Occasional through rehabilitation program (hydrotherapy pool)
Community	Recreational	Lap swimming and general family use
	Various programmed use	Aqua aerobics, health and fitness, learn to swim
Surf Life Saving	Recreational	Lap swimming and general fitness
	Certification	Primarily Sept/Oct prior to surf season (Dec- March)
Denmark High School	Recreational	General recreational and lap swimming (infrequent). Currently prefer the natural environment
Agricultural College	Recreational	General recreational and lap swimming (infrequent)
Over 55's	Recreational	General recreational swimming
	Therapeutic	Regular joint and health sessions if hydrotherapy available

Table 11: Expressed Demand by Group

As shown in the above table the expressed demand for aquatic facilities are:

- Schools - The local Primary school use the existing pool for swimming carnivals and learn to swim programs. The High School does not envisage significant future use.
- DHHS - Would use a proposed aquatic facility on irregular basis if warm water (hydrotherapy) were available.
- Other Health Service Providers - Current physiotherapy assistance is limited through lack of available space.
- Community - Currently use Greens Pool for general swim, but limited to summer months due to temperature. Demand is generally for a facility to serve the population outside of the summer months. Albany pool is used on an infrequent basis to cater for some of this demand.
- Agricultural College - would offer the service to students on the basis they pay.
- Over 55's - mainly for social, recreational and rehabilitation use. Recognise the value of warm water space to address low impact recreational opportunities for an aging community.
- Swim Club - Currently utilise the seasonal pool for club training and hosting one swim carnival. The majority of swim club members buy a season pass to enter the pool and are not charged any other entry fees.

5.8 Competitor Analysis

There are no indoor pool facilities located within the Shire. The most accessible indoor heated pool to Denmark is located in Albany, which is over 50 kilometres away. An outdoor 50m pool at Mount Barker is located over 50 kilometres from Denmark.

	Indoor Elements					Wet Facility Pricing		Aquatic Programs	Comments
Facility Name	25m	Program	Learners	Hydrotherapy	Spa/saunal/steam	Adult	Concession		
Albany Leisure and Aquatic Centre	√	√	√	X	√	$4.30	$3.40	Aquarobics, Fab 50's, school swimming, Vac Swim, mother and baby, Squad and adult lessons	Concessions available in 3,6 and 12 month blocks.
Manjimup Regional Aquatic Centre	√	√	√	X	X	$4.70	$3.50	School Swim lessons, Learn to Swim, Various fitness	Single biggest council investment
Mount Barker Pool	X	X	X	X	X	$4.00	Various	Swimming Club Training, Vac Swim, School Lessons	The pool is closed when Mount Barker forecast temp is 20 degrees or lower

Table 12: Comparative Analysis of Swimming Pool Provision

Whilst the public indoor heated pool at Albany attract users from within the Shire of Denmark it is unlikely any proposed indoor aquatic facility in Denmark will draw any significant number of users from the City of Albany and the adjacent Shires of Plantagenet (Mount Barker facility) and Manjimup (Manjimup Regional Aquatic Centre).

5.9 Key Demographic Implications

The key potential implications from the demographic profile in relation to provision of aquatic and recreation facilities include:

Population Profile & Projections

Issue/Characteristic	Potential Implications
• 2006 population 4,509 people. • Average age, 44 years. • Median weekly income $362 which is low comparable to metropolitan and other active (resource intensive) rural areas • Median weekly household income $641 • For 2007-8 ABS growth rate for Denmark was identified at 2.8%, which is comparable with Perth Statistical division and above Albany (2.1%). • Average growth is forecast at 1.6% (2.6%) to 2021, significantly higher than Western Australia at 1.3% and Albany at 0.7%: (Reference WAT). • The population is forecast to reach between 7,301 by 2021 and 8,094 people by 2031. • Age 65+ represent 16.4% of the population compared to a state average of 11.7%**.**	• Strong and sustained population growth will drive demand for access to additional recreation facilities and services. • Median individual and family weekly income is low and may have an implication on the ability for people to pay for the use of community facilities. • Due to the high level of an aging population demand for facilities to treat illnesses and diseases associated with age (arthritis, joint, muscle and nerve problems) is likely to be at its greatest. • This factor is expected to drive demand for access to age appropriate recreation facilities and services, for example recreational, rehabilitation and participation opportunities, rather than more formal organised/competitive infrastructure.

Young Families

Issue/Characteristic	Potential Implications
• The percentage of young families with children is expected to continue declining (slightly) in the Shire as a percentage of population. • Whilst there is expected to be a substantial increase in 25 to 34 age range from 7.3% in 2006 to 12.9% by 2021, there will be a commensurate drop off in ages 40 to 49 from 17% to 10.3%.	• The level of demand for children's recreation services and facilities is unlikely to increase significantly from current levels • The significantly lower than average population between the ages of 15 to 39 years, are the years where people are most active in terms of their potential use of sport, leisure and recreation facilities or services for both family and individual use

Ageing Population

Issue/Characteristic	Potential Implications
• The population will continue to age (increasing the proportion of people aged over 65 years from around 16% of the population to around 23.7% by 2021 (WAT). • The proportion of older adults (55+ years) in the Shire (31.4%) is significantly higher than the State average of 22.5%. This will increase to 38.5% by 2021. • Approximately 33.5% are aged 45-64 years compared to a state average of 25%.	• Aquatic facilities and services will need to be responsive to the needs of older adults. • Demand for unstructured (informal) aquatic facilities and low impact physical activity related social activities. • The aquatic facility will need to be accessible for older adults (mobility and transport access). • Low impact aquatic programs are likely to be in demand. • Perceptions of public safety are a major concern for older adults, therefore the need for safe/accessible (sealed and well lit) paths and facilities is important.

Adult (40 - 54 years)

Issue/Characteristic	Potential Implications
• The proportion of people aged 40-54 years was 24.9%, which is higher than State average of 22.3%.	• This age group has a lower participation rate in formal organised sport compared to younger age groups. Aquatic facilities and services will need to provide a range of flexible, casual participation opportunities.

Young People (15 - 24 years)

Issue/Characteristic	Potential Implications
• The proportion of people aged 15-24 years was 9.3%, which is lower than State average of 14.4%.	• The transition of junior sports participants to active participation may experience a decline. This will impact on programming and the type of water space required.

Children (0 - 14 years)

Issue/Characteristic	Potential Implications
• Approximately 18.9% of the Shire population are aged 0-14 compared to a state average of 20.2%. • Ages 0-14 will represent 16.3% of the population in 2021.	• A declining proportion of families with young children and the declining overall proportion of 0-14 year olds will impact on the water space required. • The school age population is however comparable to the Metropolitan average which would indicate a sound base for learn to swim and casual play space.

6 Site Analysis

As part of the research an initial site analysis was undertaken. A number of sites were suggested by the project steering group and through the consultation process. The initial site assessment focused on the following:

Site Criteria	Rationale
Size and Shape	Potential ability to accommodate an aquatic facility and associated infrastructure (car parking, landscaping)
Ownership	Within the control of the State or Shire (preferably)
Zoning	Community Use
Existing Uses	Would be compatible with the operation of an aquatic facility
Ground condition	Stable and relatively flat site
Power, Water, Sewerage	All existing service infrastructure supplied with capacity to meet requirements for an aquatic facility
Impact on Residential Amenity	Minimal impact on neighboring residential properties
Location to Schools and Colleges	Within close proximity of significant user base
Site Accessibility	Excellent access for car, cycle, bus and pedestrians
Support from current users	Existing site operations should not be compromised by the development of an aquatic facility.
Relationship to Identified Market Catchment	The primary catchment is the Shire administrative centre of Denmark. Therefore the facility needs to be located centrally within the town.

As a

Table 13: Site Analysis Summary

As a result of this initial analysis the following sites were considered appropriate for further assessment:

- Denmark Recreation Centre, Brazier Street, Denmark.
- Denmark High School, South Coast Hwy. Denmark.
- Denmark College of Agriculture, South Coast Hwy. Denmark.
- Denmark Country Club, South Coast Hwy. Denmark.
- Denmark Primary School, Mitchell Street, Denmark.
- Denmark Hospital, 50 Scotsdale Road, Denmark.

All sites are relatively accessible and in public ownership with a strong relationship to the primary catchment of Denmark. In order to assess the viability of each site a Plusses Minuses Issues (PMI) analysis has been undertaken. The table below identifies the key considerations.

Site	Pluses	Minuses	Issues
Recreation Centre	• Existing management infrastructure on site • Available land (to rear of centre or adjacent to current frontage) • Strong alignment to health and fitness • Close proximity to local primary school • Sufficient size to cater for associated car parking and access road • Excellent access	• Current recreation centre is tired and in need of modernisation/upgrade • There will be cost implications of extending recreation centre associated with enhancing current substandard infrastructure.	• There will be a need to review current management arrangements and staffing levels. • There will be a need to assess whole site development and review current access and parking arrangements
High School	• Site is of sufficient size to accommodate building, potential expansion and car parking. • Good accessibility off South Coast Highway •	• Do not consider community facility management to be core business. • Primary School have no wish to access a facility off the coastal highway	• Not supported by School • Primary School unable to utilise
Agricultural College	• Potential dual use arrangement	• Inadequate land availability and limited room to expand facility if required. • Primary School have no wish to access a facility off the coastal highway	• Not supported by College • Primary School unable to utilise
Golf and Country Club	• Site is of sufficient size to accommodate building, potential expansion and car parking	• Separate management arrangement required. • Not core business	• Primary School unable to utilise
Primary School	• Potential for dual use arrangement • Site is large enough to accommodate further expansion. • Primary school would potentially be a significant user • Primary school are supportive of a facility on site.	• Separate management arrangement required. • Security on school site may be problematic • Potential limitations on access due to school use • Ability to staff and manage an independent community facility is not proven	• Dialogue will need to be entered with DoE. • Staffing and management requirements may be cost prohibitive.
Hospital	• Potential for a dual use arrangement • Site is accessible	• Do not consider facility to be core business • Will impact on health care amenity and potential future expansion.	• Primary School unable to utilize • Not supported by health service

Of the sites identified, four sites were immediately ruled out (highlighted in red above) due to the existing users not being supportive of the development of an aquatic facility on their operational land or due to a principle user (Denmark Primary School) stating that they would be unable to commit to utilising the facility due to transport/locational difficulties. This therefore left either the Denmark Recreation Centre site or the Denmark Primary School site as the only viable propositions. On balance it was considered that the Denmark Recreation Centre site is the optimum location:

- It has existing community recreational management infrastructure on site and therefore from an operational perspective would be the most cost effective solution.
- There is a strong alignment between aquatic facility infrastructure and the existing dry side provision (health, physical activity and sport).
- The site is relatively accessible.
- All potential user groups are supportive (or ambivalent) to the aquatic facility being located adjacent to the Recreation Centre.
- There is substantial existing car parking and open land which could accommodate an aquatic facility without compromising existing site operations.

7 Industry Benchmarks

The following information provides an overview of industry benchmarks relevant to the proposed DAC development.

7.1 Western Australia Aquatic Facility Benchmarking

The following table provides a summary of the aquatic facility patronage and expenditure benchmarking in Western Australia[2]. It is important to note that this information incorporates a wide range of facilities including indoor and outdoor pools, seasonal and all year round facilities and pools of differing configurations. As a result, limitations exist in comparing this information to the proposed DAC however it has relevance in determining appropriate parameters.

Region	Population	Number of Pools	Annual Patronage	Average Visits per Pool	Pools visits per head of Population	Total Annual Expenditure	Average Expenditure per pool
Perth	1,507,949	27	6,576,343	243,568	4.36	$29,674,614	$1,099,059
South West	227,981	13	1,066,997	82,076	4.68	$8,705,491	$669,653
Great Southern	72,868	17	716,895	42,170	9.84	$4,952,174	$291,304
Midlands	52,214	24	279,942	11,664	5.3	$2,750,676	$114,612
South Eastern	53,708	7	290,779	41,539	5.41	$2,449,140	$349,877
Central	60,167	13	344,403	26,492	5.72	$4,848,581	$372,967
Pilbara	40,132	12	230,750	19,229	5.75	$3,428,191	$285,683
Kimberley	35,865	7	311,987	44,569	8.7	$1,257,974	$179,711
TOTAL	**2,050,884**	**120**	**9,815,096**	**81,792**	**5.0**	**$58,066,841**	**$483,890**

Table 14: Western Australia Aquatic Facilities Benchmarking

The above information highlights the following:

- Average visits per pool per annum vary from 11K (Midlands) to 243K (Perth), average state wide pool visits per annum are 81K.
- Average visits per pool per head of population vary from 4.36 (Perth) to 9.84 (Great Southern), average state wide pool visits are 5.0.
- Average expenditure per pool per annum varies from $114K (Midlands) to $1.1M (Perth), average state wide pool expenses are $484K.
- The Denmark Shire is in the Great Southern Region which has approximately 9.84 aquatic visits per head of population per annum.

[2] Source: Leisure Institute of Western Australia.

7.2 Multi-Purpose Facility Benchmarking

The following information provides an overview of benchmarking for a range of multi-purpose (aquatic and dry) facilities.

Indicator	Albany Leisure & Aquatic Centre	Beatty Park Leisure Centre	Busselton Geographe Leisure Centre	Kununurra Leisure Centre & Swimming Pool	Mandurah Aquatic & Recreation Centre	Melville Aquatic Fitness Centre	South West Sports Centre	Average
Populations								
Local Government Population	36K	30K	29K	7.3K	70K	100K	66K	48K
Catchment Population - estimated	39K	100K	22K	6K	52K	100K	30K	49K
Attendances and Members								
Annual Attendances - indicative	377K	955K	237K	62K	600K	585K	527K	477K
Total Fitness Membership - as at 1st July 2008	N/A	1,800	800	150	500	1,700	2,200	1,200
Financials								
Total Annual Revenue	$1.7M	$4.3M	$1.1M	$280K	$2.2M	$2.6M	$2.4M	$2.1M
Total Income from Membership - 2007/08	$490K	$850K	$200K	$68K	$250K	$855K	$1.1M	$544K
Total Expenditure inc Dep, Admin, Costs and Loans	$2.4M	$5M	$1.2M	$1.1M	$2.9M	$3.0M	$3.1M	$2.6M
Performance Indicators								
Annual Revenue - per head of catchment population	$44	$43	$49	$47	$42	$26	$79	$43
Annual Attendances - per head of population	9.7	9.6	10.8	10.4	11.5	5.9	17.6	9.9
Members - per catchment population		1.8%	3.9%	2.5%	1.0%	1.7%	7.4%	2.5%
Staff Wages to Total Expenditure - percent	53%	42%	52%	33%	83%	54%	75%	52.1%

Table 15: Western Australian Facility Benchmarking

The above information for multi-purpose (wet and dry) facilities highlights the following:

- Average annual revenue is $43 per head of population.
- Average annual visits are 9.9 per head of population.
- The South West Sports Centre has the highest visits per head of population of 17.6 (Bunbury[3]).

[3] Note: it is important to highlight that this Centre provides the most diverse range of facilities, programs and services.

7.3 Manjimup Regional Aquatic Centre Benchmarking

The following information provides specific information from the operation of the Manjimup Regional Aquatic Centre for benchmarking purposes.

Indicator	Aquatics Values	Notes
Visitations		
Total Visitation Numbers (per annum)	56,034	
Adult Visits (% of Total)	44.7%	
Child Visits (% of Total)	55.3%	
Revenue		
Total Revenue - Activities	$163,269	Excludes café and retail.
Total Revenue - Secondary Spend	$56,198	Café and retail only.
Total Revenue - All	$219,466	Associated aquatics revenue.
Catchment Population Statistic		
Total Shire Population	9,783	
Total Shire Population - Adult	7,525	15 years old plus.
Total Shire Population - Child	2,258	Less than 15 years old.
Benchmarking		
Activities Revenue per Visit	$2.91	Fees per visit excluding café and retail.
Secondary Spend per Visit	$1.00	Café and retail spend per visit.
Total Revenue per Visit	$3.91	
Total Visits per Head of Population (Shire)	5.7	
Total Adult Visits per Adult Head of Population (Shire)	3.3	15 years old plus.
Total Child Visits per Child Head of Population (Shire)	13.7	Less than 15 years old.

Table 16: Manjimup Aquatic Centre Performance Overview

The above information highlights the following:

- Total visits per annum per head of population for the aquatic facilities are 5.7.
- Overall annual visits per head of population significantly higher for children (13.7) than adults (3.3).
- The overall revenue per visit is $3.91.

The average visits at the Manjimup Regional Aquatic Centre (per head of population) for different programs and services are as follows:

Program or Service Type	Adult Visits per Annum for Adult Population	Child Visits per Annum for Child Population
Education	0.003	2.6
Memberships	0.8	2.6
Programs	0	0.6
Recreation	2.5	7.9
Aquatic Average Visits	**3.3**	**13.7**

Table 17: Manjimup Aquatic Centre Average Visits by Group

The above information highlights the following:

- Recreation swim visits are highest with 7.9 visits per head of child population.
- The highest adult visitations by type are for recreational purposes with 2.5 visits per adult population per annum.

The average fees and/or charge per visit at the Manjimup Regional Aquatic Centre are as follows:

Area	Adult	Child	Family	Concession	Total
Education	$12.55	$8.18			$8.19
Memberships	$5.02	$1.99	$4.11	$3.85	$2.22
Programs		$0.98			$0.98
Recreation	$2.81	$1.92	$10.53	$2.35	$2.38
Aquatic Average Fees	**$3.06**	**$3.38**	**$5.30**	**$2.75**	**$2.91**

Table 18: Manjimup Aquatic Centre Average Fees and Charges

The above information highlights the following:

- Average fees for educational programs (e.g. learn to Swim), are significantly higher than those for recreational programs.

7.4 Other Aquatic Facility Attendances

The table below provides a summary of aquatic facility attendances at specific facilities in Western Australia[4].

Facility	Aquatic Attendances
Albany Leisure and Aquatic Centre	485,000
Ballajura Aquatic Centre	112,000
Bilgoman Aquatic Centre	83,000
Collie Mine Pool	35,500
Geographe Leisure Centre	125,000
Katanning Leisure Centre	13,500
Leschenault Leisure Centre	131,000
Margaret River Aquatic Centre	56,000
Waroona Recreation and Aquatic Centre	12,000

Table 19: Total Aquatic Visitations

7.5 Hours of Operation

The following information provides a summary of the hours of operation for regional aquatic facilities.

Leschenault Opening Hours

The centre is open all year round with the following times.

- Weekdays 6.00am - 8.30pm.
- Saturday 8.00am - 5.00pm.
- Sunday 9.00am - 5.00pm.
- Total opening hours per week (excluding public holidays) are 89.5 hours.

Based on the above information it is estimated that the aquatic facility is opened for approximately 4,630 hours per annum (assuming closed Christmas and Good Friday).

Mandurah Opening Hours

The centre is open all year round with the following times.

- Monday - Thursday 5.30am - 9.00pm.
- Friday 5.30am - 8.30pm.
- Saturday and Sunday 7.30am - 6.00pm.
- Total opening hours per week (excluding public holidays) are 98 hours.

Based on the above information it is estimated that the aquatic facility is opened for approximately 5,065 hours per annum (assuming closed Christmas and Good Friday).

Waroona Opening Hours

The centre operates with the following summer hours.

- Weekdays 6.00am - 9.00pm.

[4] Source: Leisure Institute of WA for patronage in 2008/09.

- Saturday and Sunday 11.00am - 5.00pm.
- Total opening hours per week (excluding public holidays) are 87 hours.

The centre operates with the following winter hours.

- Weekdays 6.00am - 9.00pm.
- Saturday 11.00am - 5.00pm.
- Sunday Closed.
- Total opening hours per week (excluding public holidays) are 81 hours.

Based on the above information it is estimated that the aquatic facility is opened for approximately 4,350 hours per annum (assuming closed Christmas and Good Friday).

7.6 Pricing Structure

The following table provides a summary of entry fees and charges at regional and local aquatic facilities.

Item	Margaret River	Waroona	Mandurah Aquatic and Recreation Centre
Adult	$4:50	$4:00	$4:20
Child Entry (4-15yrs inclusive)	$3:20	$3:00	$3:30
Children 4 yrs and under	Free	Free	Free
Concession	$3.20	$3:00	$3:30
Family (2+2)	$15.00	-	-
Spectator	Free	-	$1:00
10 Child	$28.50	$28:00	-
10 Adult	$40.50	$38:00	-
10 Concession	$28.50	$28:00	-
20 Child	$54.50	$50:00	-
20 Adult	$76:50	$72:00	-

Table 20: Fees and Charges Benchmarking

7.7 Summary of Key Findings

The following information provides a summary of the key findings associated with the industry research relevant to the DAC proposed development.

Visitations

- The average visits per pool per head of population per annum for WA regions varies from 2.2 (Goldfields) to 14.9 (Wheatbelt) with a state wide average of 4.8.
- A comprehensive analysis of the Manjimup aquatic facility identified that the total visits per head of population per annum is 5.7.
- Overall annual visits per head of population per annum at the Manjimup aquatic facility are significantly higher for children (13.7) than adults (3.3).
- The average visits per head of population per annum for a diverse range of multi-purpose (dry and wet) facilities are 9.9 per head of population.

- The current visits, per head of population per annum, for the existing DRC facility is approximately 6.

Revenue per Visit

- The average revenue per visit for a range of multi-purpose (dry and wet) facilities is $4.40.
- The overall revenue per visit at the Manjimup venue is $3.91 (Note: this includes secondary spend).

Financial Performance

- It is estimated that for a range of multi-purpose (dry and wet) facilities that the overall financial deficit is approximately $500K per annum.
- The above figure equates to a cost recovery of 80% (i.e. revenue accounts for 80% of expenditure).

Hours of Operation

- Total annual operating hours for the aquatic facilities reviewed vary from 4,350 to 5,065 hours per annum.
- The average annual operating hours for the aquatic facilities reviewed is 4,680 hours per annum.

Prices

- Average casual adult entry fees are approximately $4.25.
- Average casual child entry fees are approximately $3.20.

8 Industry Trends

The following aquatic facility trends are considered relevant to this project.

8.1 General Trends

Information and data on participation, motivation to use aquatic facilities, aquatic facility design and financial trends is useful when considering the component facilities and their capacity to attract visitations.

- Participation in swimming is ranked in the top three most popular activities across the age cohorts 18 - 45+and participation rates in swimming in Western Australia is higher than all other states.
- Swimming is a popular activity for both males and females.
- Potential users of aquatic leisure facilities are significantly influenced by their “first impressions” of the facility, therefore having a welcoming and motivating entrance and / or reception area is important.
- The overall appearance of a facility is important.
- The main motivators for visiting indoor aquatic and recreation facilities are health and safety related (e.g. increase health / fitness), rather than recreation or leisure related.
- The five main factors that enhance user experiences in aquatic and recreation facilities are staff, services / facilities, location, atmosphere and the other people who attend the venue. The main factors that detract from user experiences are overcrowding, cleanliness, size of facilities, noise, temperature and change room quality.
- Essentially there are four distinct markets that aquatic leisure facilities cater for:
    - Recreation and Leisure Market - usually made up of families, people coming with friends and groups for fun, relaxation, social activity and low level competition / participation.
    - Competitive / Training / Fitness Market – usually made up of people predominantly attending facilities alone for structured fitness or competition activities.
    - Health and Therapy Market – usually made up of older adults and specialist health condition groups such as arthritis, asthma sufferers, etc. They require hot water pools and associated health relaxation areas (i.e. spa / saunas).
    - Aquatic Education – usually made up of parents bringing their children for structured water safety programs like Learn to Swim and Water Safety.
- There is a move away from the traditional lap pool towards a combination of leisure and programmable pools. Most public swimming pools built in Australia since 1990 have incorporated water features that encourage play and leisure by all sectors of the community (young and ‘young at heart’).

8.2 Financial Performance Trends

Previous studies and specific research conducted by the consultant team indicate that for the majority of aquatic facilities, particularly outdoor venues, revenue does not meet annual operating costs, and that this situation has been the case for many decades. Recent trends that have further impacted on the viability of aquatic facilities include:

- The dramatic increase in costs for public liability insurance premiums.

- Higher qualifications and professionalism required from appropriately trained lifeguards, leading to increased staffing costs.
- Increased awareness of the life-cycle costs of maintaining aquatic facilities to an acceptable community standard.

The financial viability of aquatic and leisure facility developments will predominantly depend on the size of the primary catchment area, the catchment multiple (how many times on average each person in the catchment visits the facility), the number and type of competitors within that area and the demands for aquatic and leisure services that are identified by residents within the catchment area.

In order to minimise the operational subsidy required to provide community aquatic facilities a number of strategies may be considered including:

- Flexible facility design that allows for a mix of indoor facilities, outdoor facilities, and "wet" and "dry" program variety to attract a more diverse demographic mix.
- Co-locating features like aquatic, leisure, sports or retail to share some of the labour, administration, maintenance and presentation costs.
- The introduction of a fee for use to offset costs (at facilities that had been provided free-of-charge in the past).
- Securing facilities (through design) so that a reduced amount of security staffing and expenditure is required outside of operating hours.
- Establishing profitable "secondary spend" facilities such as cafes and retail shops to offset costs.
- Aquatic facilities are primarily a serviced based industry with staffing the largest single expense item. The need for increased staffing can be minimised by astute facility design to improve sight lines and control points that reduce the number of staff required.

Due to the high capital costs required for development, and low level of capital return, private sector investment in aquatic facilities has traditionally been in specialist pools, such as learn-to-swim and hydrotherapy, or as additions to premium health and fitness clubs.

8.3 Environmentally Sustainable Design (ESD) Initiatives

As indoor aquatic and recreation centres require high levels of energy to operate it is important to consider Environmentally Sustainability Design (ESD) principles and facility operation practices. The major objectives associated with ESD are:

- Reducing overall energy consumption through energy efficient buildings,
- Maximising the use of energy from renewable sources, and
- Minimising emissions and waste.

The following information outlines specific ESD initiatives for the design and management of aquatic and recreation centres. Whilst some of these options may be cost neutral others may increase the overall capital cost of the project by in excess of 10%. In undertaking the subsequent costing analysis, an approximation of the cost of ESD initiatives associated with the development of a swimming facility at the Denmark Aquatic and Recreation Centre Site has been made.

Options are normally assessed beyond the feasibility stage when the budget is known and design is more detailed. During the subsequent costing of the concept plan for the Denmark aquatic Centre, an allowance has been made for a number of ESD initiatives and referenced in the cost data sheet produced by the quantity surveyor.

8.3.1 Design

- Inclusion of good passive design should be used in all buildings to optimise the use of solar energy and natural cooling.
- Generous use of natural daylight by a combination of glazing, skylights and appropriate shading to reduce the reliance on artificial lighting.

8.3.2 Energy

On a per capita basis, Australians are the world's largest generators of greenhouse gas[5]. There are a variety of technical options for reducing the energy consumption of indoor aquatic leisure centres which are detailed hereunder:

- Reticulated gas produces less than 30% of the greenhouse gas outputs of mains electricity[6]. Mains gas is not currently available in Denmark.
- Building Management System (BMS) – is an automated system that can be used to automate the functions of maintaining a comfortable working environment (i.e. hot water, heating, cooling, security and lighting) within a building. Using an automated system can achieve efficiencies in energy consumption by means such as maintaining temperature set points, turning heating / cooling and lighting on or off automatically.
- Heating Ventilating and Cooling Systems (HVAC) – HVAC plant should be separately zoned for areas with substantially different characteristics for maintaining comfortable operating environment (i.e. pool hall, gymnasium, meeting rooms, offices, etc).
- Pool water heating – is generally the largest single energy user within aquatic and leisure facilities consuming in excess of 20% of total building energy use. The energy required for pool water heating is strongly influenced by the set point temperature of the water with annual energy consumption dropping between 15 – 17% for every 1o C fall.
- Pool pumping – is generally the second highest energy consumer in indoor aquatic centres consuming approximately 20% of total energy used. Centrifugal pumps are generally the most energy efficient option.
- Pool air heating and ventilation – pool air heating and ventilation is generally the third highest use of energy in an indoor aquatic centre. The energy used to heat pool water and pool hall air is largely dictated by the evaporation of pool water and is minimised by air temperatures within 30 of the pool water temperature. Therefore the air temperature inside an indoor pool should be as close as possible (i.e. +/- 10) to the temperature of the pool in order to reduce pool heating costs.
- Pool shell – enhanced thermal insulation to the sides and base of the pool shell offer the greatest opportunity for reducing pool heating requirements.
- Pool covers – the heating requirements of a swimming pool are directly proportional to heat loss, evaporation loss and refilling due to water losses. Pool covers assist in reducing the evaporation rate from the surface of the pool which affects the energy use in two basic ways - the main heat loss from pool water is through evaporation and with low evaporation the need for a high ventilation rates and air heating in the pool hall is minimised allowing the air circulation system to be turned down to minimum seatings or shut off.

[5] United Nations Framework Convention on Climate Change website - http://unfccc.int/2860.php
[6] Sustainable Built Environments

- Unglazed solar pool collectors – currently the most energy efficient option for pool water heating. It is likely a secondary system of pool heating will be required to supplement the solar collectors during the winter months in colder climates.
- Boilers – traditional boilers are inefficient in their use of energy. In most instances electric boilers have an energy efficiency of over 90%, however the greenhouse gas emissions are very high due to the fuel source on which they depend.
- Mechanical heat pumps – heat pumps utilise free heat by collecting and absorbing energy from sources such as air warmed by the sun, heated humid air exhausted from enclosed pools and heat collected from air conditioning plant. This energy is then compressed and transferred to the pool water via a heat exchanger. Higher efficiency is gained in more temperate locations but heat pumps are capable of maintaining pool temperatures year round in nearly all areas of Australia. There are several types of pool pumps available – air-to-water, water-to-water and ground-sourced or ground-coupled.
- Heat recovery from air – the humid indoor pool air that is often exhausted to reduce humidity levels can be used to pre-heat incoming fresh air. The benefits of heat recovery are dependent upon the climate and the pool's operating period and need to be considered on an individual basis. It is not an attractive option for all aquatic facilities. Larger centres with multiple pools and gym/class areas; those with extended hours of operation and new rather than existing facilities tend to be more viable. Some examples of heat recovery from pool air systems are run-around coils, thermal wheels, plate heat exchanger and co-generation. Existing Australian facilities which use cogeneration include Adelaide Aquatic Centre, Noarlunga Aquatic Centre (SA) and Sutherland Leisure Centre (NSW).
- Hot water for showers – solar hot water can be used to preheat water for a boiler for showers and ancillary uses, as this produces the lowest greenhouse gas emissions for a hot water system.
- Indoor lighting – opportunities for energy efficient electrical lighting include the type of light fittings, layout and switching and motion activated light sensors.
- Varying the pool temperatures with the season.
- Renewable energy options – includes options such as "green power", wind power and solar power.

8.3.3 Water Quality, Conservation and Recycling

- Water management techniques such as pressure equalising systems and water and energy efficient pipe layout.
- Provision of bigger pipes and low head filters to reduce pressure and energy use by pumps.
- Rainwater harvesting from roofs for toilet flushing and irrigation.
- Installation of waterless urinals in toilets.
- Water efficient appliances such as AAA water efficient fittings in showers, toilets and basins.
- Reuse of backwash for toilet flushing.
- Efficient backwash systems to reduce the amount of water used for backwashing.

8.3.4 Other Strategies

- Reduction of use and increase of recycling of suitable materials such as office paper, cardboard, glass, aluminium, metals.
- Develop a “Waste Minimisation Plan” – based on the concept of controlling inputs to tailor waste coming into the facility, maximising recycling and minimising the amount of waste sent to landfill.
- Consideration given to the selection of building materials to optimise the use of recycled materials (i.e. recycled aggregate), materials that are durable, low maintenance, low embodied energy from sustainable resources, choice of the colours of materials selected for the interior should have high reflectance values.
- Building fabric – a well constructed and sealed building envelope will help to lower energy consumption and improve ambient temperature levels. Excessive infiltration of wind gusts will require an increase in energy consumption and in some cases it may be impossible to achieve design temperatures on cold or windy days.
- Pool halls – need to be ventilated in order to control humidity and remove chemical vapours that have evaporated from pool surfaces. Excessive heating costs may result if the latent heat load in the air is not recovered. Heat transfer / exchange devises can be used to recover heat from the air leaving the hall and use it to preheat incoming ambient air.
- Landscaping design to consider sun and wind protection, native vegetation and low water use.
- Prominently displaying “Water Wise” information in public use areas.
- Consideration given to the location of facilities to ensure the site is well located to public transport, provision of lockable bicycle points, and promoting the use of public transport.

8.4 Design Trends

This section identifies some current facility development opportunities for an aquatic facility and highlights features which could be incorporated which increase flexibility and attractiveness. Water feature designs are only limited by imagination and technology, with the range of aquatic play features now including uphill waterslides and indoor surfing rides, vortex pools and ‘worm’ rides. Such features are being incorporated into public and private sector operated facilities, reinforcing the belief that the public does not discern between the sectors when making a purchase. Features can include

8.4.1 Moveable Floors and Bulk Heads

Moveable floors are being used more extensively to change the water depth over all or part of a pool to achieve greater programming flexibility. They are essentially a membrane which moves upwards or downwards depending on the desired water depth required. They provide a solid floor base without displacing water and can be used to reduce net operating costs and achieve greater throughput, particularly in 50m pools. They are less common in facilities which experience low throughput of patrons due to installation and associated maintenance costs. Melbourne Sport and Aquatic Centre contains a good example of a multi-purpose warm pool with moveable floor which can be used for a variety of rehabilitation and learn to swim purposes.

Bulk heads are used to divide water space into different activities simultaneously and can provide a safe barrier to the edge of a moveable floor. They can either traverse laterally

(stored at one end of the pool) or vertically (housed in a recess in the floor) and are generally located in larger pool facilities (50m) where operationally, they can add greater flexibility to their use.

8.4.2 Flow riders

Flow riders provide opportunities for adventure based surf activity where space is limited. It features a slightly sloped wave surface that generates a smooth "barrel-less" wave. It can be constructed in various models from junior, single, double and mobile unit. Flow riders have become more common place in the USA but the Shire of Kalgoorlie Boulder boasts Western Australia's only FlowRider which is located within the Goldfields Oasis Recreation Centre. Facilities of this nature, due to their limited presence in the market can often be a unique selling point and attractor.

8.4.3 Wave Pools with Beach

A wave pool is a swimming pool in which are artificially generated reasonably large waves, similar to the ocean's. Wave pools are often a major feature of the larger water parks such as Oxenford's Wet 'n' Wild Water Park in Queensland which has a wave pool with 3-foot-high surf amongst many other attractions.

8.4.4 Splashdecks, Splash Pads and Interactive Play Fountains

Splash pad's and Splash decks are area's for water play that has no standing water. They have been introduced in many facilities to reduce the need for lifeguards or other supervision, due to a significantly reduced risk of drowning.

Typically there are ground hoses that spray water upwards out of the splash pad's raindeck. Other water features include a rainbow pipe showers, mushroom showers, tree showers, spray guns, and variable water pressure points. The showers and ground nozzles are often controlled by a hand activated-motion sensor, to run for limited time. Typically the water is either freshwater, or recycled and treated water, treated to the same level of quality as swimming pool water standards.

8.4.5 Pool Enclosures

There are a variety of pool enclosures within the market which may provide flexibility in operation during hot and cold seasons. Lightweight structures such as the EcoDome provides high strength aluminium beams and doors. Unsupported spans range from 5.00m to 30.00m with an inside height at the centre ranging from 2.20m to 7.00m. Options include fixed position, centre opening and telescopic structures.

Roof enclosures, their construction and finish should be resistant to the pool environment, provide sound absorption and reduce condensation. Due to the high incidence of corrosion within a pool environment it is recommended that it is subject to a high technical specification which reduces excessive lifecycle costs.

8.5 Conclusions

As suggested there are numerous opportunities available to enhance an aquatic leisure facility. However such additions do not come without cost and ongoing maintenance requirements.

The most critical aspects are the ESD initiatives which have the potential to reduce the carbon footprint of the building and reduce ongoing operational costs. Some aspects

however will not be cost neutral and will impact on the development cost of an aquatic facility. Further detailed analysis of the site and potential performance of the building will determine, in due course, the acceptability or otherwise of the opportunities available.

With regard to other design initiatives moveable floors and bulkheads are useful for providing pool flexibility. They do however come at a cost and a decision needs to be taken on whether their installation would provide significant benefit. It is unlikely that within a community which may grow to 8,000 by 2031 that this benefit would be substantial enough to warrant such installations. In addition alternative pool enclosures may reduce the capital cost initially, but could potentially increase ongoing operational and maintenance costs.

With regard to leisure water/features, these can add significantly to the complexity and cost of a project and whilst are desirable to provide a complete aquatic experience, they are generally most viable within a large aquatic facility within a significant catchment population area and customer throughput. Some of the most significant issues are with the space requirements required to provide sufficient infrastructure to accommodate features such as beach entries, increased circulation space and the potentially high number of bathers being concentrated in the shallow water areas. In addition they can create issues with regard to the water treatment and environmental systems necessary to minimize unwanted affects of chemicals on bathers. This in turn can add significantly to operational costs with limited beneficial return.

In considering further the design options for a facility it was important to address two key questions:

Who will be the principal users of the facility?

For the Denmark aquatic Facility the principle users will be:

- The Local community – including the Surf Life Saving Club.
- Schools – particularly Denmark Primary School.
- Swimming club – To be developed.
- People with disabilities .
- Over 50's.
- Mothers with babies and young children (Learn to Swim).

What activities need to be accommodated?

The key activities to be accommodated based on the research are:

- Recreational swimming.
- Learning to swim, including water acclimatisation for young children.
- Fitness swimming: e.g. lap swimming and aquarobics.
- Training.
- Competitive swimming (Carnivals).
- Life saving practice and qualifications.
- Leisure activities.
- Private parties.

The consultancy team therefore considered that whilst recognition should be given to the opportunities available in developing an aquatic facility in the Shire of Denmark, at this stage the focus should be on the principle uses and users identified through the consultation phases, with recognition being made to ESD within the overall cost parameters.

9 Facility Development Options

The following information provides an analysis and summary of the potential facility development options for the DAC.

9.1 Multiple Bottom Line Analysis

The following section contains a Multiple Bottom Line (MBL) Analysis and considers the key facility development opportunities and options for a DAC that arose from the consultation undertaken, an assessment of demand for facilities and industry trends.

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
Development of a 6 lane 25m pool (400m^2)	Medium capital cost for water body Medium labour costs	Would provide an attractive community asset which can be used for casual swimming, fitness and dedicated lap swimming	Would provide ability to run carnivals. Swim club and events Provides good flexibility in pool programming, but potential facility throughput may not justify the extent of water space	High levels of water and energy use Significant building footprint Potential to minimize impact by reducing lap lanes width and thereby reducing the extent of the water body	Whilst level of demand for indoor swimming space exists, a strong demand for formal lap provision is not evident. Income generation may not be substantial in comparison to other options. Projected population growth could potentially justify this level of provision but the operational deficit may be higher than smaller comparable water bodies, which could deliver the same sports development outcomes	That a 25m 6 lane pool only be pursued if a smaller dedicated lap pool and associated program area is not viable. This would be the medium cost option (both from initial capital and ongoing running cost). For this option to be more cost effective it would be preferable to provide lap lanes of no more than 2.1m in width (to reduce the total pool area to 325m^2)

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
Development of an 8 lane 25m pool (525m^2)	Highest capital cost for water body. Medium labour costs	Would provide an attractive community asset which can be used for casual swimming and dedicated lap swimming	Would provide ability to run carnivals. Swim club and events Provides greatest flexibility in pool programming, but occupancy of water space would be a critical concern with the low population base evident	Highest levels of water and energy use Largest build footprint (with associated apron to service the pool). Whilst the water body could be minimised by reducing lap lane width below 2.5m, the need/demand is not considered appropriate when balanced against the environmental impact.	Whilst level of demand for indoor swimming space exists, formal lap provision is not evident Income generation may not be substantial in comparison to other options. Given projected population growth (from 5,000 to potentially 8,000 by 2031) the need/demand for such a facility could not be justified when other more cost effective opportunities exist which potentially offer similar opportunities	That a 25m 8 lane pool not be pursued on the grounds that it would be the highest cost (both from initial capital and ongoing running cost)

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
Provision of small lap facility and adjoining programmable area (271m^2)	Lowest capital cost for water body. Medium/low labour costs (dedicated areas). Potential to generate the highest income per m^2 of water space as return on programmable activity is higher than lap swimming	Would provide an attractive community asset which can be used for casual swimming and limited dedicated lap swimming. Would meet the emerging needs of catering for an aging demographic and pre-primary and primary school aged children	Would primarily be for fitness, learn to swim, aerobics and other associated uses. No opportunity would exist for carnival activity which is currently provided in Albany.	Lowest levels of water and energy use. Minimal build footprint.	Output from community consultation indicated that low intensity activity, fitness and swim programs would be the most dominant use of the facility. The facility would potentially cater for lap swimming demand although carnivals/events could not operate from the centre. The 1 or 2 carnivals and events operating per year would not justify additional space	That this option be pursued as the preferred option on the grounds that the build footprint, energy costs and water consumption are likely to be the lowest of the three options. In addition the aging demographic and potential use of the facility indicates that available water space would most likely be maximized.

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
The provision of a hydrotherapy pool (30m^2 to 40m^2) which can provide dedicated warm water programmable space	Lowest capital cost for water body. Medium/low labour costs (dedicated areas) Potential to generate significant income due to age demographic and requirement to provide care for chronic health issues and joint disease	Will provide a level of community infrastructure available to those residents of Denmark who do not have the ability to travel (through health, economic or mobility issues). The aging demographic and numbers of pre-primary and primary school residents would indicate that such provision would be well utilised. Access to a similar facility in Albany is limited to a private operator and health service.	Introductory learn to swim programs for toddlers, babies and older adults can be accommodated. Provides additional programmable space which would complement the use of the main pool.	High environmental costs due to need to energy costs required to maintain the pool at a constant high temperature (32-34 degrees)	A facility of this nature would be unique in the locality and service the needs of an aging population with associated health issues. Commercial opportunities exist in conjunction with associated dry side provision to maximize the potential financial return which would assist in the operational running costs of the pool infrastructure	That the facility be considered as a fundamental component of the indoor swimming facility or as a subsequent second phase of the development.

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
The provision of consulting rooms for physiotherapy and other allied health opportunities	Medium capital cost Increased program income for complimentary uses. Increased program income for complimentary uses Increased labour expenses to service programs	Would allow diversification/development of programs base	Potential to use for training purposes (i.e. practical out of water sessions) May duplicate existing provision at the Recreation Centre.	Increase to footprint of building. Additional heating/lighting cost	The potential to expand program activity and attract commercial use makes the addition of such space a viable proposition. A lack of indoor training/meeting room space may inhibit potential programming of the water space	That up to two dedicated meeting rooms be incorporated within the building to provide opportunities for training, development, swim club and general community leisure/recreational use. (this could be achieved by reconfiguring current recreation centre space)
Installation of moveable floor to all facilities	High capital cost	Permits the most flexible use of water space. Would permit a lap pool and program area to accommodate shallow water activities.	Greatest flexibility for programming of water space for various sports development activities. The movement of the floor may impinge on day time programs	Provides greatest flexibility to use water without the need to drain and re-fill water area. The additional structure will have additional energy costs and	Such a facility is generally provided in high trafficked facilities which have limited water space and where the demand for flexible water space is most needed. The cost implication and likely requirement for such a facility at the Denmark Aquatic Centre could not justify the investment	That a moveable floor not be installed

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	Social Outcomes	Sports Development Outcomes	Environmental Outcomes		
Development of Leisure Water with associated play equipment(including slides)	High capital cost High space requirements with limited financial return. Increased labour costs required for supervision	Creates a strong family social ambience and would attract family use.	Limited. Main focus would be on leisure and family fun.	Increases building footprint and water/energy costs when associated with other swimming facilities	Sufficient space would exist within a main pool and hydrotherapy facility to cater for a wide variety of family orientated activities. The additional floor area required and impact on the operational running costs could not justify such an investment.	Leisure water is not included within the scope of the project
Provide substantial storage area to offset storage issues associated with dry side provision	Low capital cost Space requirements would need to be assessed in conjunction with current dry side provision.	Increase numbers of dedicated user groups who are willing and able to utilize the centre. Dedicated secure storage areas will provide the opportunity to attract new user groups	Limited – other than to provide additional storage potential for various user groups	Increases building footprint	The lack of storage is invariably the most common complaint amongst users of community facilities. The provision of additional storage could offset dry side demands and enhance the service offer within a new centre.	To provide additional storage, for both wet and dry side needs, and to offset potential implications of re-alignment of the existing dry side provision. As part of this process the use of the existing recreation centre office and reception area should be assessed for conversion to dry side storage.

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	**Social Outcomes**	**Sports Development Outcomes**	**Environmental Outcomes**		
Relocate reception area from current recreation centre to utilize one combined entrance at the aquatic facility serving both facilities	Increased capital cost but long term savings with regard to ongoing management and staffing costs	Obvious central location from which customers can be directed. Provides a safe, secure and manageable one point of entry.	Combines wet and dry side provision and avoids having to disturb dry side programming to gain access.	More operationally effective building footprint	One combined entrance to the facility will ensure that any management of aquatic provision can be combined more effectively within the existing management structure. Discussions with stakeholders have indicated that one dedicated entrance to serve both facilities would be preferable.	The reception area is relocated to provide a joint reception for dry and wet side activities. This will however have an impact on the internal operation of the Recreation Centre which is outside of the scope of this study.
Provision office space for leisure centre staff	Requirement to undertake centre business operations	Necessary to provide secure space for controlling centre and also providing secure environment for staff development and management.	N/A	N/A	Secure office base for centre staff will be required adjacent to the reception area in order to minimize staffing costs and supervisory requirements	That a secure office be located adjacent to the main reception area at the entrance to the aquatic centre (this will replace existing infrastructure at the recreation centre)

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	Social Outcomes	Sports Development Outcomes	Environmental Outcomes		
Installation of retail and café area	Increase to capital cost but offset by ongoing return on secondary spend. Operation of retail/café outlet can be managed by duty staff if located close to main reception area	If designed appropriately will provide a good viewing area for supervisory use. God focus for social gathering/meeting area and increasing the profile of the centre	N/A	N/A	The introduction of a central meeting place within the centre and café/ retail opportunities will potentially assist in generating income and securing the venue as a social destination.	That a café and retail area be combined adjacent to the main reception in order that it can be effectively controlled/supervised by centre staff
Provision of a crèche	Increase capital cost and ongoing staffing requirement (dedicated personnel would be required to comply with legislation). May be required to pay premium rate to attract and retain appropriately qualified staff	An extension to current provision will provide an attractive proposition to secure additional daytime use particularly for those with caring responsibilities. Potential to increase physical activity amongst resident population with caring responsibilities	Would attract users who previously would be unable to take part in leisure activities	N/A	Crèche facilities are beneficial in providing a community service and providing opportunities for those with caring responsibilities to take part in physical activity and health related activities	Extended crèche facilities should be incorporated within any new facility infrastructure to benefit wet and dry side users. (this will replace or require modification to the existing infrastructure at the recreation centre)

Opportunity	MBL Analysis				Need/Justification or Issue	Recommendation
	Financial Outcomes	Social Outcomes	Sports Development Outcomes	Environmental Outcomes		
Introduction of swipe card/controlled access points at facility	Initial financial outlay which may be offset by collection of data related to participation and its use for future marketing opportunities	Enables data to be captured which can be used for	Identifies user characteristics and preferences and may be used to inform program development	N/A	Lack of current available data on users. Will assist in the long term marketing and development of the centre	To be considered as part of ongoing management and performance improvements. This could be incorporated initially for school and other dedicated user groups who may potentially access (through a separate access) the aquatic space at dedicated times through agreement with centre management

9.2 Consideration of Design options for the Denmark Aquatic Centre

The development of a 25m by 8 lane pool was highlighted as a priority for some but not supported by the research as the preferred option. Similarly a 25m by 6 lane pool was advocated as meeting the requirements of a significant number of users. The consulting team considered that a reduced volume of water would be preferable and suggested an "L" shaped configuration to minimise capital build and ongoing operational costs (see plan layouts identified within the questionnaire at Appendix A) . However following discussion and advice from the project team it was considered beneficial to draft a concept plan based on a 25m by 6 lane facility and utilize this as the basis for assessing capital costs and ongoing operational costs for both a 25m by 8 lane pool and "L" shaped configuration. A number of features standard for each option is identified below.

Based on the research, consultation, demand assessment and the Multiple Bottom Line Assessment, the following factors have been identified as relevant to the development of the Facility Concept Plan for the Denmark Aquatic Centre.

- The aquatic facility for the purpose of drafting the concept plans should be located adjacent to the existing recreation centre fronting the existing car park and oval.
- A requirement for a 25m by 6 lane facility.
- A hydrotherapy facility was to be incorporated within all costing options and fundamental to the concept plan due to the aging demographics of the area.
- A critical aspect of the analysis rests on the viability of a fixed 25m facility against the potential to develop water spaces which permit greater flexibility and programmable use.
- A strong focus on Environmentally Sustainable Design initiatives and in particular water and energy consumption is critical.
- The impact on remnant vegetation should be minimised.
- The need to maximise opportunities for revenue generating opportunities to reduce operational running costs.
- The need to minimize the impact on existing dry side provision (Note: the consulting team would strongly recommend that existing dry side infrastructure is reviewed if the development of an aquatic facility is to be supported by the Shire).
- Visibility of the pool from the reception area is important for supervision.
- One identifiable access, ideally should be provided to the combined wet and dry side facility
- Wherever possible minimise operational and management costs through the design options (line of site across facilities and a multi-functional reception area),
- Car parking needs to be addressed through provision to the rear of the site and potentially through rear entry controlled access for group bookings (schools, clubs, health services etc)
- The main access to the site is to be via the current main Denmark Recreation Centre Access.

9.3 Facility Development Overview

Based on previous information, the following three DAC development options are considered as potential additions to the existing DRC facility.

Area	Option 1 25m 6 Lane Pool with Hydrotherapy	Option 2 25m 8 Lane Pool with Hydrotherapy	Option 3 3 Lap Lanes & 96m^2 of Water plus Hydrotherapy
Wet Areas	m^2	m^2	m^2
Pool Area (with shallow toddler entry to side)	2.1m lane widths (25m x 13m) Total 325m^2	2.5m lane widths (25m x 21m) Total 525m^2	2.1m lane widths (25m x 7m, 8m x 12m) Total 271m^2
Program pool/Hydrotherapy	40	40	40
Sub Total – Water Space	365	565	311
Spectator seating	50	50	0
Wet change rooms	145	145	145
Leisure area	Existing DRC	Existing DRC	Existing DRC
Other outdoor space - excluded	0	0	0
Steam, sauna and spa area	0	0	0
Pool plant, store	130	130	130
Blanket Store (on pool apron)	0	0	0
Storage	40	40	40
Dry Areas			
Gymnasium area	Existing DRC	Existing DRC	Existing DRC
Managers office	20	20	20
Pool managers office	10	10	10
Staff area	20	20	20
Crèche	Existing DRC	Existing DRC	Existing DRC
Café/ kiosk	10	10	10
Retail shop area	10	10	10
Meeting room	15	15	15
Staff area	20	20	20
Entry foyer	20	20	20
Reception	10	10	10
First aid room	8	8	8
Physio's room	15	15	15
Maintenance storage	18	18	18
Circulation areas	TBC	TBC	TBC
Additional Considerations			
Extended car parking area	120 bays	120 bays	120 bays

Table 21: Potential DAC Development Options

In order to progress the analysis further it was therefore critical to address these factors in determining the most appropriate facility design for the site. A concept for the Option 1 design of the Denmark Aquatic Centre is attached as Appendix B.

9.4 Estimated Capital Cost

An indicative order of cost was assessed for Option 1 and this is attached in Appendix C. In summary it is estimated that the cost for the Option 1 development is $8.17M with the following exclusions:

- FF&E.
- Upgrade of incoming services and reinforcements.
- Loss of revenue to existing business due to construction works.
- Diversion of storm-water drain.
- Public art.
- GST.

Using the above QS as an indication of capital cost and based on an indicative construction cost for the aquatic area of $2,600 per sqm (inclusive of allowances), it is estimated that the approximate comparable costs for design Options 2 and 3 are as follows:

- Option 2 (additional 200m^2 of aquatic space and additional concourse space of 100m^2) - $8.95M.
- Option 3 (less 50m^2 aquatic space with less concourse space of 25m^2) - $7.97M.

10 Management Options

Upon the review of industry trends, previous project experience and benchmarking of facilities, three main options in relation to the overall management of the proposed Denmark Aquatic Centre exist, these being:

- Management by the Shire of Denmark.
- Management by an Independent Management Group (e.g. YMCA).
- Management by Community Organisation

The following table summarises the PMI (Plus, Minuses and Issues) Analysis conducted for each management option.

Options	PLUSES	MINUSES	ISSUES
Option 1: Management by Shire of Denmark.	The Shire Council have an existing management structure associated with the recreation centre and appear to be ideally suited to manage the extended aquatic provision. Council can control facility entry fees charged. Community obligations are met. Part of their core business and could potentially develop capacity within the Shire to train and develop staff as relief support.	Council do not have a commercial focus. Management costs would increase substantially to current operations which have no or limited weekend openings.	Cost implications of extending current management regime (the people and hours of operation)
Option 2: Management by an Independent Management Group.i.e. • YMCA, • Belgravia Leisure,	Ability to gain specialist management expertise. Singular focus for management group. Minimise public risk associated with facilities management.	Council may have a reduced role in the management of the facility as defined by a management and performance agreement. Will require substantial management subsidy from the Shire The scope of facilities are unlikely to be financially self-sustaining in their own right, therefore it may	Need to clearly define maintenance and operational responsibilities. Council need a very clear delineation of risk and responsibility. Council would need to consider a lease of 10 years or more. It is unlikely that a

Options	PLUSES	MINUSES	ISSUES
		be difficult to attract a quality management group/body.	professional management group/body would be attracted to this facility.
Option 3: Management by a Third Party (Community Group).	Management cost may be minimised. Shire of Denmark have the potential to cap subsidies provided to the management group and therefore control outgoings.	Council may have a reduced role in the management of the facility as defined by a management and performance agreement. May lack the appropriate skills, resources and budget to ensure adequate staff/volunteer training and compliance with regulations. No willingness to manage the facility has been expressed by any community group. Lack of proactive facility programming, or capacity to do so. Lack of proactive marketing, promotion or capacity to do so.	Need a very clear delineation of risk and responsibility. Need to clearly define maintenance and operational responsibilities. High risk for a community group who have little or no existing experience of managing an aquatic facility. Management of the facilities requires a heavily reliance on key volunteers which is unlikely to be sustainable in the future.

Based on the above analysis it is strongly recommended that subject to the development of an aquatic facility being supported, that the facility be managed by the Shire of Denmark who are best placed to ensure:

- Operational costs are managed effectively.
- Ongoing maintenance is planned and executed in a timely fashion.
- Resources are available to market and manage the facility effectively.
- The needs of the community are appropriately catered for within the programming and management of the facility.
- Staff are trained and developed to meet industry standards and adhere to statutory obligations.
- Ongoing risk is assessed and managed.
- Coordination between dry and wet side provision is managed.

The following section references the operational assumptions associated with the Denmark Aquatic Centre and identifies the preferred staffing structure.

11 Operational Overview

The following information provides an overview of the fundamental management and operational assumptions associated with the DAC.

11.1 DAC Staffing Structure

It is proposed that the staffing structure for the DAC be integrated with the existing staffing structure of the DRC. This is consistent with wet and dry side facility infrastructure of a similar size in regional and metropolitan WA. As a result it is recommended that the DRC/DAC Recreation Centre Manager have overall responsibility for the centre. An aquatic program coordinator should be appointed to oversee the operation and delivery of content in the aquatic area with this coordinator reporting through to a DRC/DAC Manager.

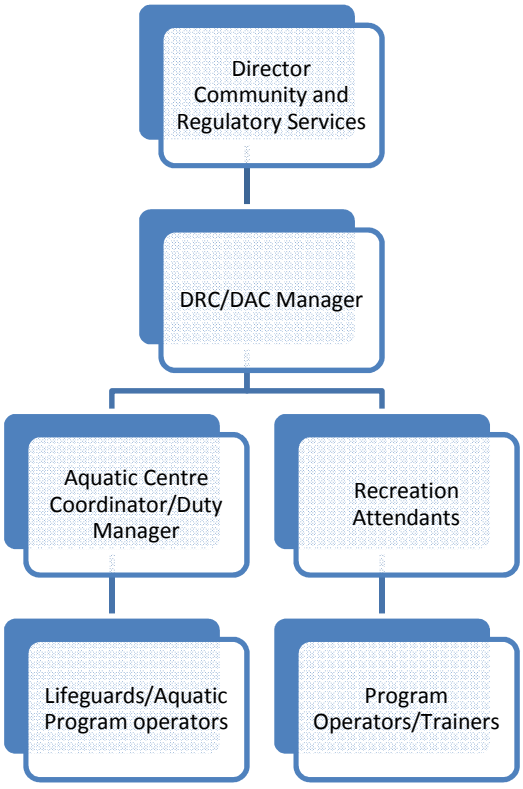


Table 22: Proposed Staffing Structure

11.2 Pricing Structure

Based on industry benchmarks and an assessment of demand and pricing feedback, the following pricing structure is proposed for the DAC.

Item	Price		Item	Price
Recreation Swim			**20 Visit Vouchers**	
Adult	$5.00		Adult (16 years & over)	$81.00
Child (3 - 15 years)	$3.20		Child 20 Pass (3 - 15 years)	$57.60
Family (2 & 2 or 1 & 3)	$14.00		Senior (60+)	$57.60
Senior (60+)	$3.20		Early Bird x 20 sessions before 7.30	$63.00
Concession	$3.20		**Lane Hire**	$15.00
Early Bird swim (before 7.30am)	$3.20		Casual User	$11.00
Spectator fee	$1.00		Permanent User	$7.70
In Term Swimming			**Aqua Programs**	
Term 1&4	$2.20		Aqua birthday parties	$12.00
Term 2&3	$1.60		School holiday programs	TBC
Vac Swim lesson entry Education Dept	$2.60		Aqua babies	TBC
Vac Swim lesson x 10 Education Dept	$24.50		Bronze Medallion Requalification	$60.00
Swimming Lessons (per Lesson)			Bronze Medallion	$145.00
Learn to swim	$12.00		**Carnivals**	
Additional family member discount	5%		Carnival fee (3 hours or more)	$425.00
Adults	$12.50		Carnival fee (up to 3 hours)	$250.00
Holiday program	Various		Qualified Lifeguard (for carnival) per hour	$35.00
Private Lessons (includes x2 spectators)	$30.00		Carnival entry fee per swimmer	$2.30
Squads			Refund / cancellation fee	$25.00
Per Lesson	$7.70		Spectator entry fee	$1.00
x 10 sessions	$77.00		**Proposed Hydrotherapy**	
Competition event fee	$2.00		Adult (16 years & Over)	$8.00
Junior squad entry	$2.30		Seniors (60=) or Concession	$7.00
10 Visit Vouchers			Student	$7.00
Adult (16 years & over)	$40.50		**Proposed Hydrotherapy x 10 pass**	
Child 10 Pass (3 - 15 years)	$28.80		Adult (16 years & Over)	$72.00
Junior squad entry x 10 pass	$21.00		Seniors (60=) or Concession	$63.00
Junior squad entry x 10 pass (spect)	$30.00		Student	$63.00
Senior (60+)	$28.80		**Proposed Hydrotherapy x 20 pass**	
Concession Card	$35.00		Adult (16 years & Over)	$144.00
Early Bird x 10 sessions before 7.30	$32.00		Seniors (60=) or Concession	$126.00

Table 23: DAC Pricing Structure

11.3 Hours of Operation

Based on industry benchmarking and community expectation, it is proposed that DAC hours of operation are as outlined below.

- Monday to Friday 6:00am - 7:30pm.
- Saturday and Sunday 10.00am - 3.00pm.
- Total opening hours per week (excluding public holidays) are 77.5 hours.

Based on these hours operation it is estimated that the DAC would be opened for approximately 4,000 hours per annum.

11.4 Staffing Rates

The following table provides a summary of indicative hourly rates for program staff at the DAC. These rates can be used as a basis for hourly rates for staff supplying program services at the DAC facility. These rates reflect the specialist and casual nature of employment are not comparable for centre administration staff.

Function	Level	Summary	Hourly Rate
Classifications	Level 4	Accredited with more than 3 years experience	$49.68
Customer Service			$14.90
Group Fitness	Level 1	No Accreditation	$39.86
	Level 2	No Accreditation 1 - 3 years experience	$43.14
		OR Accredited & less than 1 year experience	
	Level 3	No accreditation & more than 3 years experience	$46.41
		OR Accredited with 1 - 3 years experience	
Gymnasium	Level 1	Cert 3 less than 1 year experience	$21.85
	Level 2	Cert 3 more than 1 years experience	$22.93
		OR Certificate 4 with less than 1 year experience	
	Level 3	Certificate 4 with more than 1 years experience	$25.08
Personal Trainer		Standard - no variation	$31.27

Table 24: DAC Staff Hourly Rates

12 Financial Projections

Financial scenarios have been completed for the three DAC facility options (as previously outlined in Section 9.3), these options are:

- Option 1 - 6 lane pool with hydrotherapy.
- Option 2 - 8 lane pool with hydrotherapy.
- Option 3 - 3 lane pool with additional water space and hydrotherapy.

The three scenarios are outlined below and further clarified in Section 11.1.

- Realistic Usage Scenario.
- Conservative Usage Scenario.
- Optimistic Usage Scenario.

The key assumptions associated with the financial modeling are outlined below together with the key findings of each scenario.

12.1 General Assumptions Relevant to All Financial Scenarios

The following assumptions are relevant to all of the financial models/scenarios that have been prepared:

General Assumptions and Background

The following general assumptions and background information have informed the financial analysis.

- Based on the detailed benchmarking information in Section 7, the following visitations levels per head of population have been used for each scenario.
  - Realistic Usage Scenario: 9 aquatic visits per head of population which equates to approximately 56K visits in Year 1.
  - Conservative Usage Scenario: 6 aquatic visits per head of population which equates to approximately 37K visits in Year 1.
  - Optimistic Usage Scenario: 12 aquatic visits per head of population which equates to approximately 74K visits in Year 1.
- The catchment population for the Shire is assumed to be 6K in 2011 and 8K in 2031. As a result of this increase in population, a "population ramp-up" has been incorporated into the financial projections. The table below outlines the associated percentages for the first 10 years.

Ramp Up Assumptions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Change	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%

Table 25: Population Ramp Up Percentages

- Consistent with industry trends, a facility utilisation has been included into the model. The table below provides a summary of the utilisation impact factor for the first 10 years.

Ramp Up Assumptions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Lifecycle Adjustment	90%	95%	100%	100%	100%	97%	95%	93%	91%	90%

Table 26: Facility Utilisation Ramp up Percentages

- It is assumed that the centre will open in the 2012/13 financial year.
- The management model assumes that the aquatic facility is managed by Council and integrated with the existing DRC structure.
- All income and expenditure is exclusive of GST.
- Hours of operation of the facility are as previously outlined in Section 10.3.
- It is assumed that the overall capital cost for each Option is as outlined in Section 9.4:
  - Option 1 - 6 lane pool with hydrotherapy: $8.17M.
  - Option 2 - 8 lane pool with hydrotherapy: $8.95M.
  - Option 3 - 3 lane pool with additional water space and hydrotherapy. $7.97M.
- Depreciation has been included in table 30 as an overview, but is not included in all other models referenced in this section.
- Projections do not include any provision for post construction make good and fit for purpose works associated with construction or design issues. Depending on project management methodology, provisions of up to 5% of construction cost should be made for this work.
- Projections do not include any establishment/pre-opening budget for a new facility. An indicative budget allocation is approximately 5% of projected expenditure.
- Utility cost estimates have been based on previous Coffey advice for comparable projects however Coffey strongly recommends that upon development of detailed design drawings that these forecasts are reviewed.

Income Assumptions and Background

The following assumption and background information have informed the income assessment.

- Fees and charges are as previously outlined.

Expenditure Assumptions and Background

The following assumptions and background information have informed the expenditure assessment.

- Wage rates are as previously outlined.
- Annual proactive and reactive combined annual maintenance costs are estimated at 1% of capital cost.
- An additional refurbishment, detailed cleaning and maintenance allocation of 1% of capital cost has been allocated in every fifth year of operation.
- Utilities expenses are based on industry benchmarking.
- Insurance and cleaning costs are based on benchmarks with similar facilities.

12.2 Summary of Financial Projections

The projected financial performance associated with each option and scenario for the DAC facility is outlined below.

The detailed 10 Year Financial Projection for each scenario are attached in the following Appendices: Option 1 - Appendix D, Option 2 - Appendix E and Option 3 - Appendix F.

The following table provides a summary of the ten year cumulative financial performance associated with each option and scenario. (Notes: All figures in red indicate operational deficits. All figures are in current day terms).

Option	Realistic Scenario (9 visits per head of population p.a.)	Conservative Scenario (6 visits per head of population p.a.)	Optimistic Scenario (12 visits per head of population p.a.)
Option 1	$1,897,114	$2,844,138	$952,925
Option 2	$2,367,762	$3,314,787	$1,408,013
Option 3	$1,621,294	$2,560456	$688,883

Table 27: 10 Year Cumulative Financial Projections

The following graph also provides a summary of the ten year cumulative financial performance associated with each option and scenario. (Note: All figures in red indicate operational deficits).

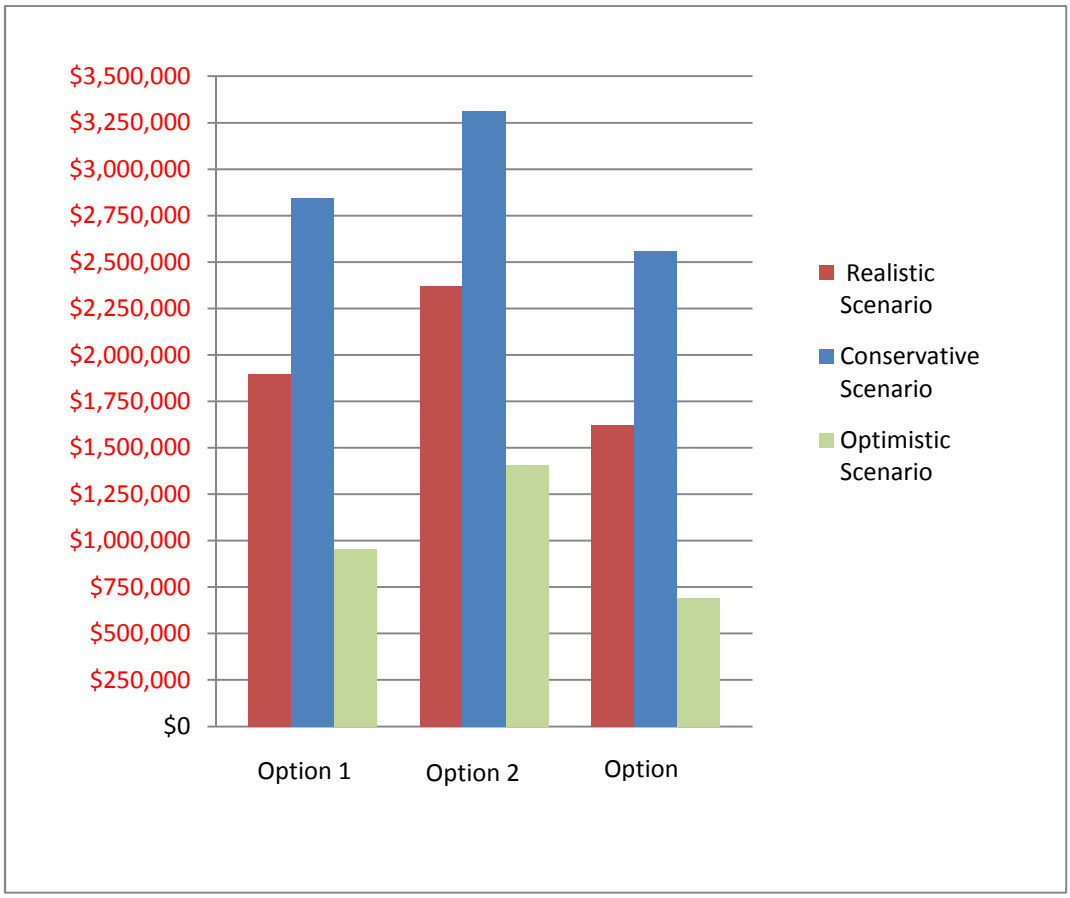


Figure 8: 10 Year Cumulative Financial Projections

Option 1 - Ten Year Cumulative Performance Summary

- Realistic Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $157K per annum to a deficit of approximately $261K per annum. The estimated operational aggregate for ten years is a deficit of approximately $1.90M.
- Conservative Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $240K per annum to a deficit of approximately $357K per annum. The estimated operational aggregate for ten years is a deficit of approximately $2.84M.
- Optimistic Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $72K per annum to a deficit of approximately $165K per annum. The estimated operational aggregate for ten years is a deficit of approximately $952K.

Option 2 - Ten Year Cumulative Performance Summary

- Realistic Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $197K per annum to a deficit of approximately $316K per annum. The estimated operational aggregate for ten years is a deficit of approximately $2.36M.
- Conservative Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $280K per annum to a deficit of approximately $412K per annum. The estimated operational aggregate for ten years is a deficit of approximately $3.31M.
- Optimistic Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $115K per annum to a deficit of approximately $212K per annum. The estimated operational aggregate for ten years is a deficit of approximately $1.41M.

Option 3 - Ten Year Cumulative Performance Summary

- Realistic Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $132K per annum to a deficit of approximately $231K per annum. The estimated operational aggregate for ten years is a deficit of approximately $1.62M.
- Conservative Scenario - It is projected that the cash position for the facility would vary between a deficit of approximately $214K per annum to a deficit of approximately $326K per annum. The estimated operational aggregate for ten years is a deficit of approximately $2.56M.
- Optimistic Scenario - It is projected that the cash position for the facility would vary between a surplus of approximately $46K per annum to a deficit of approximately $137K per annum. The estimated operational aggregate for ten years is a deficit of approximately $688K.

30 Year Cumulative Performance

The following table provides a summary of the thirty year cumulative financial performance associated with each option and scenario. (Notes: All figures in red indicate operational deficits. All figures are in current day terms).

Option	Realistic Scenario (9 visits per head of population p.a.)	Conservative Scenario (6 visits per head of population p.a.)	Optimistic Scenario (12 visits per head of population p.a.)
Option 1	$5,671,432	$8,713,429	$2,638,543
Option 2	$7,188,177	$10,230,173	$4,108,607
Option 3	$4,775,199	$7,791,941	$1,779,309

Table 28: 30 Year Cumulative Financial Projections

30 Year Cumulative Performance including Depreciation

The following table provides a summary of the thirty year cumulative financial performance associated with each option and scenario including depreciation (Calculated as straight line over 30 years with capital costs as outlined in Section 9.4). (Notes: All figures in red indicate operational deficits. All figures are in current day terms).

Option	Realistic Scenario (9 visits per head of population p.a.)	Conservative Scenario (6 visits per head of population p.a.)	Optimistic Scenario (12 visits per head of population p.a.)
Option 1	$13,821,432	$16,863,429	$10,788,543
Option 2	$16,118,177	$19,160,173	$13,038,607
Option 3	$12,725,199	$15,741,941	$9,729,309

Table 29: 30 Year Cumulative Financial Projections including Depreciation

13 Potential Funding Sources

As part of the aquatic and lifestyle facility development options, research into possible funding opportunities was undertaken. An assessment of possible funding options for the proposed facility development and assessment of potential council contribution is outlined below.

13.1 Results of Initial Funding Research

Several funding opportunities were identified for consideration as part of the feasibility process, these included

1. Public Private Partnership and other private sector Investment.
2. Department of Sport and Recreation – Community Sports and Recreation Facility Funding.
3. A rate levy administered by the Shire of Denmark Council.
4. Alternative State Funding.
5. Federal Funding.
6. Funding from other sports bodies.
7. Contributions from key user groups.
8. Other charitable trusts/foundations.

13.1.1 Public Private Partnership and opportunities for other private sector funding

Public Private Partnerships have traditionally been a partnership between the public sector and private sector for the purposes of designing, planning, financing, constructing and/or operating projects. They can take a number of forms from Design, Construct and Maintain (DCM), Build Own Operate (BOO) and Build, Own, Operate, Transfer (BOOT).

Whilst private sector funding has been used to finance the complete build of sport and recreation facility projects, they have historically more often been confined to specific segments of the market where commercial returns can be made on the investment required to “start-up” the facility (e.g. gymnasiums, swim schools, etc).

There have been many examples both in Australia and more particularly the UK where PPP projects have delivered successful outcomes. Such projects have generally succeeded where there has been a clear long term vision and a thorough understanding of the local government’s role in the local leisure market. Projects have generally failed where there has been insufficient consideration of the overall sport and leisure service and other stakeholders such as school and private sector providers. The lack of a robust business case is the single biggest issue which has caused project delays and cost overruns.

Coffey Commercial Advisory has been working with equity financiers and major banking groups to develop “off balance sheet” funding packages that provide incentive for private sector investment for previously unfunded sport and recreation facilities. Based on this work, it has been identified that private sector funding is possible for facilities where it has previously been overlooked, if:

- A small capital return can be provided from the day-to-day operations of the facility.

- Ownership of the assets can be transferred to a private entity for a specific period of time (typically 10 years).
- Depreciation of the assets can be claimed by the asset owners (i.e. the investors).

The funding model, which is loosely based on BOOT principles, has been successfully used for the development of golf courses and the redevelopment of grandstands at several large sports stadiums. However there are few examples where private investment for specific facility components within broader recreation facilities have successfully been implemented. This is usually due to an inability to separate ownership of specific facility components or programs from broader operations and conflicts with overall centre management objectives/operations.

With the current global financial crisis, financiers have curtailed a significant source of borrowing for the Public Private Partnership model. This has resulted in a lack of availability of debt and where it is available, the cost of financing the debt is often prohibitive.

It is not therefore considered that private sector capital investment for the facility is viable and is not recommended for further consideration.

13.1.2 Department of Sport and Recreation CSRFF program

Through CSRFF, the State Government invests $20 million annually towards the development of high-quality physical environments in which people can enjoy sport and recreation. Priority is to be given to projects that lead to facility sharing and rationalisation.

Funding is available to a local government authority, not for profit sport, recreation or community organisation and incorporated under the WA Associations Incorporation Act 1987. The construction of new facilities to meet sport and recreation needs would fall within the remit of this fund. Initial discussions with representatives from the DSR indicated that funding would be unlikely without sound justification and a significant financial commitment from the Shire.

The emphasis of the assessment factors is on a planned approach to facility provision and will require the applicant to demonstrate need and to consider planning, design, and management issues to substantiate the need for the proposed project. The process is identified in the grant application process and subject to an independent assessment.

13.1.3 Funding from a Targeted Rate Levy

A Rate Levy has been used by local governments in the past to part fund major sport, recreation and community infrastructure. Commonly rate levies can be used to contribute in excess of 50% of the total project cost. The amount levied can either be across the Shire or varied depending on the household proximity to the facility (i.e. to ensure that those that were most likely to use the facility were charged more than those who resided further away). This however would be over cumbersome in a relatively small Local Government Area. Whilst this has been suggested through the consultation process it may not be palatable for the wider population. It is however worthy of consideration if a funding shortfall is anticipated.

13.1.4 Alternative State Government Funding

The Department of Local Government and Regional Development produce a Grants Directory which identifies all state and local government support programs in addition to those operated by the Department of Sport and Recreation. Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those funding sources would be able to contribute in any significant way to an aquatic facility.

13.1.5 Funding from a Federal Government

The Federal Government has assisted with the funding of major sport and recreation facilities. Based on a review of current Government policy there may be opportunities to attract investment in community recreation facilities. This however is likely to emerge as the project develops. It is not clear whether additional stimulus investment through the Federal Government will continue to be rolled out following the initial rounds in 2008/9.

13.1.6 Funding from other sports bodies

Sports organisations consulted as part of this project have advised that they are not in a financially suitable position to assist with funding of components of the proposed aquatic facility.

13.1.7 Funding from User Groups

DACCI have inferred that funding is available through a bequest which they have been managing. It is unclear at this stage the financial capability of that bequest.

13.1.8 Funding from Other Trust/Charitable Groups

As part of our research several other potential funding sources were identified, including funding from:

- Lottery West.
- Healthway.
- Be involved Telstra.
- Commonwealth Bank Community Funds investment Program.
- IGA Community Chest Limited.
- HBOS Australia Foundation Limited.
- Western Australia Community Foundation Limited.

In total there are currently 754 licensed charities in Western Australia. Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those charities and the above funding sources would be able to contribute in any significant way to an aquatic facility.

13.2 Summary of Funding Research

The following table provides a summary of the likelihood of capital funding for the development of an aquatic facility.

Potential Funding Source	Denmark Aquatic Centre
PPP/Private sector	Unlikely
CSRFF	Possible
Rate Levy	Possible
State Government	Unlikely
Federal Government	Unlikely
Sports bodies	Unlikely
User Group Contribution	Possible
Other trusts/funds	Unlikely

Table 30: Overview of Funding Options

14 Conclusion

The study assessed the need and feasibility of developing an aquatic facility within the Shire of Denmark. More particularly following initial consultation and a site analysis the study focused within the settlement of Denmark on a site adjacent to the existing recreation centre. In order to fully assess financial implications of the development of an indoor aquatic facility 3 discrete aquatic options were considered. The three options identified are best described as:

- Option 1 - 6 lane pool with hydrotherapy:
- Option 2 - 8 lane pool with hydrotherapy:
- Option 3 - 3 lane pool with additional water space and hydrotherapy.

Of the three options identified, all are likely to operate at an annual deficit, the impact of which varies depending on the potential visits per head of population. Given the location of the facility and associated industry benchmarks, it is likely that visits per head of population annually will range between 6 and 9. It should however be noted that irrespective of the water configuration, due to the relatively small catchment population, the likely throughput of users is unlikely to change for any of the three options. As a result the most cost effective option from a capital build perspective and in respect of ongoing running costs is option 3.

Should the Shire Council be minded to commit initial capital funding and ongoing financial revenue support to the development of an aquatic facility within Denmark, it is recommended that a 3 lane pool configuration with additional water space and hydrotherapy be pursued as being the most cost effective solution. The rationale for this is:

- It minimises environmental impact through a reduced volume of water, reduction in energy costs and reduced building footprint.
- A facility which has the opportunity to provide a higher degree of flexible programmable space is most viable in a relatively small population. The Option 3 scenario with associated hydrotherapy pool provides for this.
- The opportunity to collocate the facility adjacent to the recreation centre will minimise additional management costs.
- The aging demographic of the population will tend to demand water space which provides for mainly for social, recreational and rehabilitation use, rather than provide a significantly higher than usual demand for lap swimming.
- The provision of a hydrotherapy facility is a relatively unique offer which has the potential to maximise casual, rehabilitation and learn to swim revenue. A facility of this nature provides a significant opportunity for those in the community with limited access to transport and limited mobility.
- The catchment population to 2031 is small and unlikely to exceed 8,000 people. Option 3 provides a flexible community aquatic facility which caters for all ages and abilities within a limited catchment area where the demand for a traditional 25m metre lap pool is unlikely to generate sufficient throughput to justify the investment.
- The estimated cost (excluding escalation costs) for the development is $7.97m compared to a development cost for a traditional 25m alternative of either $8.17m or $8.95m.
- The projected 30 year cash position demonstrates that the facility has the potential to be more viable than alternative options based on assessment against realistic patronage.

Appendix A - Additional Questionnaire

Appendix B - Denmark Aquatic Centre Design (Option 1)

Appendix C - Indicative Order of Cost for Option 1

Appendix D - 10 Year Financial Projections (DAC Option 1)

Appendix E - 10 Year Financial Projections (DAC Option 2)

Appendix F - 10 Year Financial Projections (DAC Option 3)

1. Shire of Denmark Aquatic Facility Feasibility Study Questionnaire May 2010

As you may be aware the Shire of Denmark in partnership with the Denmark Aquatic Centre Committee Incorporated (DACCI) and the Department of Sport and Recreation have initiated a feasibility study to determine the viability of an aquatic facility within Denmark from a social, environmental and economic perspective.

An initial needs assessment identified a broad need for aquatic provision and identified a need for a variety of aquatic activities to be provided for. To assist in this process of scoping out the facility composition and financial planning we are seeking to gauge resident's views on a few key aspects.

We would be grateful if you could take the time to complete the attached questionnaire and return promptly either by;

1. Mail - forward in the reply paid envelope (enclosed);
2. In person - to the Councils Administration Office.
3. Complete the survey online at www.denmark.wa.gov.au/news, follow the link. (password is Ocean)

Please enter your Survey Number provided at the top right hand corner of the covering letter.

by no later than Friday 29th May 2010

Shire of Denmark
953 South Coast Highway (PO Box 183), Denmark WA 6333
Ph: (08) 9848 0300 Fax: (08) 9848 1985
Email: enquiries@denmark.wa.gov.au
Website: www.denmark.wa.gov.au

2. Copy of page: Shire of Denmark Aquatic Facility Feasibility Study Questionn...

* 1. ENTER SURVEY NUMBER

2.

In order of priority what facilities do you consider to be essential within an aquatic facility in Denmark. (1 being highest and leave blank those which are not considered essential)

	Rank
(a) A 25m 8 lane lap pool (traditional rectangular configuration - 26-28 degrees temperature). Please refer to attached plan 1.	
(b) A 25m 6 lane lap pool (traditional rectangular configuration - 26-28 degrees temperature). Please refer to attached plan 2.	
(c) A hydrotherapy pool (33-34 degrees temperature with specific purpose for providing clinical, theraputic and recreational use).Please refer to attached plan 3.	
(d) A multi-use pool (with specific purpose of providing rectangular water space for learn to swim, aqua aerobics, life saving and other general aquatic activity - 26-28 degrees temperature). Please refer to attached plan 4.	
(e) A water play area for children.	
(f) A Spa.	

(g) A Sauna.

(h) A Steam Room.

Other (please specify)

3. Fees for Casual use at various recreational facilities in the Shire of Denmark include the following:

a. A round of Golf at Denmark Golf Club. $15

b. A gym session at Recreation Centre. $7

c. Corporate Bowls. $7

d. Tennis Court Hire. $5 per/hr/person

e. Recreation Centre normal entry. $4.30

In order to gauge acceptable entry prices for a facility providing a range of swimming and, aquatic fitness and recreation opportunities, what price would you be prepared to pay per entry for a 6 or 8 lane lap pool facility ?

Please tick the appropriate fee charge or nominate an alternative in the box provided.

- ◯ $10.00
- ◯ $9.00
- ◯ $8.00
- ◯ $7.00
- ◯ $6.00
- ◯ $5.00
- ◯ $4.00
- ◯ Don't know
- ◯ More than $10.00 (if so please state amount below in other)

Other (please specify)

4. What would be the acceptable entry price for an Aquatic Facility providing opportunities for a multi-use pool (see plan 4), incorporating a lap facility and separate hydrotherapy facility ?

- ◯ $10.00
- ◯ $9.00
- ◯ $8.00
- ◯ $7.00
- ◯ $6.00
- ◯ $5.00
- ◯ $4.00
- ◯ Don't know
- ◯ More than $10.00 (if so please state amount below in other)

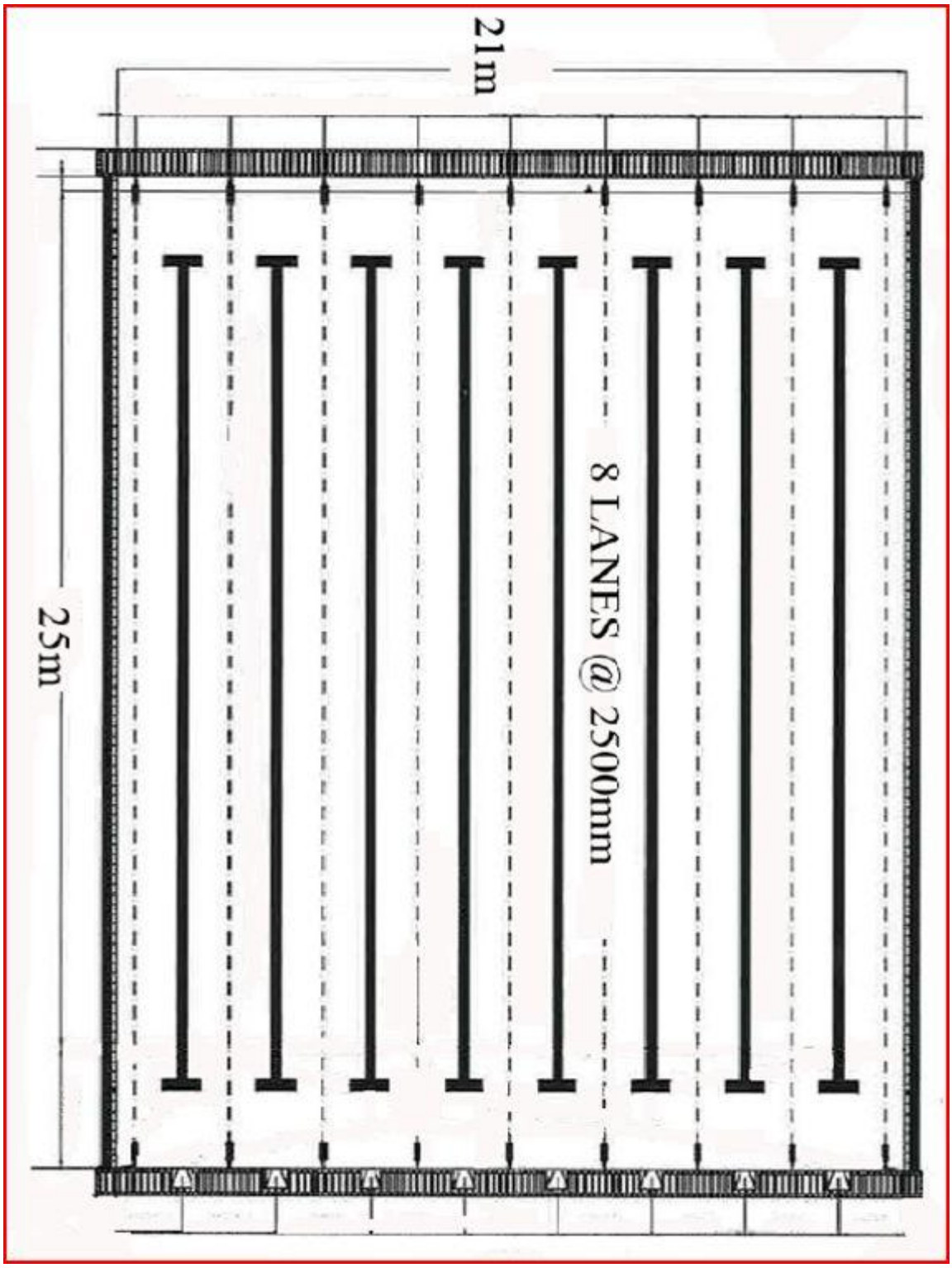
Other (please specify)

3. Shire of Denmark Aquatic Facility Feasibility Study Questionnaire May 2010

INDICATIVE PLANS FOR REFERENCE PURPOSES

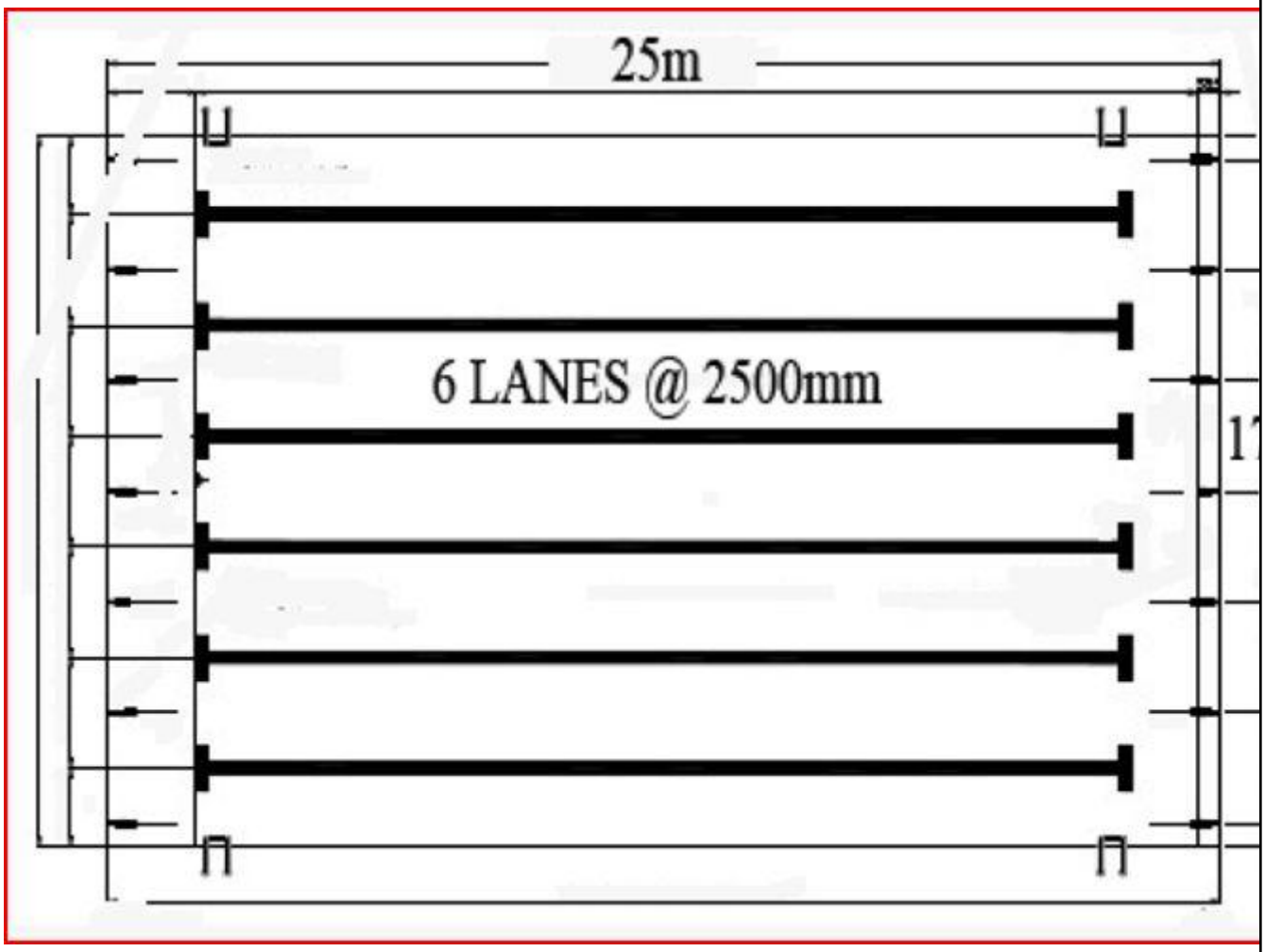
PLAN 1.

25m X 21m - 8 Lane Pool (indicative only)



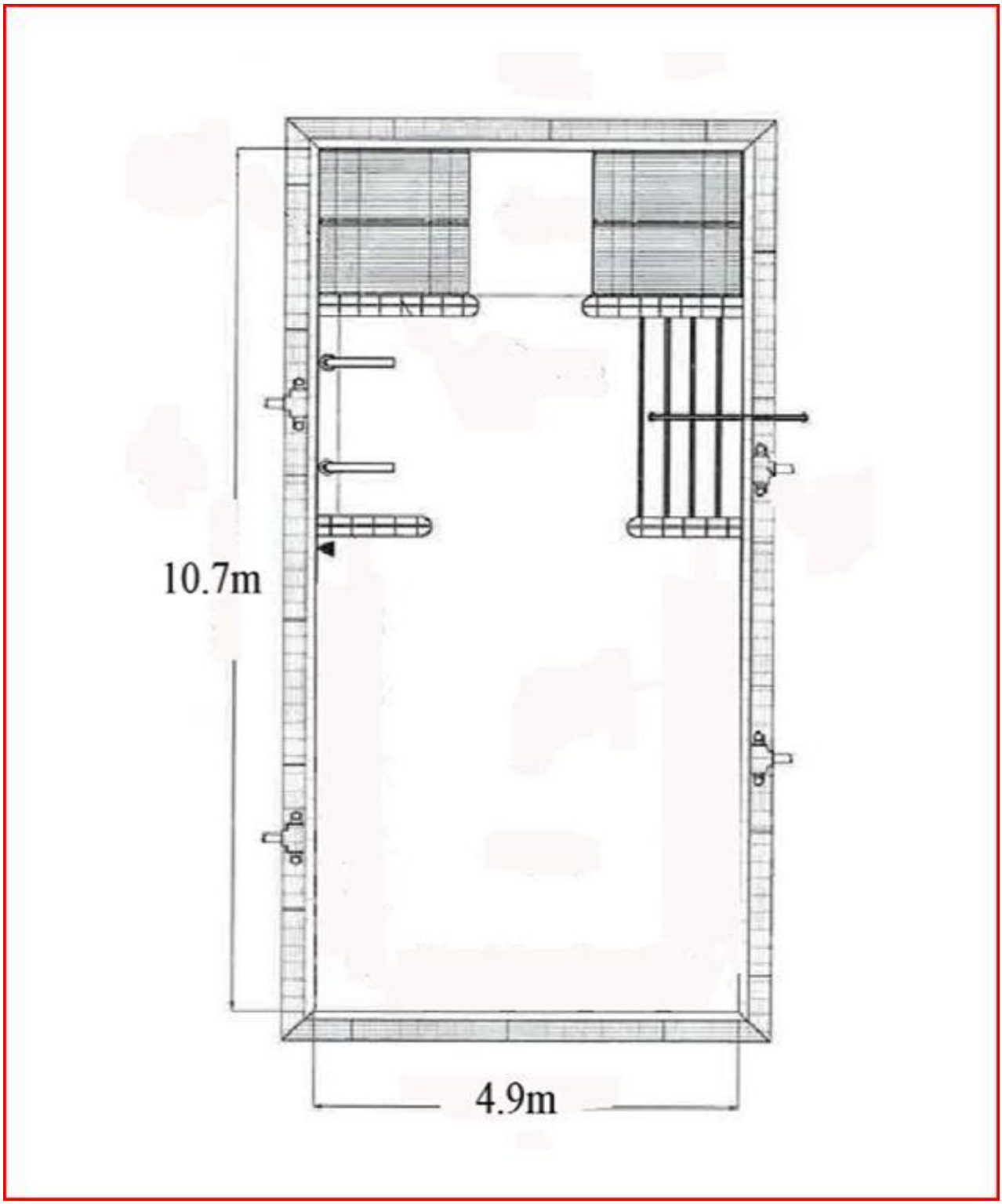
PLAN 2

25m x 16m 6 Lane Pool (indicative only)



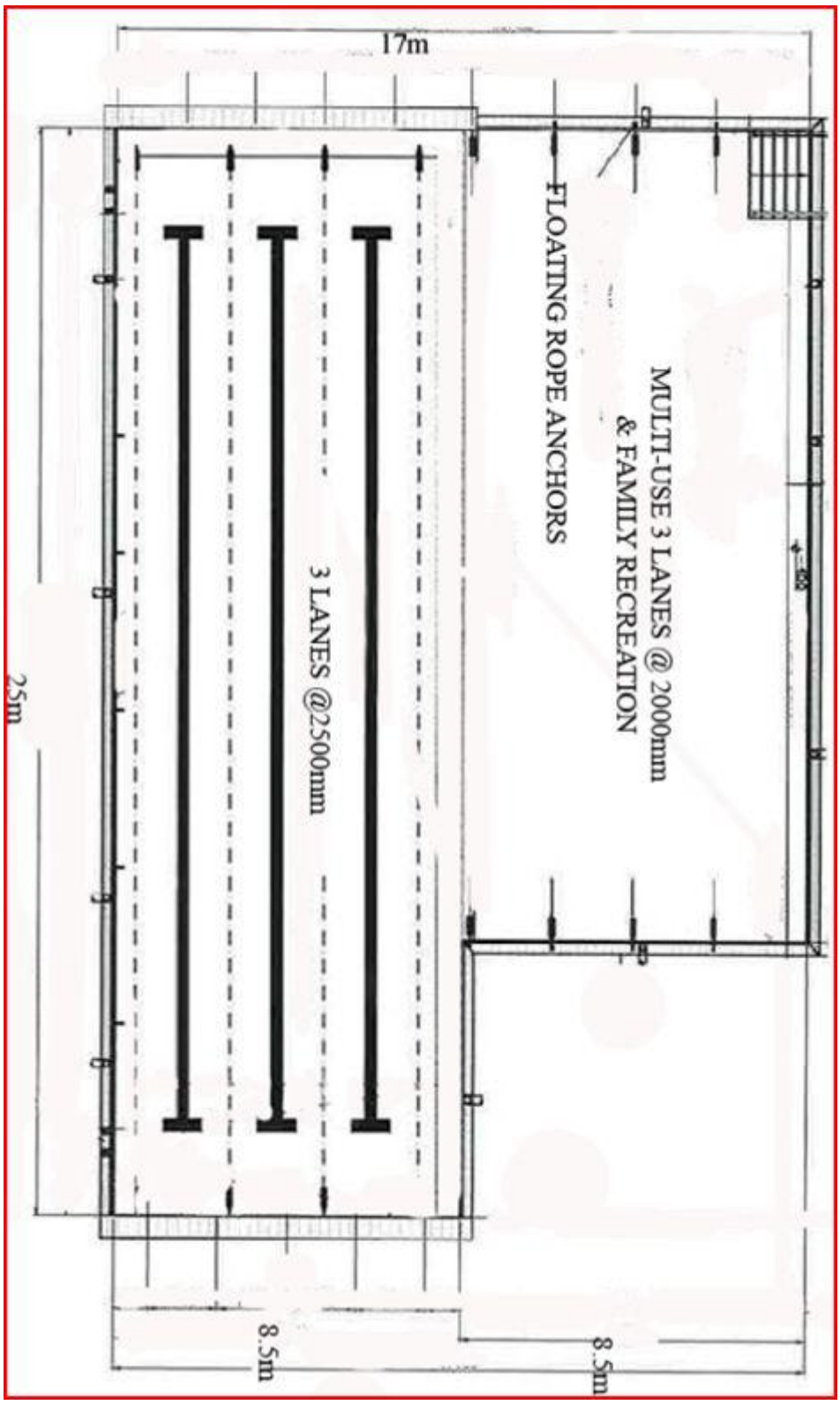
PLAN 3

Hydrotherapy Pool
(between 30msq. to 40msq. in floor area)(indicative only)

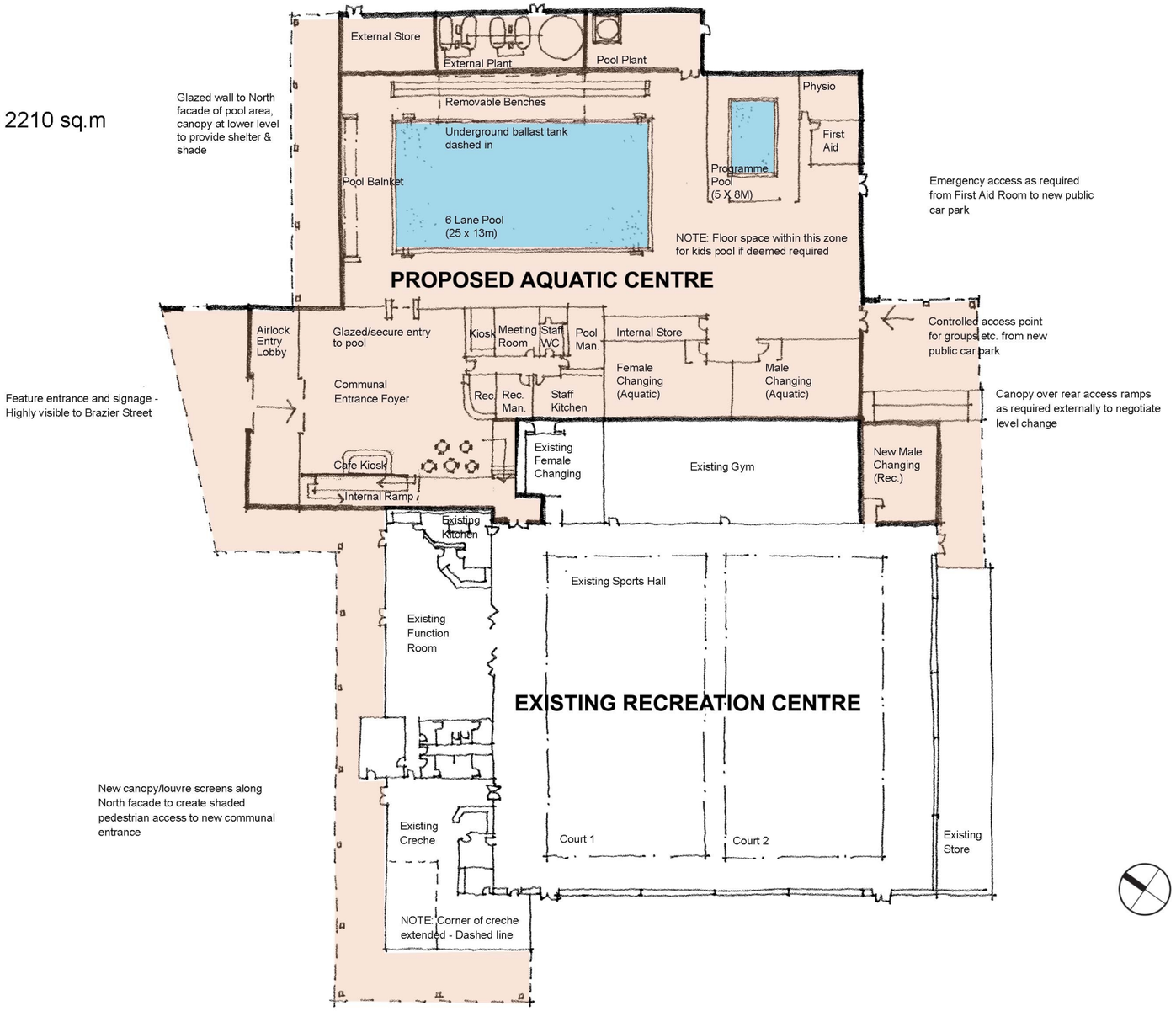


PLAN 4

Multi-use Pool providing a 25m lap facility(6m



PROPOSED AQUATIC CENTRE:
Approx. Gross Internal Floor Area = 2210 sq.m



FLOOR PLAN - As Proposed Scale 1:500/A3

EXTENT OF AQUATIC CENTRE EXTENSION & ENTRANCE CANOPIES

DENMARK - AQUATIC FACILITY/RECREATION CENTRE

FLOOR PLAN

Drg. No: 10117 SK.02 A SEPT. 2010

Paterson Group Architects
9 Havelock Street West Perth 6005 Western Australia
Tel (61 8) 9485 2122 Fax (61 8) 9485 2037 email admin@patersongroup.com.au

coffey commercial advisory






SITE PHOTOS - EXISTING RECREATION CENTRE

PROPOSED AQUATIC CENTRE

PROPOSED COMMUNAL ENTRANCE

EXISTING RECREATION CENTRE

SCHEMATIC NORTH ELEVATION - As Proposed Scale 1:250/A3

DENMARK - AQUATIC FACILITY/RECREATION CENTRE

SCHEMATIC ELEVATION

Drg. No: 10117 SK.03 SEPT. 2010

Paterson Group Architects

9 Havelock Street West Perth 6005 Western Australia
Tel (61 8) 9485 2122 Fax (61 8) 9485 2037 email admin@patersongroup.com.au

coffey commercial advisory

AERIAL MONTAGE VIEW Scale 1:1000/A3

EXTENT OF AQUATIC CENTRE EXTENSION & ENTRANCE CANOPIES

DENMARK - AQUATIC FACILITY/RECREATION CENTRE

AERIAL VIEW - CONTEXT

Drg. No: 10117 SK.01 SEPT. 2010

Paterson Group Architects
9 Havelock Street West Perth 6005 Western Australia
Tel (61 8) 9485 2122 Fax (61 8) 9485 2037 email admin@patersongroup.com.au

DENMARK AQUATICS FACILITY/RECREATION CENTRE
INDICATIVE ORDER OF COST
7 December 2010

Davis Langdon

Description	Qty	Unit	Rate	Total
			$	$
New Building Works				
Provision of new building	2241	m2	2200	4,930,200
Provision of 6 Lane Pool	300	m2	2200	660,000
Provision of programme pool	35	m2	2400	84,000
Extra over for kitchen facilities		item		10,000
Extra over for café kiosk		item		10,000
Allowance for ramps		item		5,000
Alterations and Demolition				
Works to existing external wall	400	m2	50	20,000
Forming openings in walls	3	Nr.	4000	12,000
Sundry allowance for interfaces (roof etc)		item		20,000
External Works and Services				
Site clearance		item		25,000
Allowance for new canopy	801	m2	350	280,350
Minor works to hardlandscaping generally		item		25,000
New paved courtyard including fence and shade cloth	212	m2	300	63,600
New paved pergola area to creche including fence and cloth	75	m2	400	30,000
New courtyard complete	117	m2	300	35,100
Allowance for soft landscaping		item		50,000
External Stormwater allowance - on site disposal		item		15,000
Incoming Sewer allowance		item		15,000
Incoming Water allowance		item		15,000
Incoming Gas allowance		item		5,000
Incoming Fire Protection allowance		item		20,000
Incoming Electrical allowance		item		15,000
Water Corporation Headworks		item		25,000
Electrical Headworks		item		25,000
				6,395,250
Proportion of Preliminaries @15%		item	15%	104,408
NET PROJECT COST SUBTOTAL (Total Construction Cost)				6,499,658
Construction Contingency @ 3.5%			3.5%	227,488
Design Contingency @5%			5%	324,983
Public Art - excluded				
Professional Fees and Disbursements			10%	705,213
ESD Allowance [rainwater + pv cells]				375,000
GROSS PROJECT COST (At Current Prices)				8,132,341
Escalation to Tender [4Q10]	1%		0.50%	40,662
ESTIMATED TOTAL COMMITMENT				**8,173,003**

Exclusions:

FFE	Client Costs
Upgrade of incoming services/reinforcement	Decant costs
Works to existing building	Loss of revenue
Diversion of stormwater drain	Land Cost
GST	Construction Finance costs
Price dated October 2010	Public Art

Denmark Aquatic Centre
Shire of Denmark
Option 1 - Realistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	44,126	$ 200,488	$ 180,439	$ 194,501	$ 208,987	$ 213,236	$ 217,485	$ 214,364	$ 213,278	$ 212,051	$ 210,684	$ 211,527
Pool Bookings	5,000	$ 9,091	$ 8,182	$ 8,819	$ 9,476	$ 9,669	$ 9,862	$ 9,720	$ 9,671	$ 9,615	$ 9,553	$ 9,591
Carnivals/Events	500	$ 2,273	$ 2,045	$ 2,205	$ 2,369	$ 2,417	$ 2,465	$ 2,430	$ 2,418	$ 2,404	$ 2,388	$ 2,398
Aquatic Programs												
Learn To Swim	3,040	$ 33,164	$ 29,847	$ 32,173	$ 34,569	$ 35,272	$ 35,975	$ 35,459	$ 35,279	$ 35,076	$ 34,850	$ 34,990
Squad	160	$ 2,273	$ 2,045	$ 2,205	$ 2,369	$ 2,417	$ 2,465	$ 2,430	$ 2,418	$ 2,404	$ 2,388	$ 2,398
Birthday Parties	160	$ 1,920	$ 1,728	$ 1,863	$ 2,001	$ 2,042	$ 2,083	$ 2,053	$ 2,042	$ 2,031	$ 2,018	$ 2,026
Schools LTS	3,000	$ 30,000	$ 27,000	$ 29,104	$ 31,272	$ 31,908	$ 32,543	$ 32,076	$ 31,914	$ 31,730	$ 31,526	$ 31,652
Ancillary												
Retail Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Café Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	55,986	$ 299,208	$ 270,287	$ 290,571	$ 311,467	$ 317,597	$ 323,727	$ 319,225	$ 317,658	$ 315,888	$ 313,916	$ 315,131

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 4,004	$ 3,604	$ 3,884	$ 4,174	$ 4,259	$ 4,343	$ 4,281	$ 4,259	$ 4,235	$ 4,208	$ 4,224
Swim Instructors		$ 7,600	$ 6,840	$ 7,373	$ 7,922	$ 8,083	$ 8,244	$ 8,126	$ 8,085	$ 8,038	$ 7,986	$ 8,018
Squad Coaches		$ 3,450	$ 3,105	$ 3,347	$ 3,596	$ 3,669	$ 3,742	$ 3,689	$ 3,670	$ 3,649	$ 3,625	$ 3,640
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 400	$ 360	$ 388	$ 417	$ 425	$ 434	$ 428	$ 426	$ 423	$ 420	$ 422
Operations												
Electricity		$ 31,000	$ 31,310	$ 31,623	$ 31,939	$ 32,259	$ 32,581	$ 32,907	$ 33,236	$ 33,569	$ 33,904	$ 34,243
Gas		$ 97,500	$ 98,475	$ 99,460	$ 100,454	$ 101,459	$ 102,473	$ 103,498	$ 104,533	$ 105,579	$ 106,634	$ 107,701
Water		$ 10,000	$ 10,100	$ 10,201	$ 10,303	$ 10,406	$ 10,510	$ 10,615	$ 10,721	$ 10,829	$ 10,937	$ 11,046
Cleaning		$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Chemicals - Cleaning		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Chemicals - Aquatics		$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 20,380	$ 10,190	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380
Buildings - maintenance		$ 81,520	$ 40,760	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 81,520	$ -	$ -	$ -	$ -	$ 81,520	$ -	$ -	$ -	$ -	$ 81,520
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 561,094	$ 428,264	$ 481,837	$ 484,511	$ 486,308	$ 569,639	$ 489,303	$ 490,679	$ 492,057	$ 493,437	$ 576,546

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$261,886	$157,977	$191,266	$173,043	$168,711	$245,912	$170,078	$173,021	$176,169	$179,522	$261,414
Adjustment for Inflation (at 4%)	$283,256	$170,868	$215,148	$202,436	$205,262	$311,157	$223,811	$236,791	$250,743	$265,736	$402,435

Denmark Aquatic Centre

Shire of Denmark

Option 1 - Conservative Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	29,388	$ 133,525	$ 120,173	$ 129,537	$ 139,185	$ 142,015	$ 144,845	$ 142,767	$ 142,043	$ 141,226	$ 140,315	$ 140,877
Pool Bookings	3,330	$ 6,055	$ 5,449	$ 5,874	$ 6,311	$ 6,440	$ 6,568	$ 6,474	$ 6,441	$ 6,404	$ 6,362	$ 6,388
Carnivals/Events	333	$ 1,514	$ 1,362	$ 1,468	$ 1,578	$ 1,610	$ 1,642	$ 1,618	$ 1,610	$ 1,601	$ 1,591	$ 1,597
Aquatic Programs												
Learn To Swim	2,025	$ 22,087	$ 19,878	$ 21,427	$ 23,023	$ 23,491	$ 23,959	$ 23,616	$ 23,496	$ 23,361	$ 23,210	$ 23,303
Squad	107	$ 1,514	$ 1,362	$ 1,468	$ 1,578	$ 1,610	$ 1,642	$ 1,618	$ 1,610	$ 1,601	$ 1,591	$ 1,597
Birthday Parties	107	$ 1,279	$ 1,151	$ 1,241	$ 1,333	$ 1,360	$ 1,387	$ 1,367	$ 1,360	$ 1,352	$ 1,344	$ 1,349
Schools LTS	1,998	$ 19,980	$ 17,982	$ 19,383	$ 20,827	$ 21,250	$ 21,674	$ 21,363	$ 21,255	$ 21,132	$ 20,996	$ 21,080
Ancillary												
Retail Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Café Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	37,287	$ 202,613	$ 183,351	$ 196,860	$ 210,777	$ 214,860	$ 218,942	$ 215,944	$ 214,900	$ 213,721	$ 212,408	$ 213,217

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 2,667	$ 2,400	$ 2,587	$ 2,780	$ 2,836	$ 2,893	$ 2,851	$ 2,837	$ 2,820	$ 2,802	$ 2,813
Swim Instructors		$ 5,062	$ 4,555	$ 4,910	$ 5,276	$ 5,383	$ 5,491	$ 5,412	$ 5,384	$ 5,354	$ 5,319	$ 5,340
Squad Coaches		$ 2,298	$ 2,068	$ 2,229	$ 2,395	$ 2,444	$ 2,492	$ 2,457	$ 2,444	$ 2,430	$ 2,415	$ 2,424
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 266	$ 240	$ 258	$ 278	$ 283	$ 289	$ 285	$ 283	$ 282	$ 280	$ 281
Operations												
Electricity		$ 31,000	$ 31,310	$ 31,623	$ 31,939	$ 32,259	$ 32,581	$ 32,907	$ 33,236	$ 33,569	$ 33,904	$ 34,243
Gas		$ 97,500	$ 98,475	$ 99,460	$ 100,454	$ 101,459	$ 102,473	$ 103,498	$ 104,533	$ 105,579	$ 106,634	$ 107,701
Water		$ 10,000	$ 10,100	$ 10,201	$ 10,303	$ 10,406	$ 10,510	$ 10,615	$ 10,721	$ 10,829	$ 10,937	$ 11,046
Cleaning		$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Chemicals - Cleaning		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Chemicals - Aquatics		$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 20,380	$ 10,190	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380
Buildings - maintenance		$ 81,520	$ 40,760	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 81,520	$ -	$ -	$ -	$ -	$ 81,520	$ -	$ -	$ -	$ -	$ 81,520
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 555,933	$ 423,619	$ 476,830	$ 479,131	$ 480,818	$ 564,040	$ 483,784	$ 485,188	$ 486,597	$ 488,013	$ 571,100

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$353,320	$240,267	$279,969	$268,353	$265,958	$345,098	$267,840	$270,288	$272,876	$275,606	$357,882
Adjustment for Inflation (at 4%)	$382,151	$259,873	$314,927	$313,935	$323,579	$436,659	$352,460	$369,908	$388,388	$407,963	$550,943

Denmark Aquatic Centre

Shire of Denmark

Option 1 - Optimistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment			90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	58,820	$ 267,251	$ 240,526	$ 259,269	$ 278,579	$ 284,244	$ 289,908	$ 285,748	$ 284,299	$ 282,664	$ 280,842	$ 281,965
Pool Bookings	6,665	$ 12,118	$ 10,906	$ 11,756	$ 12,632	$ 12,889	$ 13,146	$ 12,957	$ 12,891	$ 12,817	$ 12,734	$ 12,785
Carnivals/Events	667	$ 3,030	$ 2,727	$ 2,939	$ 3,158	$ 3,222	$ 3,286	$ 3,239	$ 3,223	$ 3,204	$ 3,184	$ 3,196
Aquatic Programs												
Learn To Swim	4,052	$ 44,207	$ 39,786	$ 42,887	$ 46,081	$ 47,018	$ 47,955	$ 47,267	$ 47,027	$ 46,757	$ 46,455	$ 46,641
Squad	213	$ 3,030	$ 2,727	$ 2,939	$ 3,158	$ 3,222	$ 3,286	$ 3,239	$ 3,223	$ 3,204	$ 3,184	$ 3,196
Birthday Parties	213	$ 2,559	$ 2,303	$ 2,483	$ 2,668	$ 2,722	$ 2,776	$ 2,736	$ 2,723	$ 2,707	$ 2,690	$ 2,700
Schools LTS	3,999	$ 39,990	$ 35,991	$ 38,796	$ 41,685	$ 42,533	$ 43,380	$ 42,758	$ 42,541	$ 42,296	$ 42,024	$ 42,192
Ancillary												
Retail Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Café Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	74,629	$ 395,515	$ 356,963	$ 384,001	$ 411,856	$ 420,027	$ 428,198	$ 422,197	$ 420,107	$ 417,748	$ 415,120	$ 416,740

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 5,337	$ 4,804	$ 5,178	$ 5,564	$ 5,677	$ 5,790	$ 5,707	$ 5,678	$ 5,645	$ 5,609	$ 5,631
Swim Instructors		$ 10,131	$ 9,118	$ 9,828	$ 10,560	$ 10,775	$ 10,990	$ 10,832	$ 10,777	$ 10,715	$ 10,646	$ 10,689
Squad Coaches		$ 4,599	$ 4,139	$ 4,462	$ 4,794	$ 4,891	$ 4,989	$ 4,917	$ 4,892	$ 4,864	$ 4,833	$ 4,852
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 533	$ 480	$ 517	$ 556	$ 567	$ 578	$ 570	$ 567	$ 564	$ 560	$ 563
Operations												
Electricity		$ 31,000	$ 31,310	$ 31,623	$ 31,939	$ 32,259	$ 32,581	$ 32,907	$ 33,236	$ 33,569	$ 33,904	$ 34,243
Gas		$ 97,500	$ 98,475	$ 99,460	$ 100,454	$ 101,459	$ 102,473	$ 103,498	$ 104,533	$ 105,579	$ 106,634	$ 107,701
Water		$ 10,000	$ 10,100	$ 10,201	$ 10,303	$ 10,406	$ 10,510	$ 10,615	$ 10,721	$ 10,829	$ 10,937	$ 11,046
Cleaning		$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Chemicals - Cleaning		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Chemicals - Aquatics		$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 20,380	$ 10,190	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380	$ 20,380
Buildings - maintenance		$ 81,520	$ 40,760	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520	$ 81,520
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 81,520	$ -	$ -	$ -	$ -	$ 81,520	$ -	$ -	$ -	$ -	$ 81,520
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 566,241	$ 432,896	$ 486,830	$ 489,875	$ 491,781	$ 575,222	$ 494,805	$ 496,153	$ 497,500	$ 498,845	$ 581,975

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$170,726	$75,933	$102,828	$78,019	$71,754	$147,024	$72,609	$76,046	$79,751	$83,726	$165,235
Adjustment for Inflation (at 4%)	$184,657	$82,129	$115,668	$91,271	$87,300	$186,032	$95,548	$104,074	$113,511	$123,935	$254,372

Denmark Aquatic Centre
Shire of Denmark
Option 2 - Realistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	44,126	$ 200,488	$ 180,439	$ 194,501	$ 208,987	$ 213,236	$ 217,485	$ 214,364	$ 213,278	$ 212,051	$ 210,684	$ 211,527
Pool Bookings	5,000	$ 9,091	$ 8,182	$ 8,819	$ 9,476	$ 9,669	$ 9,862	$ 9,720	$ 9,671	$ 9,615	$ 9,553	$ 9,591
Carnivals/Events	500	$ 2,273	$ 2,045	$ 2,205	$ 2,369	$ 2,417	$ 2,465	$ 2,430	$ 2,418	$ 2,404	$ 2,388	$ 2,398
Aquatic Programs												
Learn To Swim	3,040	$ 33,164	$ 29,847	$ 32,173	$ 34,569	$ 35,272	$ 35,975	$ 35,459	$ 35,279	$ 35,076	$ 34,850	$ 34,990
Squad	160	$ 2,273	$ 2,045	$ 2,205	$ 2,369	$ 2,417	$ 2,465	$ 2,430	$ 2,418	$ 2,404	$ 2,388	$ 2,398
Birthday Parties	160	$ 1,920	$ 1,728	$ 1,863	$ 2,001	$ 2,042	$ 2,083	$ 2,053	$ 2,042	$ 2,031	$ 2,018	$ 2,026
Schools LTS	3,000	$ 30,000	$ 27,000	$ 29,104	$ 31,272	$ 31,908	$ 32,543	$ 32,076	$ 31,914	$ 31,730	$ 31,526	$ 31,652
Ancillary												
Retail Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Café Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	55,986	$ 299,208	$ 270,287	$ 290,571	$ 311,467	$ 317,597	$ 323,727	$ 319,225	$ 317,658	$ 315,888	$ 313,916	$ 315,131

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 4,004	$ 3,604	$ 3,884	$ 4,174	$ 4,259	$ 4,343	$ 4,281	$ 4,259	$ 4,235	$ 4,208	$ 4,224
Swim Instructors		$ 7,600	$ 6,840	$ 7,373	$ 7,922	$ 8,083	$ 8,244	$ 8,126	$ 8,085	$ 8,038	$ 7,986	$ 8,018
Squad Coaches		$ 3,450	$ 3,105	$ 3,347	$ 3,596	$ 3,669	$ 3,742	$ 3,689	$ 3,670	$ 3,649	$ 3,625	$ 3,640
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 400	$ 360	$ 388	$ 417	$ 425	$ 434	$ 428	$ 426	$ 423	$ 420	$ 422
Operations												
Electricity		$ 37,200	$ 37,572	$ 37,948	$ 38,327	$ 38,710	$ 39,098	$ 39,489	$ 39,883	$ 40,282	$ 40,685	$ 41,092
Gas		$ 117,000	$ 118,170	$ 119,352	$ 120,545	$ 121,751	$ 122,968	$ 124,198	$ 125,440	$ 126,694	$ 127,961	$ 129,241
Water		$ 12,000	$ 12,120	$ 12,241	$ 12,364	$ 12,487	$ 12,612	$ 12,738	$ 12,866	$ 12,994	$ 13,124	$ 13,255
Cleaning		$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Chemicals - Cleaning		$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600
Chemicals - Aquatics		$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 22,325	$ 11,163	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325
Buildings - maintenance		$ 89,300	$ 44,650	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 89,300	$ -	$ -	$ -	$ -	$ 89,300	$ -	$ -	$ -	$ -	$ 89,300
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 613,299	$ 468,104	$ 526,819	$ 529,775	$ 531,858	$ 623,257	$ 535,432	$ 537,102	$ 538,777	$ 540,458	$ 631,649

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$314,091	$197,816	$236,248	$218,308	$214,260	$299,530	$216,207	$219,444	$222,889	$226,542	$316,517
Adjustment for Inflation (at 4%)	$339,721	$213,958	$265,747	$255,389	$260,681	$379,001	$284,514	$300,325	$317,241	$335,337	$487,264

Denmark Aquatic Centre

Shire of Denmark

Option 2 - Conservative Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	29,388	$ 133,525	$ 120,173	$ 129,537	$ 139,185	$ 142,015	$ 144,845	$ 142,767	$ 142,043	$ 141,226	$ 140,315	$ 140,877
Pool Bookings	3,330	$ 6,055	$ 5,449	$ 5,874	$ 6,311	$ 6,440	$ 6,568	$ 6,474	$ 6,441	$ 6,404	$ 6,362	$ 6,388
Carnivals/Events	333	$ 1,514	$ 1,362	$ 1,468	$ 1,578	$ 1,610	$ 1,642	$ 1,618	$ 1,610	$ 1,601	$ 1,591	$ 1,597
Aquatic Programs												
Learn To Swim	2,025	$ 22,087	$ 19,878	$ 21,427	$ 23,023	$ 23,491	$ 23,959	$ 23,616	$ 23,496	$ 23,361	$ 23,210	$ 23,303
Squad	107	$ 1,514	$ 1,362	$ 1,468	$ 1,578	$ 1,610	$ 1,642	$ 1,618	$ 1,610	$ 1,601	$ 1,591	$ 1,597
Birthday Parties	107	$ 1,279	$ 1,151	$ 1,241	$ 1,333	$ 1,360	$ 1,387	$ 1,367	$ 1,360	$ 1,352	$ 1,344	$ 1,349
Schools LTS	1,998	$ 19,980	$ 17,982	$ 19,383	$ 20,827	$ 21,250	$ 21,674	$ 21,363	$ 21,255	$ 21,132	$ 20,996	$ 21,080
Ancillary												
Retail Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Café Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	37,287	$ 202,613	$ 183,351	$ 196,860	$ 210,777	$ 214,860	$ 218,942	$ 215,944	$ 214,900	$ 213,721	$ 212,408	$ 213,217

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 2,667	$ 2,400	$ 2,587	$ 2,780	$ 2,836	$ 2,893	$ 2,851	$ 2,837	$ 2,820	$ 2,802	$ 2,813
Swim Instructors		$ 5,062	$ 4,555	$ 4,910	$ 5,276	$ 5,383	$ 5,491	$ 5,412	$ 5,384	$ 5,354	$ 5,319	$ 5,340
Squad Coaches		$ 2,298	$ 2,068	$ 2,229	$ 2,395	$ 2,444	$ 2,492	$ 2,457	$ 2,444	$ 2,430	$ 2,415	$ 2,424
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 266	$ 240	$ 258	$ 278	$ 283	$ 289	$ 285	$ 283	$ 282	$ 280	$ 281
Operations												
Electricity		$ 37,200	$ 37,572	$ 37,948	$ 38,327	$ 38,710	$ 39,098	$ 39,489	$ 39,883	$ 40,282	$ 40,685	$ 41,092
Gas		$ 117,000	$ 118,170	$ 119,352	$ 120,545	$ 121,751	$ 122,968	$ 124,198	$ 125,440	$ 126,694	$ 127,961	$ 129,241
Water		$ 12,000	$ 12,120	$ 12,241	$ 12,364	$ 12,487	$ 12,612	$ 12,738	$ 12,866	$ 12,994	$ 13,124	$ 13,255
Cleaning		$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Chemicals - Cleaning		$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600
Chemicals - Aquatics		$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 22,325	$ 11,163	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325
Buildings - maintenance		$ 89,300	$ 44,650	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 89,300	$ -	$ -	$ -	$ -	$ 89,300	$ -	$ -	$ -	$ -	$ 89,300
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 608,138	$ 463,458	$ 521,811	$ 524,395	$ 526,368	$ 617,658	$ 529,913	$ 531,611	$ 533,318	$ 535,033	$ 626,203

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$405,525	$280,107	$324,951	$313,618	$311,508	$398,716	$313,970	$316,711	$319,596	$322,626	$412,985
Adjustment for Inflation (at 4%)	$438,616	$302,963	$365,526	$366,888	$378,997	$504,503	$413,162	$433,441	$454,885	$477,565	$635,772

Denmark Aquatic Centre

Shire of Denmark

Option 2 - Optimistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment			90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	58,820	$ 267,251	$ 240,526	$ 259,269	$ 278,579	$ 284,244	$ 289,908	$ 285,748	$ 284,299	$ 282,664	$ 280,842	$ 281,965
Pool Bookings	6,665	$ 12,118	$ 10,906	$ 11,756	$ 12,632	$ 12,889	$ 13,146	$ 12,957	$ 12,891	$ 12,817	$ 12,734	$ 12,785
Carnivals/Events	667	$ 3,030	$ 2,727	$ 2,939	$ 3,158	$ 3,222	$ 3,286	$ 3,239	$ 3,223	$ 3,204	$ 3,184	$ 3,196
Aquatic Programs												
Learn To Swim	4,052	$ 44,207	$ 39,786	$ 42,887	$ 46,081	$ 47,018	$ 47,955	$ 47,267	$ 47,027	$ 46,757	$ 46,455	$ 46,641
Squad	213	$ 3,030	$ 2,727	$ 2,939	$ 3,158	$ 3,222	$ 3,286	$ 3,239	$ 3,223	$ 3,204	$ 3,184	$ 3,196
Birthday Parties	213	$ 2,559	$ 2,303	$ 2,483	$ 2,668	$ 2,722	$ 2,776	$ 2,736	$ 2,723	$ 2,707	$ 2,690	$ 2,700
Schools LTS	3,999	$ 39,990	$ 35,991	$ 38,796	$ 41,685	$ 42,533	$ 43,380	$ 42,758	$ 42,541	$ 42,296	$ 42,024	$ 42,192
Ancillary												
Retail Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Café Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	74,629	$ 395,515	$ 356,963	$ 384,001	$ 411,856	$ 420,027	$ 428,198	$ 422,197	$ 420,107	$ 417,748	$ 415,120	$ 416,740

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 5,337	$ 4,804	$ 5,178	$ 5,564	$ 5,677	$ 5,790	$ 5,707	$ 5,678	$ 5,645	$ 5,609	$ 5,631
Swim Instructors		$ 10,131	$ 9,118	$ 9,828	$ 10,560	$ 10,775	$ 10,990	$ 10,832	$ 10,777	$ 10,715	$ 10,646	$ 10,689
Squad Coaches		$ 4,599	$ 4,139	$ 4,462	$ 4,794	$ 4,891	$ 4,989	$ 4,917	$ 4,892	$ 4,864	$ 4,833	$ 4,852
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 533	$ 480	$ 517	$ 556	$ 567	$ 578	$ 570	$ 567	$ 564	$ 560	$ 563
Operations												
Electricity		$ 37,200	$ 37,572	$ 37,948	$ 38,327	$ 38,710	$ 39,098	$ 39,489	$ 39,883	$ 40,282	$ 40,685	$ 41,092
Gas		$ 117,000	$ 118,170	$ 119,352	$ 120,545	$ 121,751	$ 122,968	$ 124,198	$ 125,440	$ 126,694	$ 127,961	$ 129,241
Water		$ 12,000	$ 12,120	$ 12,241	$ 12,364	$ 12,487	$ 12,612	$ 12,738	$ 12,866	$ 12,994	$ 13,124	$ 13,255
Cleaning		$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Chemicals - Cleaning		$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600
Chemicals - Aquatics		$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 22,325	$ 11,163	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325	$ 22,325
Buildings - maintenance		$ 89,300	$ 44,650	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300	$ 89,300
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 89,300	$ -	$ -	$ -	$ -	$ 81,520	$ -	$ -	$ -	$ -	$ 81,520
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 618,446	$ 472,735	$ 531,811	$ 535,140	$ 537,331	$ 621,059	$ 540,934	$ 542,576	$ 544,220	$ 545,865	$ 629,298

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$222,931	$115,772	$147,810	$123,283	$117,304	$192,862	$118,738	$122,469	$126,471	$130,746	$212,558
Adjustment for Inflation (at 4%)	$241,122	$125,219	$166,266	$144,224	$142,718	$244,032	$156,251	$167,607	$180,008	$193,536	$327,223

Denmark Aquatic Centre
Shire of Denmark
Option 3 - Realistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	44,126	$ 200,488	$ 180,439	$ 194,501	$ 208,987	$ 213,236	$ 217,485	$ 214,364	$ 213,278	$ 212,051	$ 210,684	$ 211,527
Pool Bookings	5,000	$ 9,091	$ 8,182	$ 8,819	$ 9,476	$ 9,669	$ 9,862	$ 9,720	$ 9,671	$ 9,615	$ 9,553	$ 9,591
Carnivals/Events	500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Aquatic Programs												
Learn To Swim	3,040	$ 33,164	$ 29,847	$ 32,173	$ 34,569	$ 35,272	$ 35,975	$ 35,459	$ 35,279	$ 35,076	$ 34,850	$ 34,990
Squad	160	$ 2,273	$ 2,045	$ 2,205	$ 2,369	$ 2,417	$ 2,465	$ 2,430	$ 2,418	$ 2,404	$ 2,388	$ 2,398
Birthday Parties	160	$ 1,920	$ 1,728	$ 1,863	$ 2,001	$ 2,042	$ 2,083	$ 2,053	$ 2,042	$ 2,031	$ 2,018	$ 2,026
Schools LTS	3,000	$ 30,000	$ 27,000	$ 29,104	$ 31,272	$ 31,908	$ 32,543	$ 32,076	$ 31,914	$ 31,730	$ 31,526	$ 31,652
Ancillary												
Retail Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Café Net		$ 5,000	$ 4,500	$ 4,851	$ 5,212	$ 5,318	$ 5,424	$ 5,346	$ 5,319	$ 5,288	$ 5,254	$ 5,275
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	55,986	$ 296,935	$ 268,242	$ 288,366	$ 309,098	$ 315,180	$ 321,261	$ 316,795	$ 315,240	$ 313,484	$ 311,527	$ 312,733

Estimated Operating Expenditure	100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff											
Swim School Administration/Reception	$ 4,004	$ 3,604	$ 3,884	$ 4,174	$ 4,259	$ 4,343	$ 4,281	$ 4,259	$ 4,235	$ 4,208	$ 4,224
Swim Instructors	$ 7,600	$ 6,840	$ 7,373	$ 7,922	$ 8,083	$ 8,244	$ 8,126	$ 8,085	$ 8,038	$ 7,986	$ 8,018
Squad Coaches	$ 3,450	$ 3,105	$ 3,347	$ 3,596	$ 3,669	$ 3,742	$ 3,689	$ 3,670	$ 3,649	$ 3,625	$ 3,640
Aquatics Operations											
Operations Coordinator	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment	$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties	$ 400	$ 360	$ 388	$ 417	$ 425	$ 434	$ 428	$ 426	$ 423	$ 420	$ 422
Operations											
Electricity	$ 26,350	$ 26,614	$ 26,880	$ 27,148	$ 27,420	$ 27,694	$ 27,971	$ 28,251	$ 28,533	$ 28,819	$ 29,107
Gas	$ 82,875	$ 83,704	$ 84,541	$ 85,386	$ 86,240	$ 87,102	$ 87,973	$ 88,853	$ 89,742	$ 90,639	$ 91,546
Water	$ 8,500	$ 8,585	$ 8,671	$ 8,758	$ 8,845	$ 8,934	$ 9,023	$ 9,113	$ 9,204	$ 9,296	$ 9,389
Cleaning	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000
Chemicals - Cleaning	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550
Chemicals - Aquatics	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200
Insurance	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance	$ 19,888	$ 9,944	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888
Buildings - maintenance	$ 79,550	$ 39,775	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550
Grounds - maintenance	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment	$ 79,550	$ -	$ -	$ -	$ -	$ 79,550	$ -	$ -	$ -	$ -	$ 79,550
Administration											
Admin/Mgmt Salaries	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast	$ 530,637	$ 400,800	$ 452,932	$ 455,394	$ 456,977	$ 538,122	$ 459,537	$ 460,693	$ 461,848	$ 463,004	$ 543,915

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$233,701	$132,558	$164,566	$146,296	$141,797	$216,860	$142,743	$145,453	$148,364	$151,476	$231,181
Adjustment for Inflation (at 4%)	$252,772	$143,375	$185,114	$171,145	$172,518	$274,398	$187,840	$199,062	$211,168	$224,222	$355,893

Denmark Aquatic Centre

Shire of Denmark

Option 3 - Conservative Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment		100%	90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	29,388	$ 133,525	$ 120,173	$ 129,537	$ 139,185	$ 142,015	$ 144,845	$ 142,767	$ 142,043	$ 141,226	$ 140,315	$ 140,877
Pool Bookings	3,330	$ 6,055	$ 5,449	$ 5,874	$ 6,311	$ 6,440	$ 6,568	$ 6,474	$ 6,441	$ 6,404	$ 6,362	$ 6,388
Carnivals/Events	333	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Aquatic Programs												
Learn To Swim	2,025	$ 22,087	$ 19,878	$ 21,427	$ 23,023	$ 23,491	$ 23,959	$ 23,616	$ 23,496	$ 23,361	$ 23,210	$ 23,303
Squad	107	$ 1,514	$ 1,362	$ 1,468	$ 1,578	$ 1,610	$ 1,642	$ 1,618	$ 1,610	$ 1,601	$ 1,591	$ 1,597
Birthday Parties	107	$ 1,279	$ 1,151	$ 1,241	$ 1,333	$ 1,360	$ 1,387	$ 1,367	$ 1,360	$ 1,352	$ 1,344	$ 1,349
Schools LTS	1,998	$ 19,980	$ 17,982	$ 19,383	$ 20,827	$ 21,250	$ 21,674	$ 21,363	$ 21,255	$ 21,132	$ 20,996	$ 21,080
Ancillary												
Retail Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Café Net		$ 3,330	$ 2,997	$ 3,231	$ 3,471	$ 3,542	$ 3,612	$ 3,560	$ 3,542	$ 3,522	$ 3,499	$ 3,513
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	37,287	$ 201,099	$ 181,989	$ 195,392	$ 209,200	$ 213,250	$ 217,300	$ 214,325	$ 213,290	$ 212,120	$ 210,817	$ 211,621

Estimated Operating Expenditure	100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff											
Swim School Administration/Reception	$ 2,667	$ 2,400	$ 2,587	$ 2,780	$ 2,836	$ 2,893	$ 2,851	$ 2,837	$ 2,820	$ 2,802	$ 2,813
Swim Instructors	$ 5,062	$ 4,555	$ 4,910	$ 5,276	$ 5,383	$ 5,491	$ 5,412	$ 5,384	$ 5,354	$ 5,319	$ 5,340
Squad Coaches	$ 2,298	$ 2,068	$ 2,229	$ 2,395	$ 2,444	$ 2,492	$ 2,457	$ 2,444	$ 2,430	$ 2,415	$ 2,424
Aquatics Operations											
Operations Coordinator	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment	$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties	$ 266	$ 240	$ 258	$ 278	$ 283	$ 289	$ 285	$ 283	$ 282	$ 280	$ 281
Operations											
Electricity	$ 26,350	$ 26,614	$ 26,880	$ 27,148	$ 27,420	$ 27,694	$ 27,971	$ 28,251	$ 28,533	$ 28,819	$ 29,107
Gas	$ 82,875	$ 83,704	$ 84,541	$ 85,386	$ 86,240	$ 87,102	$ 87,973	$ 88,853	$ 89,742	$ 90,639	$ 91,546
Water	$ 8,500	$ 8,585	$ 8,671	$ 8,758	$ 8,845	$ 8,934	$ 9,023	$ 9,113	$ 9,204	$ 9,296	$ 9,389
Cleaning	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000
Chemicals - Cleaning	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550
Chemicals - Aquatics	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200
Insurance	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance	$ 19,888	$ 9,944	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888
Buildings - maintenance	$ 79,550	$ 39,775	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550
Grounds - maintenance	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment	$ 79,550	$ -	$ -	$ -	$ -	$ 79,550	$ -	$ -	$ -	$ -	$ 79,550
Administration											
Admin/Mgmt Salaries	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast	$ 525,475	$ 396,155	$ 447,924	$ 450,014	$ 451,487	$ 532,523	$ 454,019	$ 455,202	$ 456,389	$ 457,580	$ 538,469

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$324,376	$214,165	$252,533	$240,814	$238,237	$315,222	$239,693	$241,912	$244,268	$246,762	$326,848
Adjustment for Inflation (at 4%)	$350,845	$231,641	$284,065	$281,718	$289,852	$398,857	$315,420	$331,073	$347,670	$365,269	$503,168

Denmark Aquatic Centre

Shire of Denmark

Option 3 - Optimistic Scenario

Ramp Up Rate Assumptions	Attendances	Base Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Population Variations		6,228	100%	102%	104%	106%	108%	110%	112%	114%	115%	117%
Lifecycle Adjustment			90.0%	95.0%	100.0%	100.0%	100.0%	97.0%	95.0%	93.0%	91.0%	90.0%

Estimated Operating Income			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Casual Swim												
Casual Swimming	58,820	$ 267,251	$ 240,526	$ 259,269	$ 278,579	$ 284,244	$ 289,908	$ 285,748	$ 284,299	$ 282,664	$ 280,842	$ 281,965
Pool Bookings	6,665	$ 12,118	$ 10,906	$ 11,756	$ 12,632	$ 12,889	$ 13,146	$ 12,957	$ 12,891	$ 12,817	$ 12,734	$ 12,785
Carnivals/Events	667	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Aquatic Programs												
Learn To Swim	4,052	$ 44,207	$ 39,786	$ 42,887	$ 46,081	$ 47,018	$ 47,955	$ 47,267	$ 47,027	$ 46,757	$ 46,455	$ 46,641
Squad	213	$ 3,030	$ 2,727	$ 2,939	$ 3,158	$ 3,222	$ 3,286	$ 3,239	$ 3,223	$ 3,204	$ 3,184	$ 3,196
Birthday Parties	213	$ 2,559	$ 2,303	$ 2,483	$ 2,668	$ 2,722	$ 2,776	$ 2,736	$ 2,723	$ 2,707	$ 2,690	$ 2,700
Schools LTS	3,999	$ 39,990	$ 35,991	$ 38,796	$ 41,685	$ 42,533	$ 43,380	$ 42,758	$ 42,541	$ 42,296	$ 42,024	$ 42,192
Ancillary												
Retail Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Café Net		$ 6,665	$ 5,999	$ 6,466	$ 6,948	$ 7,089	$ 7,230	$ 7,126	$ 7,090	$ 7,049	$ 7,004	$ 7,032
Other Revenue (Leases)		$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total Operating Income Forecast	74,629	$ 392,485	$ 354,236	$ 381,062	$ 408,698	$ 416,805	$ 424,911	$ 418,957	$ 416,885	$ 414,544	$ 411,936	$ 413,544

Estimated Operating Expenditure		100%	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Swim School Staff												
Swim School Administration/Reception		$ 5,337	$ 4,804	$ 5,178	$ 5,564	$ 5,677	$ 5,790	$ 5,707	$ 5,678	$ 5,645	$ 5,609	$ 5,631
Swim Instructors		$ 10,131	$ 9,118	$ 9,828	$ 10,560	$ 10,775	$ 10,990	$ 10,832	$ 10,777	$ 10,715	$ 10,646	$ 10,689
Squad Coaches		$ 4,599	$ 4,139	$ 4,462	$ 4,794	$ 4,891	$ 4,989	$ 4,917	$ 4,892	$ 4,864	$ 4,833	$ 4,852
Aquatics Operations												
Operations Coordinator		$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784	$ 17,784
Life Guards		$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104	$ 91,104
First Aid Equipment		$ 2,000	$ 1,800	$ 1,940	$ 2,085	$ 2,127	$ 2,170	$ 2,138	$ 2,128	$ 2,115	$ 2,102	$ 2,110
Birthday Parties		$ 533	$ 480	$ 517	$ 556	$ 567	$ 578	$ 570	$ 567	$ 564	$ 560	$ 563
Operations												
Electricity		$ 26,350	$ 26,614	$ 26,880	$ 27,148	$ 27,420	$ 27,694	$ 27,971	$ 28,251	$ 28,533	$ 28,819	$ 29,107
Gas		$ 82,875	$ 83,704	$ 84,541	$ 85,386	$ 86,240	$ 87,102	$ 87,973	$ 88,853	$ 89,742	$ 90,639	$ 91,546
Water		$ 8,500	$ 8,585	$ 8,671	$ 8,758	$ 8,845	$ 8,934	$ 9,023	$ 9,113	$ 9,204	$ 9,296	$ 9,389
Cleaning		$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000
Chemicals - Cleaning		$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550	$ 2,550
Chemicals - Aquatics		$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200	$ 10,200
Insurance		$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Security		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Plant - maintenance		$ 19,888	$ 9,944	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888	$ 19,888
Buildings - maintenance		$ 79,550	$ 39,775	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550	$ 79,550
Grounds - maintenance		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Equipment - maintenance		$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Refurbishment		$ 79,550	$ -	$ -	$ -	$ -	$ 81,520	$ -	$ -	$ -	$ -	$ 81,520
Administration												
Admin/Mgmt Salaries		$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332	$ 33,332
Staff Development, Uniforms and Allowances		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
IT support (internal or external)		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Marketing & Promotion		$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Audit		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Bank Charges		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Cash security		$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500	$ 500
Telephone		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Postage		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Printing & Stationery		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Licences		$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Miscellaneous/Contingency		$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total Expenditure Forecast		$ 535,783	$ 405,432	$ 457,924	$ 460,758	$ 462,450	$ 545,674	$ 465,040	$ 466,167	$ 467,291	$ 468,412	$ 551,314

Financial Summary Data		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Cash Position	$143,298	$51,195	$76,862	$52,060	$45,645	$120,763	$46,082	$49,282	$52,747	$56,476	$137,770
Adjustment for Inflation (at 4%)	$154,991	$55,373	$86,460	$60,903	$55,535	$152,804	$60,641	$67,446	$75,075	$83,598	$212,091