



# GLENORCHY WAR MEMORIAL POOL

Final Business Case

December 2024



### Project Background

Project Name	Glenorchy War Memorial Aquatic Facility
Project Date	December 2024
Lead Agency	Glenorchy City Council



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# Executive Summary

*A brief summary of the Business Case and its main findings*



## Purpose and Background

The Glenorchy War Memorial Pool (GWMP), located in Glenorchy, Tasmania, has historically served as a vital community asset, providing a recreational hub and honouring the area's servicemen and women. Established after the 1956 Melbourne Olympics, the facility offered a range of amenities, including a 50-metre pool, wading pools and waterslide and became integral to Glenorchy's community identity and social infrastructure.

However, following a 2023 condition inspection and report by Lacus Consulting, significant structural and operational issues were identified, rendering the 60-year-old site unsafe and resulting in its closure in July 2023.

An investment in a new, sustainable aquatic facility at GWMP will meet the growing and diverse needs of the Glenorchy community and deliver health, economic, and social benefits for future generations.

*A new aquatic facility at the GWMP site will deliver increased community swimming participation and competency for both children and adults, provide more inclusive accessibility, host more events and provide a place for aspiring athletes to train – all year round. Increasing engagement across these channels will strengthen community identity, preserve the historical significance of the pool site, and revive and strengthen connection to place.*

## The Need for Investment

Investment in a new aquatic facility in Glenorchy is essential to address several pressing community needs and challenges:

**Increased Demand and Accessibility:** The closure of the Glenorchy War Memorial Pool (GWMP) has eliminated a vital community resource, forcing residents to rely on facilities in surrounding areas, some of which are already at capacity. This scarcity limits local access to Learn to Swim (LTS) programs, school carnivals, and recreational swimming, placing financial strain on families and schools who must travel for these services. This issue is particularly impactful for young families, including culturally and linguistically diverse communities where swimming competency may be less prevalent.

**Local Accessibility and Equity:** The absence of a local facility burdens residents, especially those who depend on public transport, by requiring them to travel long distances to Hobart or New Norfolk. 9.3% of Glenorchy residents do not have access to a motor vehicle (ABS 2021)<sup>1</sup>. For families and people with mobility-impairments, this travel incurs significant transportation costs, sometimes exceeding \$100 per visit, and presents an accessibility barrier that discourages aquatic activity, particularly for those requiring low-impact rehabilitation or exercise.

**Inclusion for Physically Impaired and Ageing Populations:** Current facilities lack accessibility features necessary for individuals with physical impairments, preventing them from safely accessing aquatic therapy—a primary form of physical activity for rehabilitation and fitness. Without a purpose-built facility in the area, this segment of the community faces exclusion and missed health benefits.

**Community Connection and Social Well-being:** The loss of the GWMP has impacted the community's sense of identity and connection, as evidenced by strong public advocacy, including support from Olympic Gold Medallist Shane Gould. This beloved pool held social and historical significance, acting as a community hub. Its absence disrupts social bonds, community legacy, and intergenerational engagement, diminishing the community's cultural and personal connection to place.

Without a revitalised aquatic facility, these challenges will persist beyond the current \$5 million investment, underscoring the need for a long-term, sustainable solution that secures public access to swimming facilities, fosters community identity, and enhances quality of life for residents.

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<sup>1</sup> <https://profile.id.com.au/glenorchy/car-ownership>

## Objectives of Investment

The proposed investment in a new multipurpose aquatic facility aims to:

- **Increase Community Engagement:** Provide a year-round venue that facilitates social interaction, recreation, and community bonding, while honouring the historical significance of GWMP.
- **Enhance Accessibility and Inclusion:** Develop a facility that caters to people of all abilities, including accessible entry points, warmer pools, and dedicated rehabilitation areas.
- **Promote Health and Well-being:** Encourage physical activity across all age groups, supporting physical and mental health benefits.
- **Support Water Safety Education:** Enable year-round learn to swim programs to build swimming competency and promote safety.

## Anticipated Benefits

Investing in a new aquatic facility in Glenorchy addresses critical community needs arising from the closure of the existing pool. By providing accessible venues for physical and competitive activities with technology that enables longer outdoor open seasons and all year-round swimming, the facility aims to **boost participation rates and promote overall well-being**. Price Waterhouse Cooper's (PwC) "The Social, Health and Economic Value of the Australian National Aquatic Industry, July 2021" report highlights the substantial economic, health, and social benefits associated with aquatic facilities, estimating their value at \$2.5 billion per annum, primarily attributed to reduced disease burden, improved mental health outcomes, and increased productivity through lower absenteeism. Moreover, aquatic activities like learn to swim (LTS) programs contribute significantly to **reducing the risk of childhood drownings**, emphasising the essential role of such facilities in water safety education and supervision.

Beyond addressing health and safety concerns, the new facility promises to invigorate the **local economy and foster social cohesion**. Through job opportunities and contracts for various services like cafes, gyms, and fitness programs, the project aims to create employment opportunities and drive economic growth. Additionally, by becoming a hub for community engagement and social interaction, the facility aims to revitalise local connections and promote vibrancy in the region. Swinburne University's study<sup>2</sup> underscores the importance of aquatic facilities in reducing loneliness, fostering organised community engagement, and catering to diverse multicultural communities, thereby enhancing social value and cohesion.

In summary, the proposed investment in a new aquatic facility not only addresses pressing health and safety needs but will also stimulate economic growth and revive social ties within the community. By providing accessible spaces for physical activity, competitive sports, and social interaction, the facility aims to become a vital asset for Glenorchy, promoting overall well-being and vitality in the region.

## Options Assessed

This Business Case evaluated an initial list of nine options for the site, narrowed down to three based on criteria that assessed community impact, commercial feasibility, and demonstrated need. Following a demand analysis, financial and economic assessments, risk evaluation, community and stakeholder engagement, and benchmarking, a fourth option emerged as the preferred choice.

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<sup>2</sup> The Social Impact of the National Aquatic Industry, Swinburne University, 2021

Each shortlisted option was crafted to address specific aspects of community demand, from basic aquatic amenities to more comprehensive facilities, and was designed with accessibility, diverse needs, environmental impact, historical significance, and scenic views in mind to reflect community values and priorities. Modern trends in aquatic facility design emphasise multipurpose venues with indoor and outdoor heated pools, accessible amenities, and fitness spaces, blending competitive pools, learn to swim areas, warm-water therapy zones, and fitness facilities. This approach aligns with Glenorchy's community expectations, catering to users of all ages, abilities, and backgrounds.

The recommended option not only addresses the demand for aquatic facilities but also promotes the well-being, economic vitality, and social cohesion of the local and surrounding community. By supporting job creation, recreational opportunities, and community connections, the selected option will enhance residents' quality of life while ensuring the site's long-term sustainability. Prioritising community needs and aspirations, this development process seeks to create a functional, meaningful facility that reflects the unique character and identity of Glenorchy.

The four options are outlined below:

1. **Option 4 - Larger Outdoor and Indoor Aquatic Facility** – 50m outdoor pool, 25m indoor pool, learn to swim function and wellness facilities (including a spa, sauna and steam facility).
2. **Option 5 - Multi Use Facility (Outdoor Pool and Indoor Courts)** - Outdoor 25m pool, 2 x multipurpose indoor courts, learn to swim function, wellness facilities, health club and small pool / water play space.
3. **Option 6 - Indoor Aquatic Facility with Semi Open-Air Pool Functionality** - Indoor 50m pool with an external wall that opens up to enable a semi outdoor pool experience. This option also includes the ability for the 50m pool to have a wall divider creating 2 x 25m pools, learn to swim function and wellness facilities.
4. **Option 4A - Larger Outdoor and Indoor Aquatic Facility with a Health Club** – 50m outdoor pool, 25m indoor pool, learn to swim function, wellness facilities (including a spa, sauna and steam facility) and health club.

### Options Analysis and Ranking

The table below summarises the assessment across the four shortlisted options in order to assist in identifying the preferred option moving forward. The assessment includes:

- Delivering on financial, economic and social requirements including a positive NPV and BCR; and
- Meeting the overall project objectives / selection criteria



	Option 4	Option 5	Option 6	Option 4A
Construction Costs	\$72.7M	\$69.2M	\$70.7M	\$83.8M
Utilisation (Visits) Per Year	203,095	221,822	150,781	287,328
<b><u>Economic Appraisal</u></b>				
Net Benefits (NPV)	-\$6.1M	-\$9.3M	-\$19.4M	\$7.1M
BCR	0.93	0.88	0.75	1.07
<b><u>Cash Flow / Operations</u></b>				
Annual Revenue	\$2.6M	\$2.7M	\$1.9M	\$3.8M
Annual Expenses (Including Lifecycle costs)	\$3.3M	\$3.0M	\$2.8M	\$4.1M
Annual Profit (Deficit)	(\$740,000)	(\$250,000)	(\$925,000)	(\$325,000)
<b><u>Selection Criteria</u></b>				
Delivering Community Benefit	4 / 5	4 / 5	4 / 5	5 / 5
Community Usage, Benefit and Preferences	5 / 5	4 / 5	5 / 5	5 / 5
Delivering Benefit to Schools	4 / 5	3 / 5	5 / 5	5 / 5
Estimated Cost to Build (i.e. level of funding required)	2 / 5	2 / 5	2 / 5	2 / 5
Revenue Generating Opportunities	4 / 5	4 / 5	3 / 5	5 / 5
Ongoing Operational Costs	2 / 5	2 / 5	3 / 5	2 / 5
Regional Asset - Delivering Out of Region Visitation	5 / 5	4 / 5	2 / 5	5 / 5
Alignment with Council Strategic Plan	3 / 5	4 / 5	2 / 5	3 / 5
<b>Overall Selection Criteria Score</b>	<b>29 / 40</b>	<b>27 / 40</b>	<b>26/40</b>	<b>32/40</b>
<b>Option Ranking</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>1</b>

\* Note: The outcomes of the Economic Appraisal and Cash Flow analysis for Options 4, 5 and 6 differs from Appendix E MI Global Partners Options Assessment Report, due to further research and analysis completed in the finalisation of this overall assessment.

## Recommended Option

Option 4A has been assessed as the option returning the most positive outcomes based on:

- Total capital costs (including escalation to 2027) - \$83.8 million
- Delivering net economic benefits (NPV) of \$7.1 million and a BCR of 1.07
- Delivering annual revenue of \$3.8 million
- Delivering a greater social outcome (i.e. participation and health benefits) through the highest utilisation
- Delivering the highest score across the selection criteria (32 / 40)

Option 4A includes:

Outdoor Facilities (Open 8 months per year)

- Outdoor 50m pool
- Grandstand / spectator area (700 capacity)
- Outdoor change area
- Outdoor splash pad / slide
- Leisure landscape for picnics

Indoor Facilities (Open 12 months per year)

- 25m lap pool
- 12m x 20m warm learn to swim / program pool
- Wellness hall (spa, sauna, steam)
- Leisure pool / toddler pool
- Change village / facilities
- Gymnasium (1,500 sqm)

Other

- Back of house (control room, laundry, pool plant, heating)
- Front of house (foyer, creche, café, reception, retail)



Image 1: Birdseye view (ground level) of the recommended option (Carabiner)

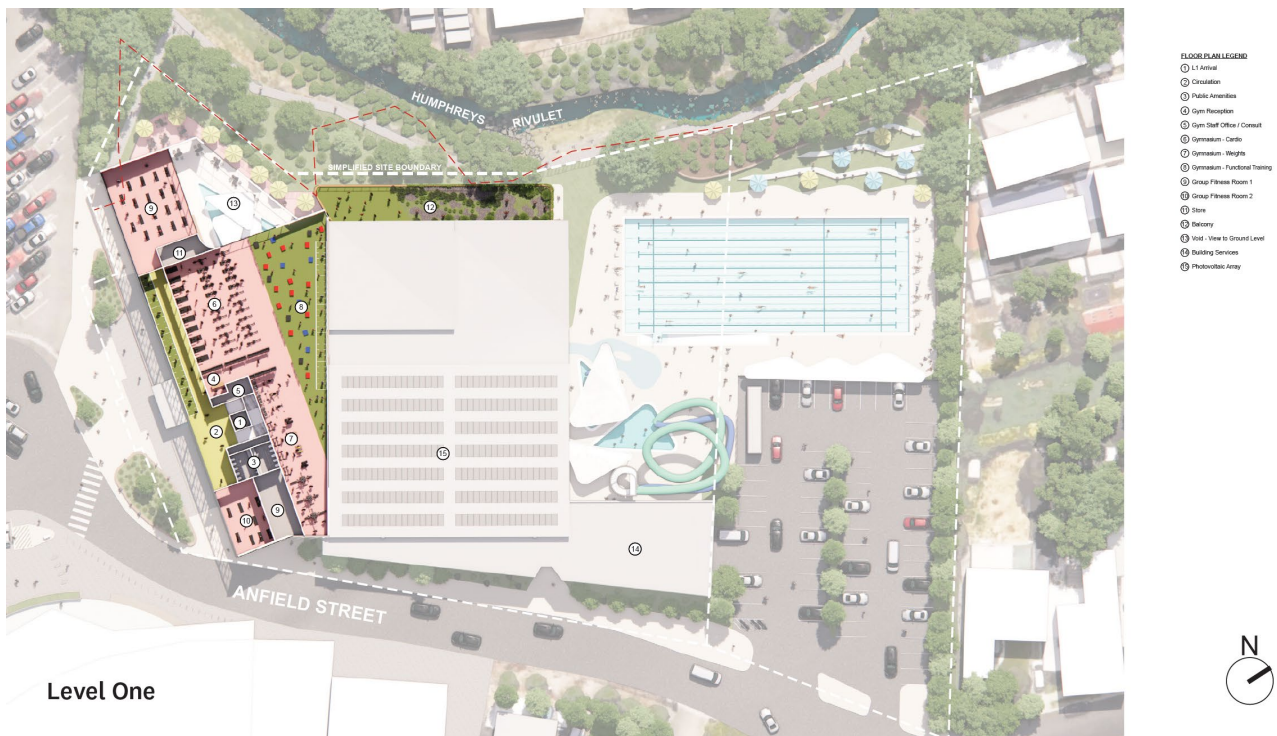


Image 3: Birdseye view (first level) of the recommended option (Carabiner)

The location of the pool directly adjacent Humphreys Rivulet is a reminder of the Country continuum that exists, connecting kunyani / Mt Wellington to timtumili minanya / River Derwent through waterways that flow from the Mountain to the River.

The building's low-lying form, it's 'carved' treatment and framed views of the outdoors and landscape enables the contextual embrace by its natural surrounds to be amplified.

Embedded within the Glenorchy neighbourhood and defined by the impressive presence of the natural environment - near and far, the project reinvents the Glenorchy War Memorial Pool - offering leisure and fitness facilities that propel the facility into a new age of wellbeing and social belonging.

The proposal will build upon the idea of its status as a memorial while being shaped by the local community. The intent is to explore how these two concepts underpin a relevant and meaningful outcome. This leads to a new spatial and ecological sensibility without erasing its connections to the past.





Image 3: North view of the recommended option (Carabiner)

From an ecological point of view, porosity within and at the edges of the development will create connections with Humphreys Rivulet and amplify the important vistas that link the site to kunyoni / Mt Wellington, timtumili minanya / the River Derwent through to Mt Direction, generating a unique identity, unlike any other place in the world.



Image 4: View of Mt Wellington (Carabiner)





Image 5: Internal view of the recommended option (Carabiner)

## Environmental Sustainability Commitment

The proposed aquatic facility is committed to environmental sustainability, and it will ensure eco-conscious principles are incorporated throughout its design, construction, and operational phases. The facility will prioritise energy efficiency using renewable energy sources such as solar panels and high-performance HVAC systems, reducing greenhouse gas emissions and operating costs. Water-saving technologies, including advanced filtration and recycling systems, will minimise water usage, while sustainable building materials will be sourced to reduce the project's environmental footprint. Additionally, the facility will integrate smart technology to monitor and optimize energy and water consumption in real-time. Landscaping will likely feature native and drought-tolerant plant species to further conserve resources and enhance biodiversity. By aligning with best-practice sustainability standards, this project aims to serve as a model for environmentally responsible aquatic facilities, promoting long-term ecological health and community wellbeing.

## Demand Analysis

It is projected that the recommended Option 4A will see an estimated 287,328 people using the facility per year with 105,000 using the main pool facilities, 95,000 using the learn to swim and program pool facilities and a further 88,000 utilising the health club facilities. Overall, it is a significant uplift compared the existing GWMP (17,000) due to attracting far broader user groups to the facility.

The community and stakeholder engagement justified this uplift with the following key insights:

- 55% of GWMP visitors also visited other pools during the same period meaning the existing GWMP was limited in its service offering and did not cater for every user's needs
- The existing GWMP was only opened for 6 months of the year, while the proposed new facility will provide year-round access with indoor facilities



- 40% of those that didn't use the existing GWMP when it was open was due to being either unaware of the pool or believed it was too cold and / or was of poor quality. Around 90% of non GWMP users said they would visit a new facility either sometimes or frequently;
- 50% of local schools surveyed said they would increase usage at a new facility either through learn to swim programs and carnivals
- Additional stakeholder engagement with pool operators, competitor facilities, KGV neighbouring facilities also suggested sufficient demand for warm water activities (LTS, rehab), carnivals and squad swimming.

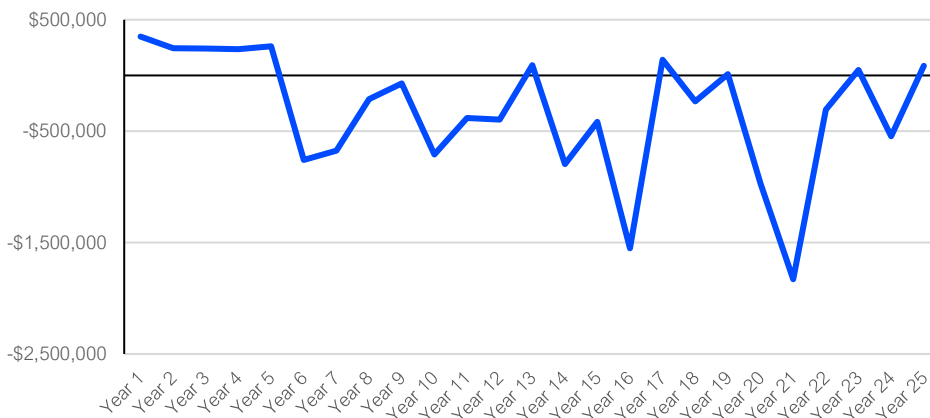
### Cash Flow Analysis

\$AUD (000,000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Next 20 Years Year 6 – Year 25
Total Costs	\$3.27	\$3.39	\$3.41	\$3.44	\$3.43	\$84.94
Total Revenue	\$3.62	\$3.63	\$3.65	\$3.67	\$3.69	\$75.46
Total Operating Surplus (EBITDA)	\$0.35	\$0.24	\$0.24	\$0.23	\$0.26	-\$9.48

Option 4A is expected to generate an operating profit of ~\$270,000 per year in its first 5 years of operations.

However, as lifecycle costs increase over time, Option 4A will experience an average operating deficit of \$470,000 per year from year 6 (\$326,000 loss on average per year over the 25 years of operations).

### Operating Profit per year



## Cost-Benefit Analysis

The table below details the outputs of the cost-benefit analysis using a 7% real discount rate.

\$AUD (000,000's)	Option 4A	
	Nominal Value	Present Value (2024)
<b>Costs</b>		
Construction costs	\$74.40	\$62.89
Life Cycle Capital Costs	\$17.20	\$5.48
Operational Costs	\$84.68	\$32.02
<b>Total Costs</b>	<b>\$176.28</b>	<b>\$100.39</b>
<b>Benefit</b>		
Financial Benefit	\$93.72	\$35.44
Consumer Benefit	\$25.64	\$9.58
Community Benefits	\$6.87	\$2.56
Participation Benefit	\$121.28	\$45.30
Avoided Drownings Benefit	\$11.19	\$4.18
Terminal Value	\$69.47	\$10.45
<b>Total Revenue</b>	<b>\$328.18</b>	<b>\$107.52</b>
<b>Net Benefit / NPV</b>	<b>\$151.91</b>	<b>\$7.13</b>
<b>BCR</b>	<b>1.07</b>	

Investment in a new facility is considered value for money, with Option 4A delivering positive net benefits (NPV of \$107.5 million) and a BCR of 1.07.

Participation benefits account for 70% of all socio-economic benefits delivered by Option 4A, while financial benefit accounts for 5%, consumer benefits 15%, avoided drownings 6% and non-user community benefits 4%.

## Key Risks

An assessment was undertaken on the redeveloped GWMP to assess the key project risks and identify key strategies and actions to mitigate these risks.

Of the 11 major project risks identified, six are considered high or extreme. These are:

- Insufficient parking facilities impacts the approval of the Development Application causing significant delays and outcomes of the project.
- Insufficient Government funding provided for construction works.
- Scope of works do not meet the expectations of key stakeholders.
- The new facility continues to make an operating loss, resulting in failed upkeep and limited spend on required maintenance.
- Insufficient parking facilities impacts utilisation of the facility.
- Delays to Project (i.e. planning approvals) has a significant unforeseen cost and operational impact.

After identifying mitigation strategies and actions implemented by Council, all six risks have a residual risk rating of Medium.

For more information, the risk register is detailed in Appendix F: MI Global Partners GWMP Risk Register.

## Project Governance

For the next phase, the project governance structure is designed to provide oversight of the development of all aspects of the project necessary in the application for capital funding.

GCC will have the overall responsibility for the delivery of the project. Depending on the success of grant funding from State and Federal Government, GCC will ensure it delivers all required reporting including budgeting, procurement, timelines and risk management.

## Implementation

Should the project be successful in acquiring sufficient funding in 2025, the construction of the recommended option is projected to begin in August 2026 and operations to begin early 2028.

Key milestones are detailed below:



Image 6: High level project plan and key milestones

# Part 1: Case for Change

*Demonstrating why the investment proposal has been submitted*

## 1.1 Background

Glenorchy War Memorial Pool (GWMP), located at 2a Anfield Street, Glenorchy, Tasmania is an outdoor aquatic centre consisting of a 50m swimming pool, two wading pools, 60m waterslide, shaded seating areas, volleyball court, children's party room and kiosk. This aquatic facility commemorates those who have served in the various conflicts in which Australia has been involved.

The pool provided recreational amenity for the growing population of Glenorchy. The popularity of swimming as a sport received a boost following the success of the 1956 Olympics in Melbourne and has since become a significant part of the Glenorchy identity.



Image 7: Image of the GWMP in 1980s





Image 8: Image of the GWMP prior to closing



Image 9: Beloved views of Mt Wellington and the Derwent

Following a detailed condition inspection conducted by Lacus Consulting (Structural, Civil and Aquatic Engineering firm) in 2023, the GWMP was closed due to numerous identified issues with the pool site. Most notable were urgent issues relating to the plant room and building structures (grandstand and surrounds) that if left operational would pose an immediate risk to health and safety. These issues were a manifestation of an aged facility that is beyond end-of-life stage being more the 60 years old where the most pressing matters related to items not easily repaired for long term use.

#### Summary of most urgent issues.

- Faults in the pool shell, which were causing the pool to leak
- Structural issues with the concrete grandstand
- An urgent requirement for the electrical switchboard to be upgraded and replaced
- The need for major works for the chemical dosing and filtration area

- The need for refurbishment of the toilets and change rooms
- Structural and safety issues with the water slide
- Trip, slip and fall hazards
- Working environments not meeting WHS standards
- A lack of accessibility for people with restricted mobility

The facility's ageing condition is further highlighted by its low visitation rate, with only 17,000 annual visits before closure - well below typical aquatic standards. This decline was largely due to inadequate heating, which left the pool uncomfortably cold for swimming, particularly in the chilly southern Tasmanian climate, exacerbated by both temperature and wind chill.

#### Current state of the facility showing the aged nature of the facility



Image 10: Aged ingress point



Image 11: Outdated toilet facilities in open air (leading to very cold temperatures in colder months) and aged medical room.





Image 12: Drained pool with significant issues.



Image 13: Outdated grand stand with structural issues and open air toddler pools not suitable during colder days.

## 1.2 Fundamental Factors Driving the Need for Change

Australia is facing intense population growth driven by high levels of migration from all parts of the world, many of which originating from places of lower swimming competency – a trait that Glenorchy shares. At the same time, our country is entering a phase where up to 40% of public pools in Australia will reach end-of-life stage over the next 10 years<sup>3</sup> reducing the availability of learn to swim programs – for both children and adults. Combined, these challenges have contributed to high drowning numbers where greater risks are presented in higher density and migration LGAs such as Glenorchy City Council.

Furthermore, the GWMP is an iconic part of Glenorchy's history and facilitates an incredibly strong connection to those who reside in the area. The prospect of losing the last accessible 50m open air pool in the region is extremely disruptive to the community that is already facing challenges with youth crime where this facility was a place to meet and bond. Whilst there has been \$5 million committed to re-opening the pool, this is not a suitable long-term solution that caters to the wide variety of needs of the community.

<sup>3</sup> The State of Aquatic Facility Infrastructure in Australia, Royal Life Saving Australia, November 2022.

## 1.2.1 Drownings in Australia and Tasmania

The National Drowning Report 2023, published by Royal Life Saving Australia (RLSA), revealed a tragic toll of 281 lives lost to drowning during the 2022/23 financial year. This figure represents a marginal 1% increase compared to the 10-year average of 279 fatalities. Additionally, a further several hundred people across Australia were directly affected by non-fatal drowning, which often required hospitalisation and left people with life limiting disabilities.

In the last ten years, on average 9 lives are lost to drownings in Tasmania annually. To put this into context of the Tasmanian population, this equates to 0.7 fatal drownings per 100,000 people – all of which were experienced in open water<sup>4</sup> showcasing how pools can provide a safe environment for developing swimming proficiency.

The report underscored the heightened risk of drowning associated with inadequate swimming skills, noting that swimming is the predominant activity prior to drowning across all age groups and locations, except for young children. This suggests that many, if not all, of these tragic deaths could have been prevented with proper swimming education and proficiency in safe and secure environments such as pool facilities.

### A summary of key Insights of the National Drowning Report 2023

- Drowning deaths remain the leading cause of preventable deaths in the 0 - 4 year age group.
- A reduction in swimming and water safety lessons due to COVID-19 lockdowns is expected to have flow on effects in future years.
- Those aged 65 years and older have also become a priority focus of the Australian Water Safety Strategy 2030, and an age group of growing concern with 75 drownings in 2022/23, up 19% on the 10-year average. Drowning deaths in this age group represented 27% of fatal drownings in 2022/23 financial year and has shown a 43% increase in the number of drowning deaths in the past 20 years.
- The report highlights participation in aquatic activities is a great way to stay healthy and active and can improve cardiovascular fitness, balance/coordination, muscle strength and endurance – all factors that can prevent drowning incidences.
- The below heatmap is an indication of drowning density highlighting the concentrations in Launceston and Hobart – sourced from RLSA's analysis of unintentional drowning in Australia 2002-2022.

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<sup>4</sup> [https://issuu.com/royallifesaving/docs/national\\_drowning\\_report\\_2023\\_hr](https://issuu.com/royallifesaving/docs/national_drowning_report_2023_hr)

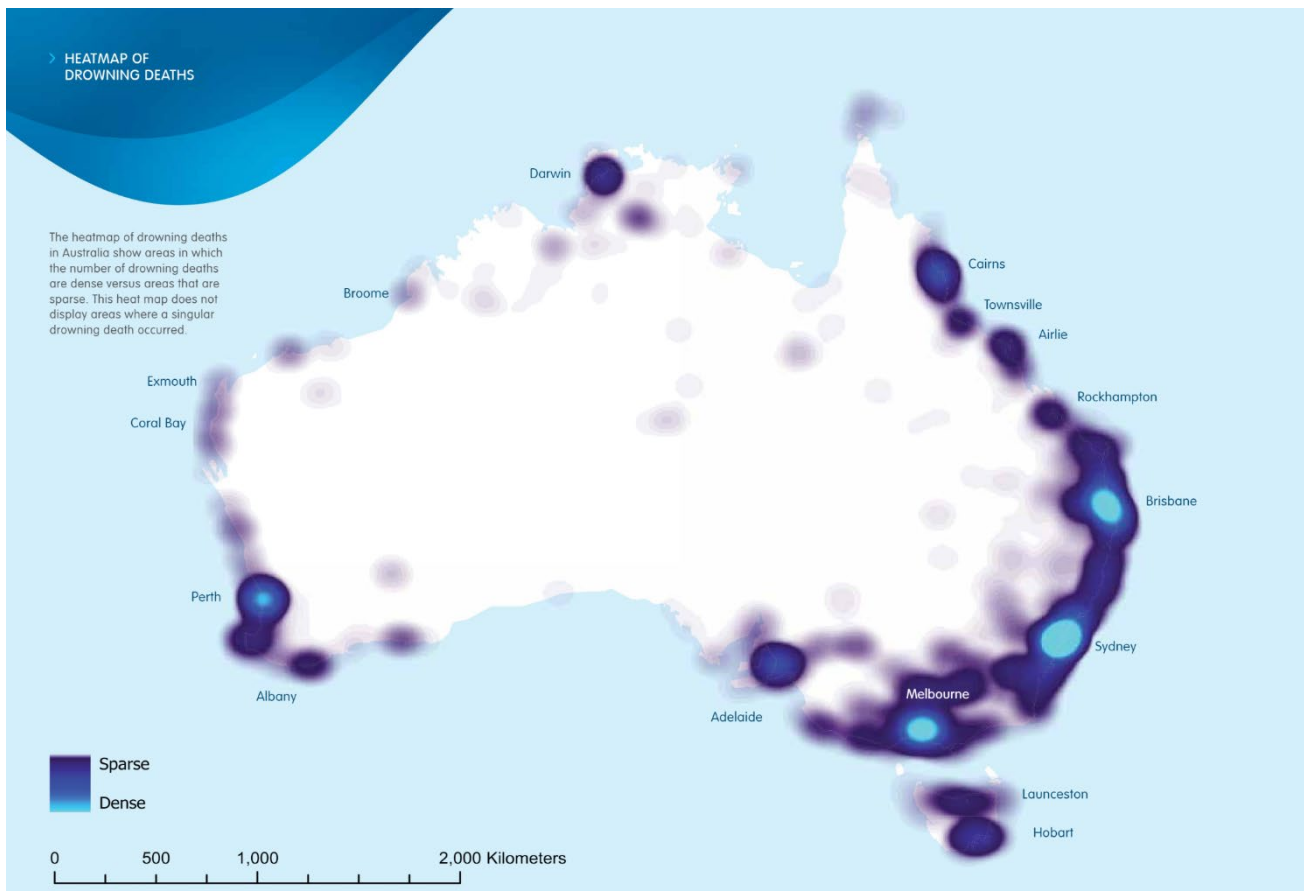


Image 14: Heatmap of Drowning Deaths, sourced from RLSA.

RLSA's comments succinctly capture the primary concerns outlined in the report - *"We continue to be concerned about falling swimming and water safety skills among children and adults. The effects of missed swimming and water safety lessons throughout the COVID-19 pandemic will have generational impacts on safety if left unaddressed."*<sup>5</sup>

## 1.2.2 Higher Density and Diverse Populations

Noted in the RLSA National Drowning Report 2023, population growth, and ageing population and population diversity are contributing factors to drownings. As the rate of drownings and life-time disabilities relating to near drownings continue to remain a significant threat, increasing population volumes, ages and density will continue to be correlated with an increase in the number of drownings. Additionally, whilst swimming ability and experience are not always known when drowning deaths are reported, the RLSA acknowledge many migrants have never swum before coming to Australia and are unfamiliar with water safety, swimming and lifesaving – issues also aligned to international visitors.

The local government area (Glenorchy) is a growing region of Tasmania and is projected to continue to grow from 50,808 (as at 30 June 2023) to 54,490 by 2053 as a conservative estimate. However, Glenorchy may grow up to 60,693 should migration be stronger than expected a 19% increase<sup>6</sup> where many current aquatic facilities (in good condition for use) are already at capacity.

The residential profile is also dominated by family households with significant growth in older couples and elderly lone persons – the generation that benefits greatly from low impact therapy-based services. Additionally, many

<sup>5</sup> National Drowning Report 2023, Royal Life Saving Australia

<sup>6</sup> Tasmanian and Local Government Area Population Projections – 2023 to 2053, Department of Treasury and Finance (Tasmanian Government)



new residents came to Glenorchy from overseas (prior to Covid-19) **with the Glenorchy LGA over indexing for overseas migration by 60% compared to the state of Tasmania** (33.5% compared to 20.9% respectively) – with many of its residents originating from countries where swimming competency is less common – e.g., Nepal, India, China and Pakistan<sup>7</sup>.

Considering the use of swimming pools appears to be a strong contributor to reducing drownings and the projected population growth in this LGA, Glenorchy is currently looking at a period for the coming decades where continual access for swimming literacy will be challenged for all audiences.

### 1.3 Defining the Problem

With the GWMP currently closed, this resulted in the complete removal of any benefits the site was bringing. Additionally, demand continues to grow with surrounding facilities at capacity which offer more amenity. Whilst the 60 year old pool is due to be re-opened from the \$5 million investment from State Government, the issue remains of ensuring long-term accessibility of a public pool facility that caters to the wide variety needs of the community.

With this in mind, the problems can be defined as below:

- **The growing cost and effort involved in accessing swimming facilities to develop skills is placing significant financial pressure and stress on households and schools** – Community members have difficulty accessing Learn to Swim (LTS) programs / pools as well as booking school carnivals due to lack of availability from current aquatic facilities in the area.
  - **Swimming competency / LTS** – Many of the region's residents are young families (including culturally and linguistically diverse from countries where swimming competency is likely less prevalent). For these audiences, it is critical to ensure LTS programs and local pools are accessible to maintain and increase the level of swimming competency in the region – an important skill that will save lives.
  - **School Carnival Demand** – Currently, the only other outdoor 50m pool in the region is located at some distance away at New Norfolk involving a long journey via a bus that many schools can't afford. Furthermore, surrounding aquatic facilities are already at capacity with many having to turn away schools. As a result, schools are having to book their carnivals outside of the region, at far less desirable time or foregoing school swimming altogether.
  - **Locality** – Currently, many local residents are having to travel outside of their local area (i.e., Hobart or New Norfolk) to utilise pool facilities indicating the lack of a suitable facilities locally for their needs. This adds cost to their trip made more difficult for families who require public transport. This is also especially true for the impaired community who typically use paid transport (e.g., special taxi for wheelchair transportation) where the distance to facilities that can cater for their needs is much further, sometimes equating to transportation and admissions costs of \$100+ for a single day visit.
- **Limited access for the physically impaired and ageing community** – Community members with mobility impairment are having difficulty accessing existing aquatic facilities and services within the region due to no public pools that are purpose built for community members who are physically impaired (pool ingress and egress in particular). As a result, people with impairments have further to travel or simply no longer engage in water activity as the barrier is too high - critical as aquatic therapy is often their primary form of physical activity to stay fit or for rehabilitation.

It should be noted the limited access for these cohorts applies to all age profiles and those that require any rehabilitation assistance in a low impact and low risk activity environment.

- **The loss of a beloved pool and social space has impacted on the community's connection to place and their local and personal history** - The closure of the GWMP received intense backlash by the public

<sup>7</sup> <https://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL60235>

showcasing how important this pool is to the community and their identity. This included Olympic Gold Medallist and icon Shane Gould who publicly advocated to keep the pool open. A community driven Elector Poll in June 2024 revealed overwhelming elector support (93.03%) to the question “*Should the Council apply for future funding, to retain the pool and redevelop it into a modern public pool facility that will serve the Glenorchy area for the longer term*” This closure has led to lost chances for the community to strengthen their bonds with the locality, its residents, and their collective legacy. It highlights the considerable worth and unrealised possibilities of this facility in fostering social welfare and safeguarding community history.

Without a suitable public aquatic facility at Glenorchy, and most notably on this particular site that brings significant historical value, the local and surrounding communities will continue to experience these challenges when the current \$5 million investment has fulfilled its life.

## 1.4 Evidence of the Problem

### 1.4.1 Difficulty in Accessing Local Public Pools Impacting Participation

#### General Community Online Survey

The YMCA at Clarence, Doone Kennedy Hobart Aquatic Centre (DKHAC) and the 50m Outdoor Pool at New Norfolk are currently facing escalating demand, with indications of reaching their maximum capacities. To properly assess the impact of the GWMP closure, the consulting team undertook an engagement phase which included an online survey to the general community which assessed the below audiences:

- **Segment 1 (GWMP Users):** Aquatic facility users in the last 5 years that also used the GWMP in the last summer of operation (between October 2022 and March 2023). Sample size n=702.
- **Segment 2 (Non GWMP pool users):** Aquatic facility users in the last 5 years that did not use the GWMP in the last summer of operation. Sample size n=144.
- **Segment 3 (Non-pool users):** People who have not used an aquatic facility in the last 5 years. Sample size n=103.

Surveys of this nature tend to draw in the most passionate advocates for the topic over indexing results for one cohort and underrepresenting the broader community. Interpreting results from these segments ensured there has been appropriate consideration to the broader Glenorchy community by assessing both pool users and non-users.

Since the Glenorchy pool closed, overall pool usage is down over a 6-month comparable period for Glenorchy residents (-53% on average daily visits) and those that are continuing to use pools have had to leverage facilities outside of their normal routine. The most notable increase has been visitation to New Norfolk which is some distance away and houses a 50m outdoor swimming pool, however Doone Kennedy Hobart Aquatic Centre and other private pools remain the most used facilities since the GWMP closed.

Aquatic Facility (GWMP users only)	Average pool days used between October 2022 and March 2023	Usage of other aquatic facilities since GWMP Closed	% Difference
Glenorchy War Memorial Pool	22.8	-	-
Doone Kennedy Hobart Aquatic Centre	6.8	8.5	25%
Clarence Aquatic Centre YMCA	3.2	3.4	9%
Huonville Swimming Pool	0.4	0.3	-26%
New Norfolk Swimming Pool	0.6	1.5	146%
Other Community Pool	0.4	0.4	-17%
Other Private Pool	4.4	4.1	-8%
<b>Total Pool Visits</b>	<b>38.7</b>	<b>18.2</b>	<b>-53%</b>

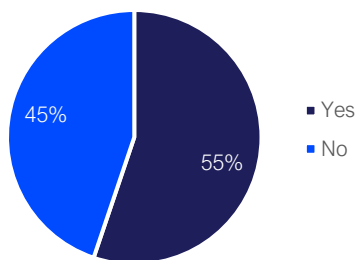
Q. On average, how often did you visit each pool facility below between October 2022 to March 2023?

Q. And how often do you visit / use each pool below since the Glenorchy War Memorial Pool closed?

It should also be noted that 45% of GWMP users have not been to any other facility since GWMP closed – i.e., 45% of previous users are no longer receiving the benefits associated with swimming – helping to explain the overall drop in pool visits of -53%.

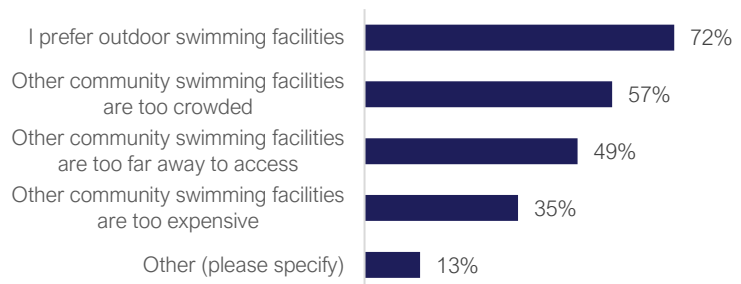
The main reasons for not visiting other aquatic facilities were a preference for outdoor swimming, other facilities being too crowded, too far away, and too expensive showcasing an opportunity to reduce these barriers through a redeveloped aquatic facility in Glenorchy. Responses to “Other” broadly refers to loud and hot environments, non-optimal access for people with disability, being expensive and transportation challenges as key reasons for not visiting other pools.

Since the Glenorchy War Memorial Pool closed, have you visited another community pool in the surrounding Glenorchy or Greater Hobart area?



Why haven't you visited other community swimming facilities?

(GWMP users that have not visited another pool facility since GWMP closed)



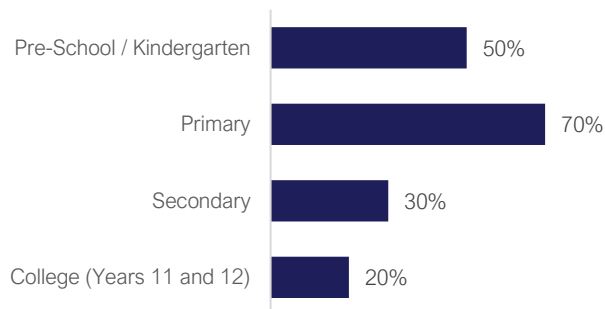
19% of pool users (in the last 5 years) did not use the GWMP between October 2022 and March 2023 citing an old and rundown facility where other facilities presented a more comfortable environment for swimming.

## School Online Survey

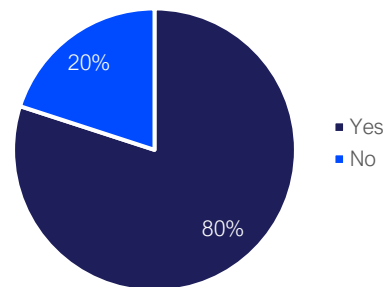
The consulting team invited 24 schools across the Glenorchy region and achieved 10 unique school responses representing a strong response rate of 42%.

80% of schools responding to the survey visited an aquatic facility in the last 5 years with the 20% that have not used a pool citing no transport availability (i.e., buses etc.) and costs (not affordable) as the main reasons reiterating the increased distance as a significant barrier for local schools to engage in swimming.

What level of education does your school provide?  
Multiple options can be selected



Has your school ever visited the Glenorchy War Memorial Pool or any other community aquatic facility in the Greater Hobart region in the last 5 years?



Of pool users in the last 5 years, one school did not visit the GWMP in the last summer of operation (between October 2022 and March 2023) with the main reason cited being:

- Other pool provided better facilities
- Warmer water at other facilities
- Needed all-year round access that other facilities provided
- Needed better protection from the elements which other facilities provided

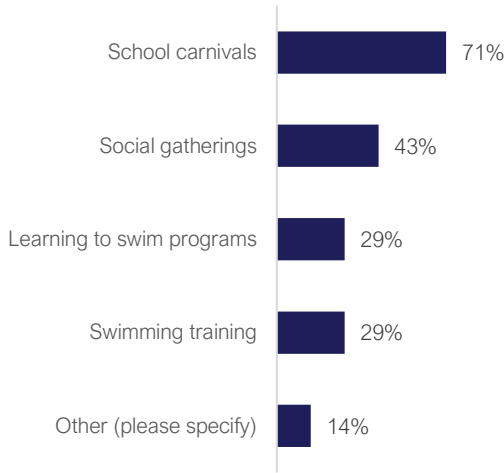
Assessing frequency of usage of pool users between October 2022 and March 2023, the GWMP was used most often showcasing the impact of its removal on school swimming.

Aquatic Facility (Pool user only)	Never	Once a year	Once every 6 months	Once every 3 months	Once a month	Once a fortnight or more
Glenorchy War Memorial Pool	13%	13%	13%	63%	0%	0%
Doone Kennedy Hobart Aquatic Centre	38%	50%	13%	0%	0%	0%
Clarence Aquatic Centre YMCA	75%	25%	0%	0%	0%	0%
Huonville Swimming Pool	100%	0%	0%	0%	0%	0%
New Norfolk Swimming Pool	75%	25%	0%	0%	0%	0%
Other Community Pool	100%	0%	0%	0%	0%	0%
Other Private Pool	50%	38%	0%	13%	0%	0%

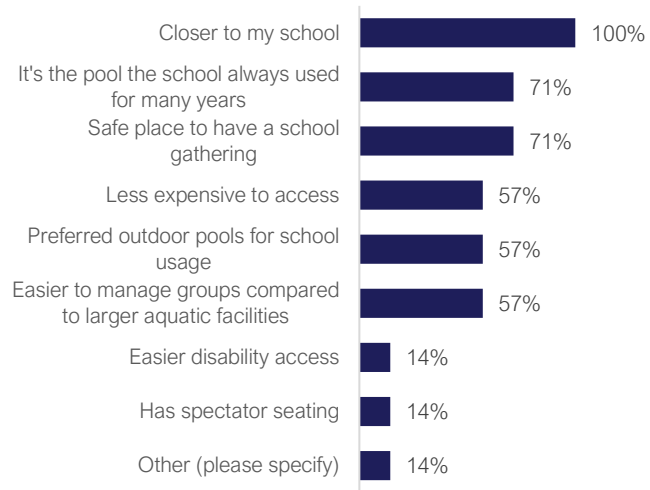
Assessing the reasons for using the GWMP amongst pool users, 71% of schools cited school carnivals highlighting the importance of an appropriately sized pool and facilities to accommodate for this activity. However, school usage also extends to other important social connection, training and teaching children to swim – both important for physical and social health.

Helping to explain why local schools no longer engage in swimming activity, close proximity, lower cost, being an outdoor facility whilst holding heritage value (a pool used for many years) was cited as key reasons for using the GWMP. Being walking distance was mentioned as an important factor for schools, particularly in the current economic environment.

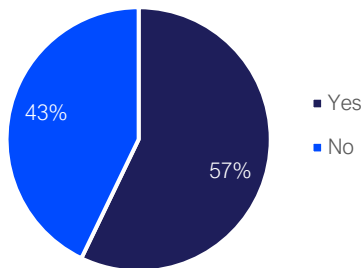
What was the purpose of your school's visit to the Glenorchy War Memorial Pool in October 2022–March 2023?



Why did your school choose to use/visit the Glenorchy War Memorial Pool over others in the area?



Since the Glenorchy War Memorial Pool closed, have you visited another community pool in the surrounding Glenorchy or Greater Hobart area?



Since the GWMP has closed, 43% of school respondents have not visited another community pool, while schools that have continued to engage in swimming activity have had to increase their usage of Doone Kennedy Hobart Aquatic Centre to ensure their children continue to develop swimming competency skills.

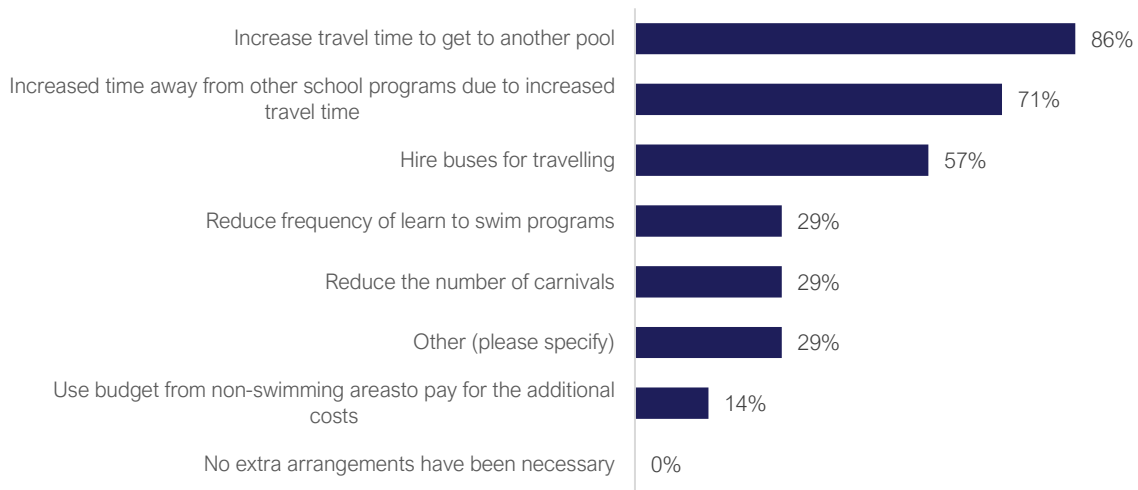
Equally important is an 80% reduction in overall pool facility visits meaning a significant cohort of students are no longer developing swimming skills as a result of the GWMP being unavailable.

Aquatic Facility (Pool user last 5 years)	Average Days used between October 2022 and March 2023	Usage of other facilities since GWMP Closed	% Difference
Glenorchy War Memorial Pool	1.4	-	-
Doone Kennedy Hobart Aquatic Centre	0.4	0.5	33%
Clarence Aquatic Centre YMCA	0.1	0.0	-
Huonville Swimming Pool	0.0	0.0	-
New Norfolk Swimming Pool	0.1	0.0	-
Other Community Pool	0.0	0.0	-
Other Private Pool	0.4	0.0	-
<b>Total Pool Usage</b>	<b>2.5</b>	<b>0.5</b>	<b>-80%</b>

The GWMP closure has resulted in an impost with some schools reducing learn to swim programs and carnivals while others have experienced increased costs and travel inconveniences presenting a more challenging environment for schools to engage in swimming activity. Notably, all pool users reported they have had to make extra arrangements (0% recorded for no extra arrangements necessary) further showcasing the imposition for schools.



Since the Glenorchy War Memorial Pool closed, what kind of extra arrangements has your school had to make to ensure students can continue swim? *Asked of pool users*



### 1.4.2 Limited Access for the Physically Impaired Community and the 65+ Age Group

Whilst there is no current data on usage from people with physical impairments (this level data was not captured), 13.4% of swimmers nationally have a disability and over 500k participants are over 65 years old<sup>8</sup> - a segment with increased risk of compromised mobility. This showcases the high level of engagement potential across both segments where non load bearing activity is a crucial avenue to rehabilitate and stay active.

The closest public aquatic facilities in the YMCA run Clarence pool and Doone Kennedy Hobart Aquatic Centre (DKHAC) do not have adequate pool ingress and egress design for the mobility impaired community to exercise at appropriate depths. Such pools require the use of a ladder that is challenging compared to a low gradient step platform or ramp to more easily access waist depth or deeper pools. The absence of ramp access or low-gradient steps into the pools renders the facility unsuitable for therapy-based programs and facilities tailored for individuals aged 65 and over. This demographic, more prone to conditions such as arthritis or joint pain, faces restrictions in engaging in land-based sports and activities. This concern has been highlighted by the Royal Life Saving Australia (RLSA),

Furthermore, these facilities are indoor which adds respiratory challenges for those who feel more comfortable in open / fresh air environments (albeit exposed to the elements).

Combined, this emphasises the need for improved accessibility and tailored programs to address the specific needs of this cohort.

### 1.4.3 Decreased Social Connection and Identity

As indicated by the public campaigns and public backlash from the closure of the GWMP the historical significance of the pool and site is unquestionable. Redeveloping the site of the former GWMP will fill an identified

<sup>8</sup> AusPlay sport participation data

gap that has been present since its closure and reinstate a sense of place identity in the region which is experiencing significant youth crime challenges.

Furthermore, without the development of a new aquatic facility built to wider modern expectations, the local community will continue to experience an opportunity cost in the form of social benefit for a far broader audience that the current GWMP is not catering for.

A report conducted by PwC<sup>9</sup> in 2021, commissioned by RLSA, cites the aquatic industry as providing \$3.8 billion in social benefit by providing a safe and central place for people to have fun, meet up with others, exercise and learn whilst supporting 33,600 full-time equivalent jobs Australia wide. The report also notes that aquatic facilities are unique in their ability to transcend many of the barriers present in other sports or social settings by being generally safer and more accessible than other forms of physical activity, allowing people of all abilities to participate in active recreation and leisure – with approximately 5 million Australians either swimming or using aquatic facilities for aqua aerobics, hydrotherapy and other aquatic exercise.

As part of the social benefit, leisure benefits make up \$539 million from visiting aquatic facilities with over 30% of participants indicating that they use aquatic facilities for their own enjoyment, and 10% went for social reasons. This highlights the social value of simply visiting an aquatic facility for meeting friends, escaping the heat, enjoying themselves or use of other amenity<sup>10</sup> – i.e., an aquatic facility with broad amenity provides significant social benefits that extend beyond swimming activities alone. These benefits arise from a wide range of amenities that promote interactions and gatherings among individuals.

Additionally, this increased social connection serves to reduce crime and anti-social behaviour in the region's youth – an issue that is of significant concern in the Glenorchy community and in lower socio-economic areas.

Without an aquatic facility that properly services broader community need, the local community will be missing the opportunity to develop strong place identity and social benefits.

## 1.5 Timing Considerations

### 1.5.1 Meeting Current and Future Demand

Building a new aquatic facility in Glenorchy will meet unmet demand in the region and cater to future demand in a growing population. Expediting a modern aquatic facility will help the region realise the benefits sooner and more appropriately service residents that otherwise have to travel outside of the local region to use a pool.

### 1.5.2 Lead Up and Legacy from Brisbane 2032

A new aquatic facility will serve as a premier training ground for squads, facilitating the development of competitive skills in preparation for the 2032 Brisbane Olympic and Paralympic Games. Additionally, it will offer a space for individuals inspired by Brisbane 2032 to pursue elite status, leveraging a pool already renowned for nurturing exceptional talent with exception historical value to the local community and Australia.

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<sup>9</sup> The Social, Health and Economic Value of the Australian National Aquatic Industry, PwC July 2021

<sup>10</sup> The Social, Health and Economic Value of the Australian National Aquatic Industry, PwC July 2019

## 1.6 Investment Vision and Objectives

*A new multipurpose aquatic facility at the GWMP site will deliver increased community swimming participation and competency for both children and adults, provide more inclusive accessibility, host more events and provide a place for aspiring athletes to train – all year round. Increasing engagement across these channels will strengthen community identity, preserve the historical significance of the pool site, and revive and strengthen connection to place.*

The proposed investment in a new multipurpose aquatic facility aims to:

- **Increase Community Engagement:** Provide a year-round venue that facilitates social interaction, recreation, and community bonding, while honouring the historical significance of GWMP.
- **Enhance Accessibility and Inclusion:** Develop a facility that caters to people of all abilities, including accessible entry points, warmer pools, and dedicated rehabilitation areas.
- **Promote Health and Well-being:** Encourage physical activity across all age groups, supporting physical and mental health benefits.
- **Support Water Safety Education:** Enable year-round learn to swim programs to build swimming competency and promote safety.

## 1.7 Concept Development Benchmarks

In developing the concepts to be assessed, this study leveraged both aquatic industry trends and benchmarks of modern facilities across an array of population profiles to establish a strong sense of community expectation for any newly developed aquatic facility. These findings are outlined below.

### 1.7.1 Aquatic Facility Trends

In a feasibility study conducted by Otium Planning Group (renowned for leisure facility feasibility studies) for a similarly sized and historically significant pool facility, trends clearly exhibit a move from single purpose, low use seasonal outdoor competition swimming pools built in the 1950s/60s, to developing year-round facilities that provide a variety of multiple heated indoor and outdoor water areas to attract a much broader range of users across all ages, interests, abilities and cultural groups<sup>11</sup>.

This has resulted in more flexible and multi-use competition and training pools for the general public and schools including warm water program pools for older adult rehabilitation and therapy, purpose built LTS pools, splash pad / water slides and on-site car parking. In the modern age, the attractiveness and most sustainable facilities offer a broad range of services accessible from large and high dense catchment areas that encourage frequent visitation and engagement through multiple avenues.

### 1.7.2 Broader Benchmark of Facilities

A scan of other venues in the local region most relevant to Glenorchy and colder climates across Victoria and NSW provide strong evidence that modern facilities are delivering wider benefit to the community that drive

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<sup>11</sup> [https://www.georgesriver.nsw.gov.au/StGeorge/media/Documents/Council/Major%20projects/Regional-Aquatic-Facility-Site-Suitability-and-Feasibility-Study-Final--May-2020\(2\).pdf](https://www.georgesriver.nsw.gov.au/StGeorge/media/Documents/Council/Major%20projects/Regional-Aquatic-Facility-Site-Suitability-and-Feasibility-Study-Final--May-2020(2).pdf)






stronger sustainability whilst two facilities in close proximity to the locality is severely lacking such broader facilities.


These broader amenities ought to be considered an evolution of aquatic facilities that cater to a wider, diverse and growing population substantiated with almost all facilities being of multi-purpose nature with an emphasis on both indoor / undercover learn to swim and play areas and retention of outdoor traditional swimming environments. Furthermore, fitness facilities such as gymnasiums, fitness rooms and wellness centres have become increasingly important for financial sustainability and providing a place to connect with more people for both aquatic and non-aquatic activities.

This benchmarking process in combination with stakeholder feedback provides strong evidence for the shortlisted concept inclusions.

Aquatic facility and inclusions	Photos
<p><b>Doone Kennedy Hobart Aquatic Centre</b></p> <ul style="list-style-type: none"> <li>• Indoor 50m pool (optional short course mode into a 25m indoor pool) and also features a constant 2m depth</li> <li>• Indoor 25m pool</li> <li>• Indoor dive pool (5m depth)</li> <li>• Indoor leisure pool (beach entry)</li> <li>• Indoor waterslide</li> <li>• Gymnasium and wellness facilities</li> </ul>	 
<p><b>Clarence Aquatic Centre (YMCA)</b></p> <ul style="list-style-type: none"> <li>• 50m indoor pool</li> <li>• Indoor warm water program pool</li> <li>• Indoor toddlers pool (beach entry)</li> <li>• <i>Close proximity, however very limited facilities by modern standards.</i></li> </ul>	 
<p><b>New Norfolk Swimming Pool</b></p> <ul style="list-style-type: none"> <li>• 50m outdoor pool</li> <li>• Wading / toddlers pool</li> <li>• <i>Close proximity, however very limited facilities by modern standards.</i></li> </ul>	 
<p><b>Splash Devonport Aquatic &amp; Leisure Centre</b></p> <ul style="list-style-type: none"> <li>• Last upgraded / refurbished in 2014</li> <li>• 50m outdoor pool</li> <li>• Outdoor waterslide</li> <li>• 25m indoor pool</li> <li>• Indoor LTS</li> <li>• Indoor warm water program pool</li> <li>• Indoor water play features</li> <li>• Outdoor splash pad</li> <li>• Fully equipped health club including gymnasium and group exercise studio</li> </ul>	 



Aquatic facility and inclusions	Photos	
<p><b>Hurstville Leisure &amp; Aquatic Centre (NSW)</b></p> <ul style="list-style-type: none"> <li>• Last upgraded / refurbished in 2020</li> <li>• 25m indoor pool</li> <li>• Indoor program pool</li> <li>• Indoor leisure pool with indoor and outdoor slides</li> <li>• Steam, sauna and spa rooms</li> <li>• Indoor sports centre stadium</li> <li>• Other facilities include gym, group fitness rooms, cafe and crèche</li> <li>• Parking provided on-site</li> </ul>		
<p><b>Angelo Anestis Aquatic Centre (NSW)</b></p> <ul style="list-style-type: none"> <li>• Opened in 2017</li> <li>• 50m heated outdoor pool</li> <li>• 25m indoor LTS pool</li> <li>• Outdoor covered splash deck</li> <li>• Health &amp; Fitness Centre with Gym</li> <li>• Group fitness class rooms</li> <li>• Cafe/retail areas</li> <li>• Parking provided on-site</li> </ul>		
<p><b>Sutherland Leisure Centre (NSW)</b></p> <ul style="list-style-type: none"> <li>• Last upgraded/refurbished in 2020</li> <li>• 50m heated outdoor pool</li> <li>• 25m heated outdoor utility pool</li> <li>• Outdoor water park</li> <li>• 25m Indoor pool</li> <li>• Indoor program pool</li> <li>• Indoor splash play pool</li> <li>• Indoor toddler pool, spa and sauna</li> <li>• Gym with aerobics room.</li> <li>• Other facilities include cafe/retail areas, crèche and function rooms</li> </ul>		
<p><b>Fitzroy Swimming Pool (VIC)</b></p> <ul style="list-style-type: none"> <li>• 50m heated outdoor pool</li> <li>• Outdoor toddler pool</li> <li>• Group exercise studio</li> <li>• Gymnasium and wellness facilities (e.g., spa)</li> </ul>		
<p><b>Northcote Aquatic and Recreation Centre (VIC)</b></p> <ul style="list-style-type: none"> <li>• 50m outdoor pool</li> <li>• 25m indoor pool</li> <li>• Indoor LTS pool</li> <li>• Toddlers pool and aqua play</li> <li>• Beach volleyball court</li> <li>• Gymnasium</li> <li>• Tennis</li> </ul>		

Aquatic facility and inclusions	Photos
<ul style="list-style-type: none"> <li>Wellness facilities</li> <li>Outdoor toddler pool</li> <li>Group exercise studio</li> <li>Gymnasium and wellness facilities</li> </ul>	
<p><b>Aquarena Aquatic and Leisure Centre (VIC)</b></p> <ul style="list-style-type: none"> <li>50m outdoor pool</li> <li>25m indoor pool</li> <li>LTS and toddler pool</li> <li>Dive pool</li> <li>Warm water program pool</li> <li>Outdoor water splash and play area</li> <li>Giant water slide</li> <li>Gymnasium, health club and wellness facilities</li> </ul>	

## 1.8 Stakeholder Engagement

Several stakeholders were engaged as part of the consultation phase. This included KGV neighbouring tenants, nearby aquatic facilities, pool operators and other key interest groups including the Glenorchy Historical Society, Water Polo Australia and Greater Hobart Strategic Partnership. The insights of that engagement have been captured by group below.

### *Aquatic / Pool Operator Insights*

Theme	Insight
<p>Poor quality facilities driving low historic utilisation of the Glenorchy pool</p>	<p>There is belief that the GWMP was significantly underutilised before its closure due to facilities not meeting the modern needs of pool users, including:</p> <ul style="list-style-type: none"> <li>Inconsistent water temperature. Even in the summer months, the pool was considered too cold for recreational swimming and learn to swim programs</li> <li>Poor changeroom facilities that do not meet modern standards</li> <li>Issues with the stadium seating which impacted GWMP's ability to host school carnivals and events</li> <li>Inability to attract local clubs and coaches to facilitate squad swimming</li> <li>Old and tired waterslide and open areas for socialising</li> </ul>
<p>The closure of Glenorchy pool has had little impact on the demand for other greater Hobart aquatic facilities</p>	<p>Since the closure of GWMP, DKHAC have only experienced a slight uptick in pool usage, however this has also coincided with the temporary closure of YMCA Clarence in the most recent summer.</p> <p>DKHAC and Friends Fitness did receive an increase in school carnivals which they were not always able to accommodate.</p>
<p>High operating and asset costs impacting on the viability of aquatic facilities in Hobart</p>	<p>All aquatic facilities in greater Hobart (and most likely nationally) see operating deficits due to high ongoing asset / infrastructure cost (i.e. plant replacement) and changing compliance and safety requirements.</p>
<p>Success of the redevelopment of Devonport aquatic facility</p>	<p>It was noted that Devonport is a good case study to demonstrate that a redevelopment of an older single purpose aquatic facility with new facilities that attract multiple user groups can drive a significant uplift in utilisation. Devonport has a population 30,000 people</p>



proves the right facilities to meet demand can drive utilisation	(versus Glenorchy 55,000 population) and is currently seeing 20,000 visits per month (includes gym users).
Strong demand identified in hydrotherapy and learn to swim activities require an indoor warm water space	Pool operators identified a number of key user groups where they believe there is unmet demand in greater Hobart including: <ul style="list-style-type: none"> <li>• Aqua classes</li> <li>• Rehab / Hydrotherapy / Access for people with disability</li> <li>• Learn to swim (2 types - School programs and parents)</li> </ul> These activities are also considered the most commercially viable activities
Mixed opinion on the demand for an outdoor 50m pool	It was noted that an outdoor pool gives a point of difference, however there are questions on whether there will be enough recreation and lap swimmers (least commercially viable user group) to justify the demand. Most commentary has been that if there is only one pool to be developed at the GWMP site, it should be indoors to drive all year-round usage.  There does appear to be demand for school carnivals based on the feedback regarding the increased enquiries at other facilities when GWMP closed, while squad swimming demand will be dependent on the recruitment of coaches.
Ancillary facilities should be considered to assist in the viability of the facility	Health club / gym memberships are typically used to offset costs to run aquatic facilities, however it should be noted that demand for gym memberships have dropped in recent years due to the rising cost of living and newly popular home gym options.  Cafés in community facilities like DKHAC do well and should be considered to drive activation and commercial activity in the precinct.  There was also mixed feedback on the demand and need for indoor courts within the precinct. YMCA Glenorchy Centre is located next door and is believed to be underutilised. This facility will be undertaking a redevelopment in 2024 and will be available for the wider community. In November 2024, the State Government has also committed to building an indoor courts facility at Claremont College in Glenorchy.

### *Precinct Neighbour Insights*

Theme	Insight
KGV Precinct tenants supportive of a new multi-purpose facility at the existing GWMP site that drives community and commercial outcomes and activity	KGV Precinct neighbours believe the facility should be a boutique aquatic facility with additional features to meet demand, including: <ul style="list-style-type: none"> <li>• Hydrotherapy program pools (hot and cold) to cater for rehab user groups (i.e. less mobile, injured and sporting clubs in the area)</li> <li>• Multi-purpose indoor facility where there will be all year-round demand for training use from multiple sports</li> <li>• Additional commercial offerings such as a café</li> </ul>

### *Summary of other Key Interest Groups*

Theme	Insight
The Glenorchy pool has a strong historical connection with the local area	GWMP was an important community facility since its inception. The facility used to be well run with high usage when open. This included hosting swimming events and championships that included main land swimmers such as Australian Olympic legend Hailey Lewis. The majority of local schools used the facility for carnivals and it had strong learn to swim program membership. Unfortunately, utilisation started to decline in 2013/14 as facilities became aged and run down.

<p>Modest facility meeting the needs of multiple user groups is required</p>	<p>Although it is a facility for the local community, the project will need support from other forms of government (capital and operational) for it to be successful.</p> <p>Therefore, due to the limited government funding landscape in Tasmania, and that it will be competing against major projects across greater Hobart, a new facility will need to be a modest, aligning with the broader needs of greater Hobart (e.g. therapy/recovery program pools, learn to swim facilities, Water Polo needs etc.)</p>
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The stakeholder consultation highlighted the importance of developing a facility that meets the broader needs of the community and believe a like for like facility is unlikely to drive utilisation and commercial outcomes to warrant the significant capital and operational outlay that would be required.

Strong demand has been identified in hydrotherapy, rehab, aquarobics, learn to swim programs, school carnivals, and indoor non-aquatic facilities demonstrating the needs for a fit for purpose multi-facility development. There is also a need to offset operating costs with dry commercial areas such as gym facilities and cafes which will also drive activity to the wider precinct.

## 1.9 Benefits to be Delivered

Investment in a new GWMP will address the problems and community needs that are currently being experienced due to the closure of the pool.

### 1.9.1 Improve Participation Rates in Physical Activity

Investing in a new aquatic facility will promote increased physical activity by offering an accessible venue that caters to community needs. Furthermore, it will enhance competitive activity by providing a pool built to competitive standards for both training and competitions.

PwC's The Social, Health and Economic Value of the Australian National Aquatic Industry report valued the benefits relating to aquatic facilities at \$2.5 billion (derived directly from swimming only) ranging across a reduction in the burden of disease, improved mental health outcomes, reduced absenteeism, and fewer childhood drownings.

- Physical Health** - In 2015, physical inactivity accounted for 2.5% of the disease burden in Australia, costing the economy over \$25 billion. Aquatic facilities help to reduce a large portion of this burden and provide significant health benefits to Australia. They provide a safe and highly accessible location for individuals to undertake physical activity. The aquatic industry provides an annual benefit of \$1.59 billion from reduced Disability Adjusted Life Years (DALYs), as well as annual relief of \$62.7 million to the Australian health care system. Furthermore, 20% of active 65+ year olds get their physical activity at aquatic facilities.
- Mental Health** - Regular exercise reduces stress and improves the mental wellbeing of individuals. This helps people to support and maintain positive mental health, increase coping mechanisms and in turn reduces the likelihood of developing mental health conditions – reducing the risk of depression and anxiety by 26%. Aquatic activities are a valuable form of physical activity for improving mental health. Beyond its benefits in accessibility, the water provides people with a feeling of weightlessness, helping them to momentarily forget the outside world. “Blue mind” science indicates that contact with water induces a calm state of mind, and an escape from our screen-focused society. The annual benefit from reduced mental health conditions due to swimming and aquatic activities is \$227.7 million, as well as a decrease in health care costs of \$10.7 million.

- **Reduced Absenteeism** – Physical activity is associated with improved general health, leading to a reduction in days taken off due to sickness, this benefits the economy by reducing absenteeism in the workplace. Additionally, reduced stress levels support reduced presenteeism, which captures the cost of employees not working to their full potential. Aquatic facilities provide Australian workers the flexibility to fit physical activity into their work schedules - improving the health of millions of Australians and providing an important benefit to the Australian workforce. The aquatic industry produces an annual benefit of \$399 million to Australian productivity through the value of decreased absenteeism.
- **Avoided Child Drownings** – Sadly in 2020, 248 people lost their lives to drowning and a further 504 experienced a non-fatal drowning incident, costing the Australian economy \$1.24 billion. In 2020, the cost of child drownings in Australia was \$174 million.

Since 2020, drowning rates have increased across Australia and without the aquatic industry providing a safe place for people to swim as well as coordinated and formal swimming and water safety education, the number of people losing their lives would have been higher.

The Australian aquatic industry plays a key role in implementing the water safety strategy including:

- Providing safe spaces to swim with trained lifeguards supervising
- Increasing the number of people in the population who have swimming and lifesaving skills
- Increasing the level of awareness of the dangers of aquatic activities and educating children and adults on how to be safe in and around water.
- Increasing the awareness of parents on the importance of supervising children aged 0-10

What makes swimming unique to every other sport in the nation is its simultaneous ability to save lives but also be accessible to all ages regardless of impairments due to the low impact nature of activity. Additionally, it provides critical training for lifeguards, a place to host school swimming carnivals and a platform to pursue competitive achievements and in an inclusive environment.

## 1.9.2 A Stronger Local Economy and Social Connection

Through the provision of a broader and more diverse aquatic facility at the GWMP site, the facility will be more sustainable and provide the local community with job opportunities and drive a stronger local economy. Opportunities for locals will be presented through contracts to operate the café, gymnasium, fitness instructors and LTS programs as well as labour to support the delivery of these services. A strength of this site is the position in an already known and well used space in close proximity to other facilities (e.g., the KGV precinct and library) that will further support broader economic activity.

Additionally, this facility will revive the strong local connection to the GWMP and the sports site it resides on both preserving social cohesion but also strengthening it by becoming a place where more community members can meet, engage and build stronger social network. In essence, this site will introduce a new level of vibrancy and activation that will encourage broader social engagement, not just in the facility, but the surrounding spaces, walkways and organised sport activity (e.g., KGV) unique in this LGA.

This vibrancy is supported by findings from the Social Impact of the National Aquatic Industry conducted by Swinburne University 2021 (commissioned by RLSA) that indicated the aquatic industry provided a reduced feeling of loneliness and social isolation, encouraged organised clubs and groups and family-oriented engagement. This extended to diverse multicultural communities, learning about differences and opportunities to meet other community members. This report also noted that a key component to driving social value is having a

place with a broad level of amenity with the most popular services being a café/bistro/kiosk, group fitness, gymnasium, personal training and retail in addition to swimming and water safety / learn to swim programs.<sup>12</sup>

Combined, this facility will create activation and renewed vibrancy for the region, drive a stronger local economy and strengthen social connection with an already much loved and historically significant facility.

## 1.10 Government Strategic Alignment

Investment in a new aquatic facility aligns to the following Local, State and Federal Government and Organisational priorities including:

### 1.10.1 Local Government (Glenorchy City Council)

Policy / Plan / Strategy	Project Alignment
Glenorchy City Council Strategic Plan 2023-2032	<p>Council uses a Strategic Plan to explain its future direction and how it will carry out its activities to meet community goals. Key pillars this aligns to include:</p> <ul style="list-style-type: none"> <li>• <b>Making Lives Better</b> - Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.</li> <li>• <b>Building Image and Pride</b> - Our community values a strong sense of connection and a positive City image and Council strives to promote these.</li> <li>• <b>Open for Business</b> - Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.</li> <li>• <b>Leading Our Community</b> - Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.</li> <li>• <b>Valuing Our Environment</b> - Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.</li> </ul>
Glenorchy Annual Plan 2024/25 – 2027/28	<p>This Annual Plan supports the strategic vision in the Glenorchy City Council Strategic Plan 2023-2032, which was adopted by Council in March 2023.</p> <p>This Annual Plan maintains commitments of the past to build facilities and provide the services that our community wants, while ultimately moving forward with a new program and specifically highlights to commence the project to repair and reopen the Glenorchy War Memorial Pool</p>
Glenorchy Sport and Recreation Strategy 2040 – as at July 2021 (Draft)	<p>The purpose of this strategy is to provide a balanced response to the demands of existing and future community needs in the municipality. The Sport and Recreation Strategy will guide the provision of sport, recreation and facility development to 2040 and will:</p> <ul style="list-style-type: none"> <li>• Consider the future development and upgrade of existing sport and recreation facilities within the greater Glenorchy municipality.</li> <li>• Cover active sport and recreation, structured sport, unstructured recreation activities and the provision of new facility development, along with the upgrade to existing infrastructure.</li> </ul>

<sup>12</sup> The Social Impact of the National Aquatic Industry, Swinburne University, 2021

<p>Glenorchy Community Strategy 2021-2040</p>	<p>Building a strong community together</p> <p>This Strategy sets expectations for our community and Council. It seeks to deliver on our community's goal of Making Lives Better<sup>14</sup> and draws on the Glenorchy Community Plan 2015–2040, commitment statements, policies, research and consultations with community and stakeholders. Priority outcomes include:</p> <ol style="list-style-type: none"> <li>1. Accessible, inclusive and diverse – we are a welcoming, accessible and inclusive community, caring for all.</li> <li>2. Safe – we are a safe community with a strong sense of belonging, ownership, and pride.</li> <li>3. Healthy – we are a healthy, thriving, vibrant and strongly-connected community.</li> <li>4. Education and learning for life – we are a community that is engaged in diverse learning opportunities to achieve our aspirations.</li> </ol>
<p>Glenorchy Access Action Plan 2016-2021</p>	<p>Making Glenorchy the best place in Tasmania for people with disability to live, work and play.</p>

## 1.10.2 State Government and Organisations

Policy / Plan / Strategy	Project Alignment
<p>Active Tasmania</p>	<p>Active Tasmania develops and implements policies and initiatives to increase opportunities for all Tasmanians to participate in sport and active recreation.</p> <p>Their aim is to support the growth of the sport and active recreation sector by building the capability of organisations to provide safe, fun and inclusive opportunities.</p> <p>Active Tasmania develops and implements programs and initiatives to increase opportunities for all Tasmanians to participate in sport and active recreation in a way that works for them.</p> <p>We support the development of accessible and contemporary sport and active recreation facilities.</p>
<p>Tasmanian Institute of Sport</p>	<p>To be a world class centre for excellence that delivers Tasmania's largest, most successful cohort of Olympic and Paralympic athletes in 2032.</p> <p>Specifically, a new GWMP will support increased sporting performance, improved athlete wellbeing and engagement, identify more swimming talent and provide more opportunities to attract coaching talent.</p>
<p>Swimming Tasmania Strategy</p>	<p>Enrich and inspire towards 2032.</p> <p>The new aquatic facility will align to Swimming Tasmania's strategic objectives by supporting the operating context of the plan including:</p> <ul style="list-style-type: none"> <li>• <b>Sport Sustainability</b> - Viability and the performance of sport is under threat from declining volunteering, funding shifts, product relevance and governance capability and capacity.</li> <li>• <b>Participation Landscape</b> - People are increasingly time poor with limited budgets and are being offered new forms of sport, recreation and entertainment. Fewer are participating in organised sport, but there is a greater demand for a diverse range of sporting opportunities.</li> <li>• <b>Consumer Connection</b> - Technology and social media are driving fan expectations. Positive engagement through emerging platforms and meeting fans where they are at, not where we have traditionally expected them to be, is vital to remain relevant and enhance the fan experience. Digital connectivity is changing the way, and the speed, at which we communicate.</li> <li>• <b>High Performance</b> - International success is becoming harder to achieve as other countries invest more in elite sport. Opportunities to drive high performance outcomes are around building capability and capacity of athletes, coaches, and staff.</li> <li>• <b>Partnerships</b> - Strategic partnerships are vital as sport continues to strengthen our value proposition to our communities. New organisational forms and capabilities are required to create innovative approaches to delivering sport and value to partners.</li> </ul>

### 1.10.3 Federal Organisations

Policy / Plan / Strategy	Project Alignment
Swimming Australia BNE Legacy	Albeit in development, a new facility will provide an Olympic sized swimming pool targeted at competitive training and events.
Australian Olympic Committee Strategic Objectives:	<ul style="list-style-type: none"> <li>• Strategic Priority 2: Promote, raise awareness of and encourage participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia.</li> <li>• Strategic Priority 3: Encourage the development of sport for all for the health, wellbeing and other benefits to all individuals in Australia, and in support and encouragement of those objects, the development of high-performance sport as the pinnacle of the benefits of sporting participation.</li> </ul>
Paralympics Australia Strategic Plan: Our Time is Now – 5 Horizons towards Brisbane 2032	<ul style="list-style-type: none"> <li>• Grow and diversify funding via new revenue streams to attract more sustainable funding.</li> <li>• Lead, develop and leverage partnerships to build capability and enhance Paralympic sport equity and success towards and beyond 2032.</li> <li>• Partner to establish systems and pathways that support more thriving athletes, across more sport to deliver more medal performances.</li> <li>• Create a rich tapestry of stories and narratives for our fans and deliver values led partnership opportunities.</li> <li>• Deliver measurable performance results and impact on social change.</li> </ul>
Australian Sport Commission's Strategic Vision (Australian Institute of Sport) – Our Green and Gold decade of Opportunity	<ul style="list-style-type: none"> <li>• Build the capability of sport and the people involved.</li> <li>• Advocate for sport and its positive influence on Australia.</li> <li>• Promote and support inclusive and diverse sporting environments.</li> <li>• Drive thought leadership and innovation, inspiring world's best practices.</li> <li>• Optimise our facilities to advance sport and inspire Australians to get involved.</li> </ul>
Sport AUS – Sport 2030 - To be the world's most active and healthy sporting nation, known for its integrity and sporting success.	<ul style="list-style-type: none"> <li>• Building a More Active Australia – More Australians, more active, more often.</li> <li>• Achieving Sporting Excellence – National pride, inspiration and motivation through international sporting success.</li> <li>• Safeguarding the Integrity of Sport - A fair, safe and strong sport sector free from corruption.</li> <li>• Strengthening Australia's Sport Industry - A thriving Australian sport and recreation industry.</li> </ul>



## Part 2: Options Assessed

*Analysis of the investment options using quantitative & non-quantitative methods*

## 2.1 Initial Long List of Options

An investment logic mapping process uncovered a need for sport, recreation and community facilities at the existing GWMP Site. A needs assessment within the greater Hobart area identified nine potential options for the GWMP site. These options are listed below:

### Initial Long List of Options

Options	Description
1. Revitalise the Existing War Memorial Pool	Fix key issues to extend life by approximately 5 years and begin scoping for a replacement facility in this time.
2. Replace Existing Pool 'like for like'	New outdoor 50m pool and outdoor leisure pool, with supporting facilities and changerooms that meet current standards.
3. Multipurpose Courts (Non-aquatic) Facility	4 x multipurpose indoor courts (potential uses such as futsal, dance, martial arts, netball, basketball, community/social spaces - non sport).
4. Larger Outdoor and Indoor Aquatic Facility	50m outdoor pool, 25m indoor pool, learn to swim function and wellness facilities (including a spa, sauna and steam facility).
5. Multi Use Facility (Outdoor Pool and Indoor Courts)	Outdoor 25m pool, 2 x multipurpose indoor courts, learn to swim function, wellness facilities, health club and small pool / water play space.
6. Indoor Aquatic Facility with Semi Open-Air Pool Functionality	Indoor 50m pool with an external wall that opens up to enable a semi outdoor pool experience. This option also includes the ability for the 50m pool to have a wall divider creating 2 x 25m pools, learn to swim function and wellness facilities.
7. Indoor Multi Use Facility with Semi Open-Air Pool Functionality and Indoor Courts	Indoor 25m pool with semi open-air function, 2 x multipurpose indoor courts, learn to swim function and wellness facilities.
8. Parkland / Open Space	Includes community outdoor fitness, war and Indigenous memorials, outdoor arts and entertainment space and water play area.
9. Outdoor Junior Playing Fields	Focused on children and youth activity including little athletics, tennis, netball, football (soccer), futsal etc.,.

A selection criterion was developed to determine which of the nine options should be shortlisted to undertake more detailed assessment. The selection criteria include the option's ability to deliver community, economic, financial and strategic benefits for the Glenorchy region.

### Selection Criterion

Criterion	Description
Delivering Community Benefit	The total health & wellbeing and inclusion & connectedness benefit achieved
Community Usage, Benefit and Preferences	The level of benefit to community (i.e. health, wellbeing, inclusiveness and social connection) each option provides as well as community preferences as assessed via the dedicated community survey
Delivering Benefit to Schools	The level of benefit to schools (i.e. physical education, health, wellbeing, inclusiveness and social connection) each option provides as well as preferences as assessed via the dedicated school survey
Estimated Cost to Build (i.e. level of funding required)	Value of investment required to fund the option
Revenue Generating Opportunities	A high-level assessment of the likely demand / usage and commercial success of the facility
Ongoing Operational Costs	A high-level assessment of the potential ongoing operational costs for each facility
Regional Asset - Delivering Out of Region Visitation	The likely out of region visitation to the site due to being a unique asset / facility as assessed by the supply of nearby facilities
Alignment with Council Strategic Plan	Aligning with the GCC needs assessment as per the strategic plan

As detailed in the Stakeholder Engagement report (Appendix D), community and school surveys were administered to understand community benefits and preferences as well as additional stakeholder interviews, research and benchmarking to assess each of the options.

Based on the assessment, the initial options have been ranked from 1 (most suitable option) to 9 (least suitable option).

Options	Score (Out of 5)	Ranking
1. Revitalise the Existing War Memorial Pool	2.75	7
2. Replace Existing Pool 'like for like'	3.25	4
3. Multipurpose Courts (Non-aquatic) Facility	2.75	6
4. Larger Outdoor and Indoor Aquatic Facility	3.75	1
5. Multi Use Facility (Outdoor Pool and Indoor Courts)	3.5	2
6. Indoor Aquatic Facility with Semi Open-Air Pool Functionality	3.375	3
7. Indoor Multi Use Facility with Semi Open-Air Pool Functionality and Indoor Courts	3.125	5
8. Parkland / Open Space	2.5	8
9. Outdoor Junior Playing Fields	2.375	9

The shortlisted options identified were therefore:

- Option 4 - Larger Outdoor and Indoor Aquatic Facility
- Option 5 - Multi Use Facility (Outdoor Pool and Indoor Courts)
- Option 6 - Indoor Aquatic Facility with Semi Open-Air Pool Functionality

## 2.2 Shortlisted Options

High level concepts were developed for the three shortlisted options. These concepts are based on the following existing conditions, site extent and design principles associated with modern aquatic facilities.

It should be noted that these concepts should not be considered final but rather initial first concepts to provide a high-level overview of the potential placement of inclusions and subject to change based on feedback, feasibility and a detailed design process.

## 2.2.1 Existing Conditions

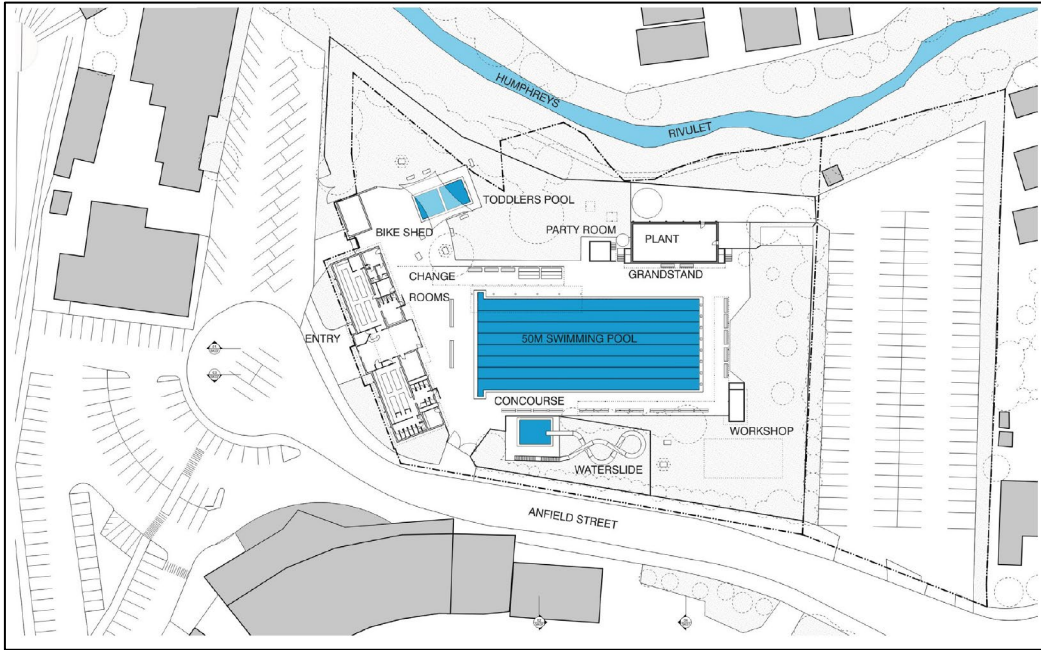


Image 15: Existing Conditions of the GWMP

## 2.2.2 Site Extents

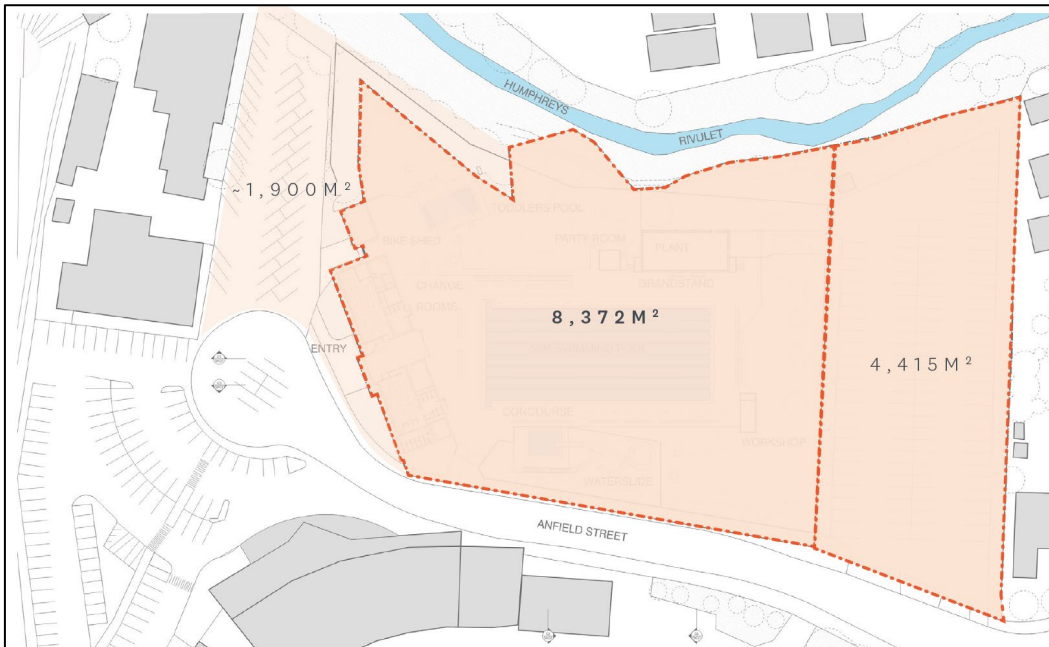


Image 16: Site constraints and boundaries



### 2.2.3 Design Principles

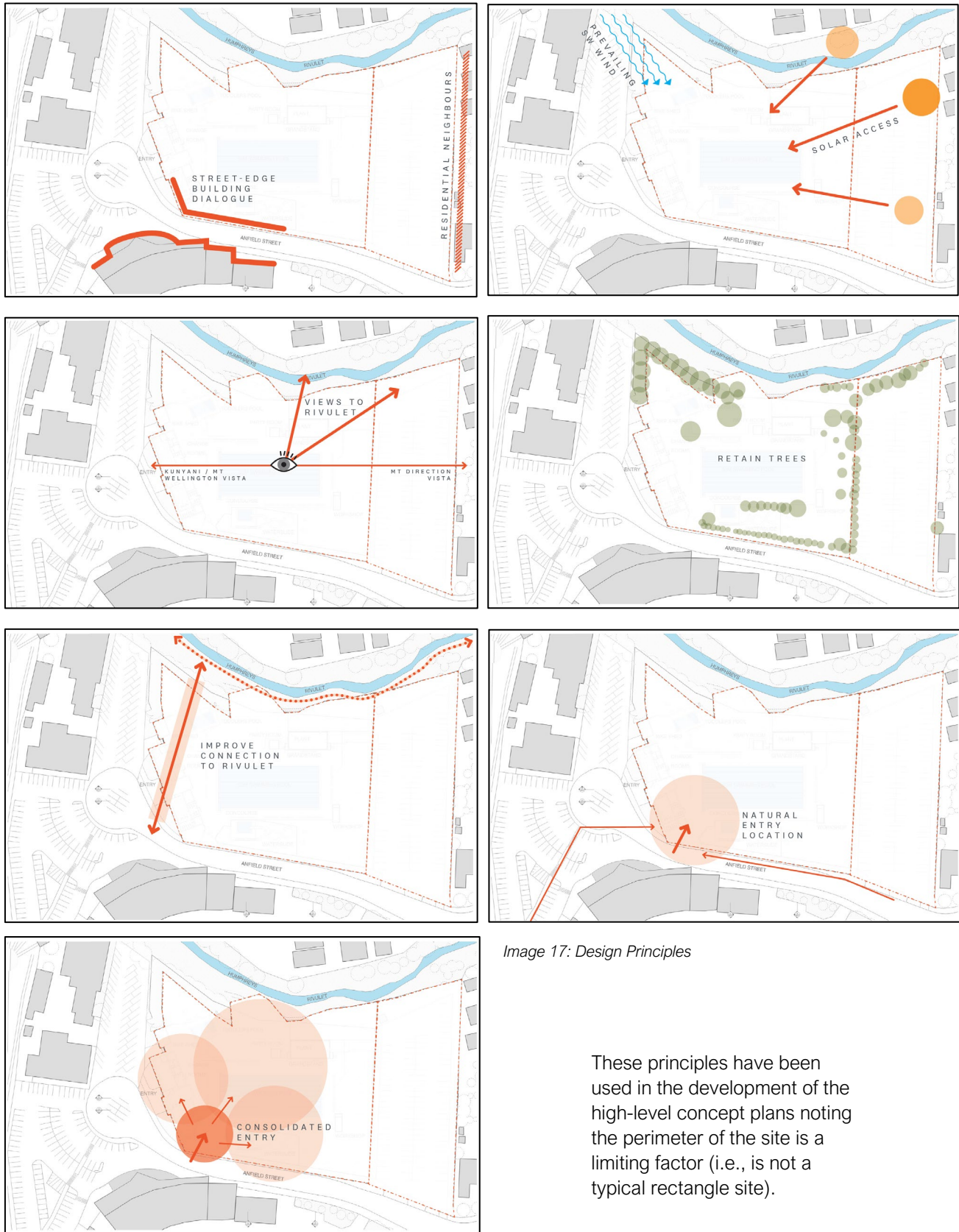


Image 17: Design Principles

These principles have been used in the development of the high-level concept plans noting the perimeter of the site is a limiting factor (i.e., is not a typical rectangle site).

## 2.2.4 Option 4 – Larger Outdoor and Indoor Aquatic Facility

Option 4 includes:

### Outdoor Facilities (Open 8 months per year)

- Outdoor 50m pool
- Grandstand / spectator area (200 capacity)
- Outdoor change area
- Outdoor splashpad / slide
- Leisure landscape for picnics

### Indoor Facilities (Open 12 months per year)

- 25m lap pool
- 12m x 20m warm learn to swim / program pool
- Wellness hall (spa, sauna, steam)
- Leisure pool / toddler pool
- Change village / facilities

### Other

- Back of house (control room, laundry, pool plant, heating)
- Front of house (foyer, creche, café, reception, retail)

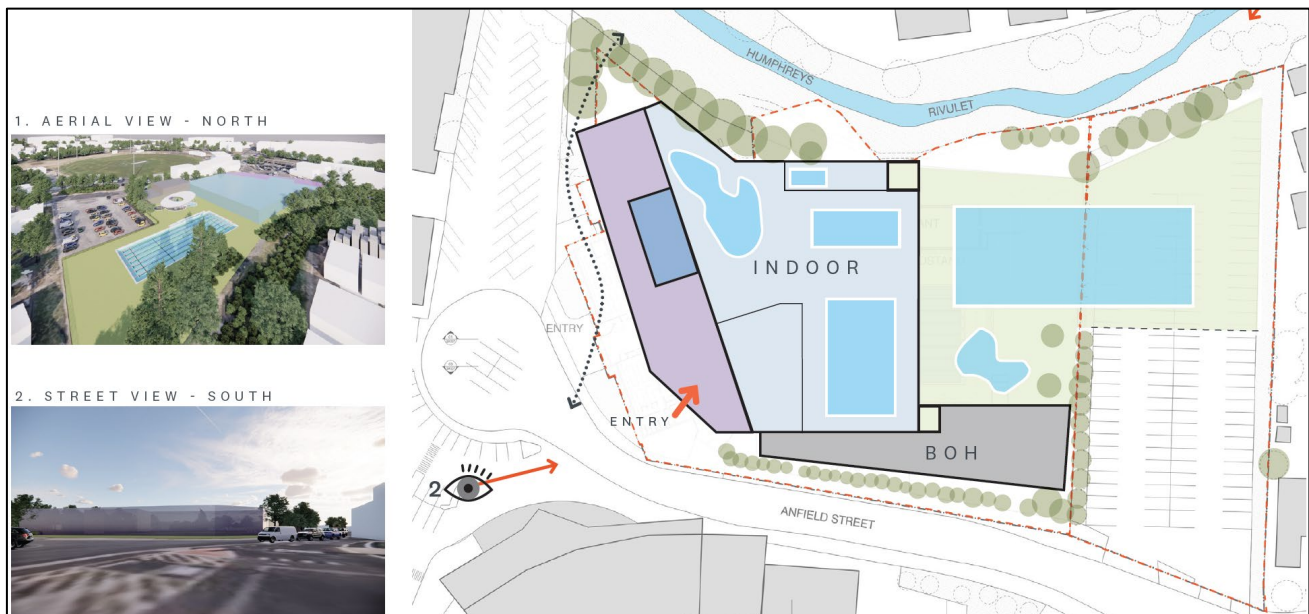


Image 18: Initial concepts Option 4 (Carabiner)

## 2.2.5 Option 5 – Multi-use Facility (Outdoor Pool and Indoor Courts)

Option 5 includes:

### Outdoor Facilities (Open 8 months per year)

- Outdoor 25m pool
- Leisure landscape for picnics

### Indoor Facilities (Open 12 months per year)

- 12m x 20m warm learn to swim / program pool
- Wellness hall (spa, sauna, steam)
- Change village / facilities
- 2 x indoor multi-use courts (court seating 150 people, changerooms)
- Gymnasium (842 sqm)

### Other

- Back of house (control room, laundry, pool plant, heating)
- Front of house (foyer, creche, café, reception, retail)

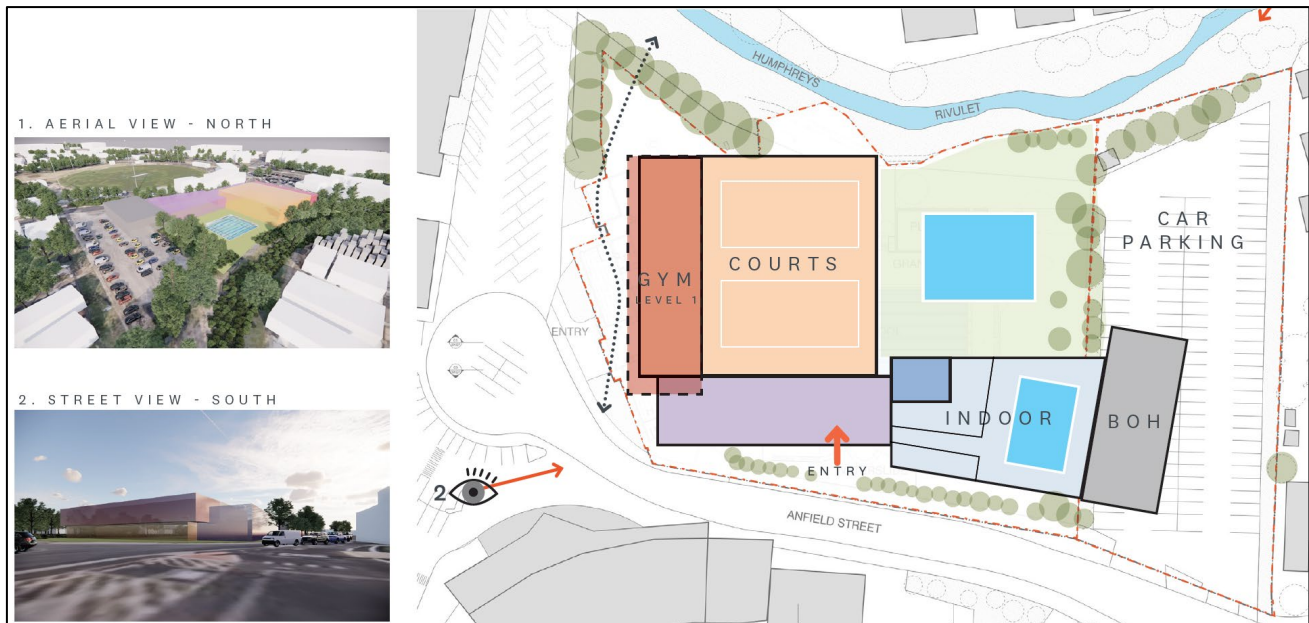


Image 19: Initial concepts Option 5 (Carabiner)



## 2.2.6 Option 6 – Indoor Aquatic Facility with Semi Open-Air Functionality

Option 6 includes:

### Indoor Facilities (Open 12 months per year)

- Indoor 50m pool
- 12mx 20m warm learn to swim / program pool
- Leisure pool / toddler pool
- Wellness hall (spa, sauna, steam)
- Change village / facilities

### Other

- Back of house (control room, laundry, pool plant, heating)
- Front of house (foyer, creche, café, reception, retail)

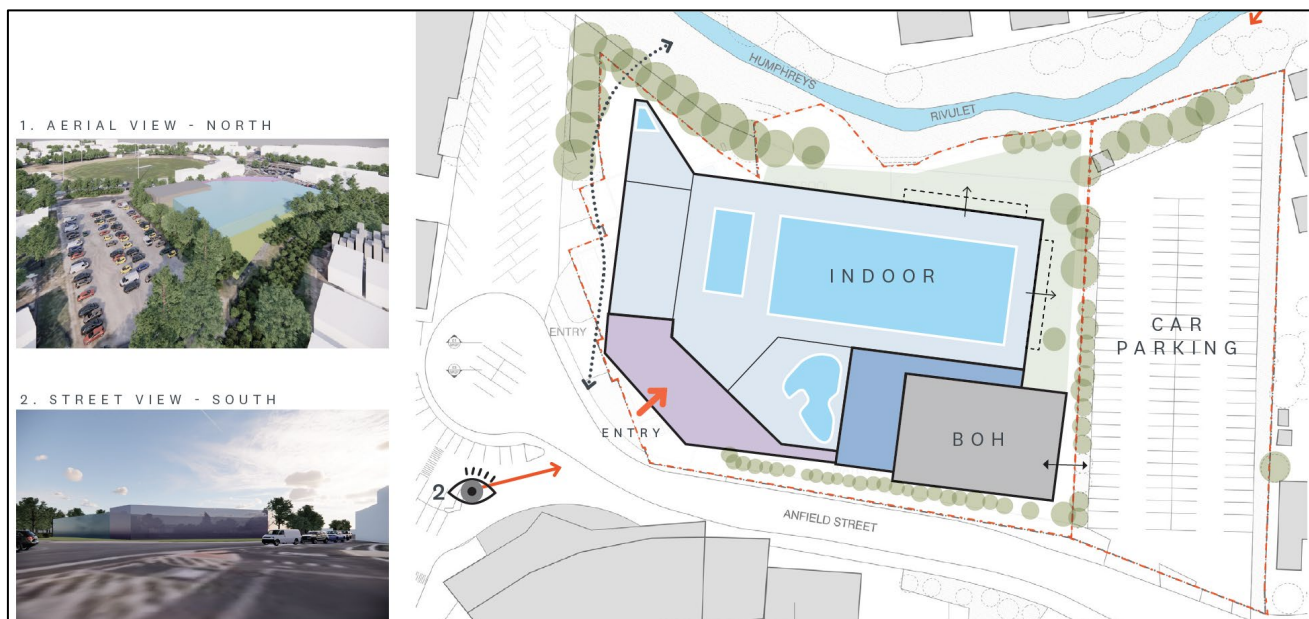


Image 20: Initial concepts Option 6 (Carabiner)

## 2.3 Identified Preferred Option

A demand, financial and economic assessment was undertaken to assist in identifying the preferred option. The outcome of that interim analysis is detailed within Appendix E: MI Global Partners Options Assessment Report. In summary it identified Option 4 as delivering the best value for money for Government (i.e. greatest Benefit Cost Ratio) and social outcomes, however due to the inclusion of a health club (i.e. gymnasium), Option 5 delivers the best commercial outcome.

Further stakeholder engagement was undertaken to test the shortlisted options with key stakeholders and user groups including Friends of Glenorchy War Memorial Pool Incorporated, Save the Glenorchy War Memorial Pool, Belgravia Leisure and local Glenorchy schools.



Feedback received was that Option 4 is the preferred option of these key groups due to the facility providing a 50-metre outdoor pool with sufficient areas for social activities which is considered a unique proposition for greater Hobart, particularly with the twin views of Mount Wellington and Mount Direction. This option also offers all year-round functionality with the indoor 25-metre pool while also catering for new user groups with a dedicated program pool to deliver much needed learn to swim and rehab / aquarobics facilities.

In order to deliver more commercial benefits and reduce the subsidy required to offset the annual deficit the facility is likely to generate, the inclusion of a health club (i.e. gymnasium), as per Option 5 would be the preferred option moving forward.

Whilst the inclusion of gym/health club facilities to Option 4 resulted in increased capital cost, it will also result in significantly increased visitation and revenue projections and thereby improving the projected viability and operational costs deficit. This inclusion would further strengthen the case for Option 4, which is already rated as the preferred option by the community and key stakeholders.

Splash Devonport Aquatic & Leisure Centre is an example where a tired underutilised outdoor 50 metre pool and waterslide was redeveloped to include a 25 metre eight-lane indoor swimming pool, an indoor learn to swim/warm water exercise pool with water play features, an outdoor water play splash pad and a fully equipped Health Club with a gymnasium and a group exercise studio. The high utilisation of the gymnasium has ensured success of this facility, and the deficit subsidised by local Council is minimised and sustains an excellent community facility.

### 2.3.1 Option 4A – Larger Outdoor and Indoor Aquatic Facility with Health Club

Option 4A includes:

#### Outdoor Facilities (Open 8 months per year)

- Outdoor 50m pool
- Grandstand / spectator area (700 capacity)
- Outdoor change area
- Outdoor splash pad / slide
- Leisure landscape for picnics

#### Indoor Facilities (Open 12 months per year)

- 25m lap pool
- 12m x 20m warm learn to swim / program pool
- Wellness Hall (spa, sauna, steam)
- Leisure pool / toddler pool
- Change village / facilities
- Gymnasium (1,200 sqm)

#### Other

- Back of house (control room, laundry, pool plant, heating)
- Front of house (foyer, creche, café, reception, retail)



Image 21: Birdseye view (ground level) of the recommended option (Carabiner)

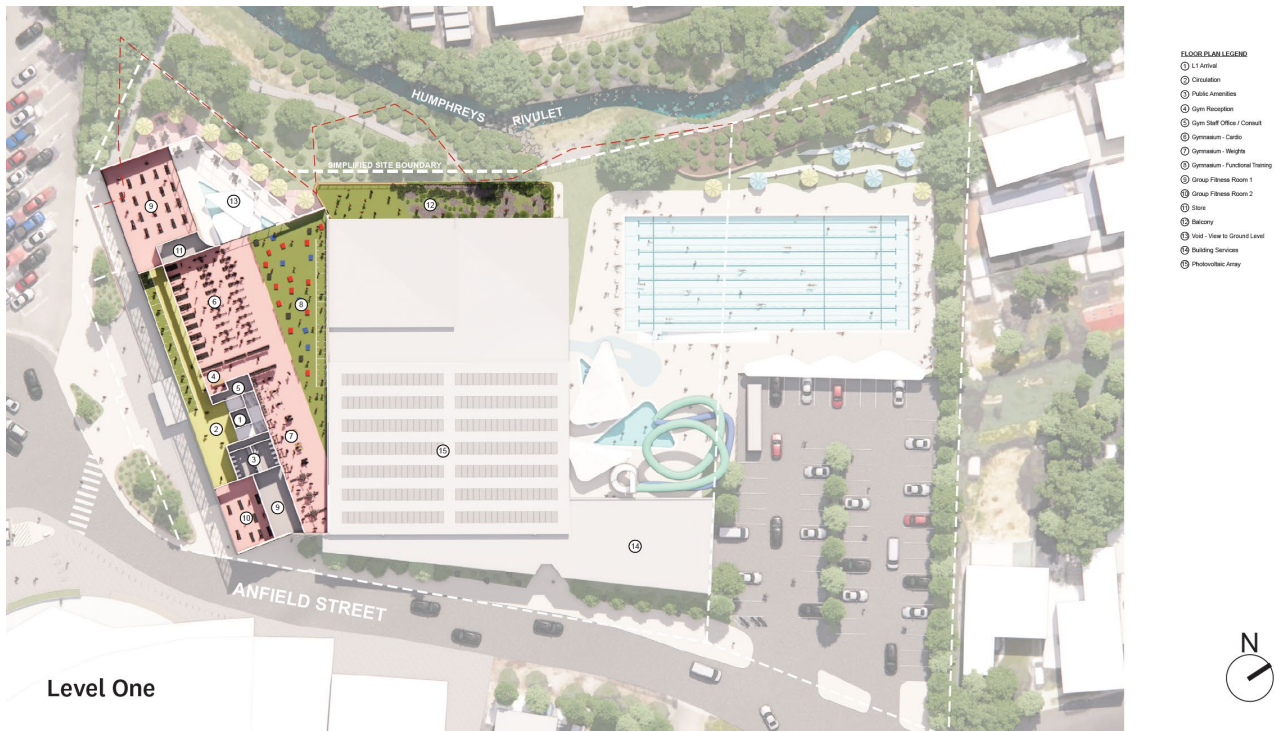


Image 22: Birdseye view (first level) of the recommended option (Carabiner)





Image 23: North view of the recommended option (Carabiner)



Image 24: View of Mt Wellington (Carabiner)





Image 25: Internal view of the recommended option (Carabiner)

For more information on the preferred option refer to Appendix B: Carabiner Preferred Option Report.

## 2.4 Capital Costs

WT Partnership have provided a cost estimate for the three shortlisted options and the identified preferred option.

Item	%	Option 4	Option 5	Option 6	Option 4A
Trade Costs		\$54,361,500	\$51,731,500	\$52,851,000	\$62,415,000
Escalation (2025-2027)	13%	\$7,067,000	\$6,725,000	\$6,871,000	\$8,115,000
<b>Sub Total</b>		<b>\$61,428,500</b>	<b>\$58,456,500</b>	<b>\$59,722,000</b>	<b>\$70,530,000</b>
Furniture/Fittings & Equipment (FFE)		\$1,500,000	\$1,500,000	\$1,500,000	\$2,000,000
Consultant Fees	10%	\$6,292,850	\$5,995,650	\$6,122,200	\$7,253,000
Contingency	5%	\$3,461,068	\$3,297,608	\$3,367,210	\$3,989,150
<b>Grand Total</b>		<b>\$72,682,418</b>	<b>\$69,249,758</b>	<b>\$70,711,410</b>	<b>\$83,772,150</b>

The projected cost of the identified preferred option is \$83.8 million.

In accordance with the WT Australian Construction Market Conditions Report issued May 2024 the following escalation allowances have been calculated: 2024 (5.5%), 2025 (6.0%) and 2026 (6%).

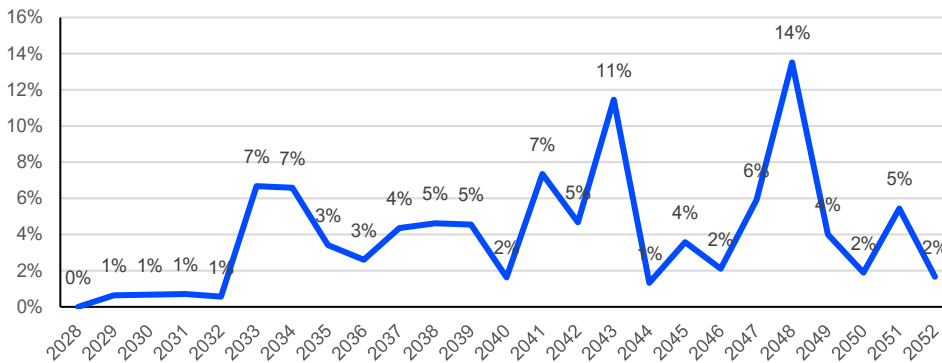
For the purpose of the analysis, construction costs have been allocated 10% in 2025, 30% in 2026 and 60% in 2027 based off an assumption that best case scenario, the project will be operational in 2028. Should this be delayed, capital costs are expected to continue to escalate at 6% per year.

WT Partnership also completed a whole of life analysis to determine the ongoing annual lifecycle maintenance costs of each option.



Life Cycle Costs (2024AUD\$)	Option 4	Option 5	Option 6	Option 4A
Additional Life Cycle Costs (2028 – 2051)	\$15,158,393	\$14,247,403	\$14,725,411	\$17,200,050
Average per year	\$606,336	\$569,896	\$589,016	\$688,002

### % of overall Lifecycle Costs per year



The major capital costs expected in 2032, 2033, 2040, 2043 and 2048 due to the likely occurrence of the following:

- 2033 – Appliance, pool equipment replacement, repainting of painted finishes
- 2034 – FF&E partial replacements
- 2043 – Mechanical/ Hydraulic replacements
- 2048 – Mechanical/ Hydraulics and Plumbing Fixture replacements, Pool Refurbishment, Fit-out refurbishment and recurring FF&E partial replacements

## 2.5 Operating Costs

Industry benchmark data has been used to quantify the likely operating costs per option.

- **Staff Costs** - quantified using a labour cost per attendee ratio of \$6.50 (aligned with current Devonport and other aquatic facility staffing costs)
- **Cleaning, maintenance, utilities, pest control, fire protection** - quantified using a cost per sqm ratio (WT Partnership OPEX estimates using benchmarked facilities)
- **Marketing** - quantified using a cost per sqm ratio of \$6.83 (industry benchmark)
- **Insurance** - quantified using a cost per sqm ratio of \$6.50 (industry benchmark)
- **Security** - quantified using a cost per sqm ratio of \$6.50 (industry benchmark)
- **Administration** - a nominal amount has been used to estimate administration costs
- **Pool Assets (maintenance, water, electricity, chemicals)** - quantified using a cost per sqm ratio (WT Partnership OPEX estimates using benchmarked facilities)
- **Food & beverage** - cost of goods sold (COGS) has been estimated at 30% of total food & beverage revenue
- **Capital Lifecycle Costs** - As provided by WT Partnership above

Costs	Option 4	Option 5	Option 6	Option 4A
Staff	\$1,320,115	\$1,441,846	\$980,078	\$1,867,632
Cleaning	\$133,080	\$144,414	\$137,506	\$165,479
Maintenance	\$211,357	\$239,002	\$220,314	\$260,732
Utilities	\$144,982	\$146,802	\$155,682	\$177,953
Pest Control	\$7,141	\$8,177	\$7,248	\$5,980
Fire Protection	\$23,087	\$27,967	\$23,703	\$26,912
Marketing	\$37,497	\$27,265	\$28,959	\$41,608
Insurance	\$35,685	\$25,948	\$27,560	\$39,598
Security	\$35,685	\$25,948	\$27,560	\$39,598
Administration	\$40,000	\$40,000	\$40,000	\$40,000
Pool Assets	\$726,086	\$263,578	\$557,770	\$726,086
F&B COGS	\$18,279	\$19,964	\$13,570	\$25,860
<b>Total Operational Costs</b>	<b>\$2,732,994</b>	<b>\$2,410,910</b>	<b>\$2,219,950</b>	<b>\$3,417,439</b>

It is projected that a new preferred facility (i.e. Option 4A) will cost \$3.4 million per year.

Staffing is the largest operating cost for the new facility (55% of overall costs), followed by maintaining the pool assets (i.e. water, electricity for heating, repair and chemicals) which account for approximately 21% of total operating costs for the aquatic facilities.

In addition to the operating costs, the facility will cost on average \$688,002 per year to maintain (i.e. lifecycle capital maintenance and replacement costs) delivering an average total annual cost of \$4.1 million.

## 2.6 Demand Analysis

Demand analysis was also undertaken to assess the utilisation at the activity level in line with the former facility and Devonport. The activities are consistent with aquatic facilities across Australia.

Activity	GWMP Usage	Devonport Usage	Option 4	Option 5	Option 6	Option 4A	Comments
Membership - Aquatic Only	2,040		16,728	4,080	12,546	16,728	4 times the members (also 12-month Utilisation)
Adult (16+) – Casual use	14,015	57,556	51,800	28,030	38,850	51,800	Consistent with Devonport
Children (5-15) – Causal Use			2,878	1,402	2,158	2,878	Consistent with Devonport
Spectator			2,878	607	2,158	2,878	Consistent with Devonport
10 pass card	1,701		7,870	3,615	5,903	7,870	GWMP (12% of casual use)
Carnival cost per day			14,000	7,000	14,000	14,000	28-day season - 500 average students
Lane hire per hour		7,950	7,950	3,975	9,938	7,950	Same as Devonport (25% higher for Indoor)
LTS Private		64,928	66,000	43,996	43,996	66,000	1375 for 48 weeks a year (Dev) - 95% capacity
LTS School			17,500	11,666	11,666	17,500	14 schools, 125 kids, 10 lessons
Program pool per hour / Group fitness / aquarobics			11,890	5,967	5,967	11,890	6 hours, 5 days a week, 8 people capacity - 95% capacity
<b>Aquatic Usage</b>	<b>17,756</b>	<b>130,434</b>	<b>199,495</b>	<b>110,336</b>	<b>147,181</b>	<b>199,495</b>	
Spa / Sauna - Casual Use			3,600	3,600	3,600	3,600	10 casual entries per day
Gym Member (Full Centre)		102,101		61,261		76,576	Industry benchmark – 8% of catchment / 30% share
Gym - Casual Use				6,126		7,658	10% of membership
Casual court hire				40,500			15 hours per day x 2 courts x 25% utilisation (15 people each)
<b>Total Usage</b>	<b>17,756</b>	<b>232,535</b>	<b>203,095</b>	<b>221,822</b>	<b>150,781</b>	<b>287,328</b>	

It is projected that Option 4A will see an estimated 287,328 people using the facility per year with 105,000 using the main pool facilities, 95,000 using the learn to swim and program pool facilities and a further 88,000 utilising the health club facilities. Overall, it is a significant uplift compared the existing GWMP due to attracting far broader user groups to the facility.

The community and school survey results as well as the stakeholder engagements justify this uplift with the following key insights:

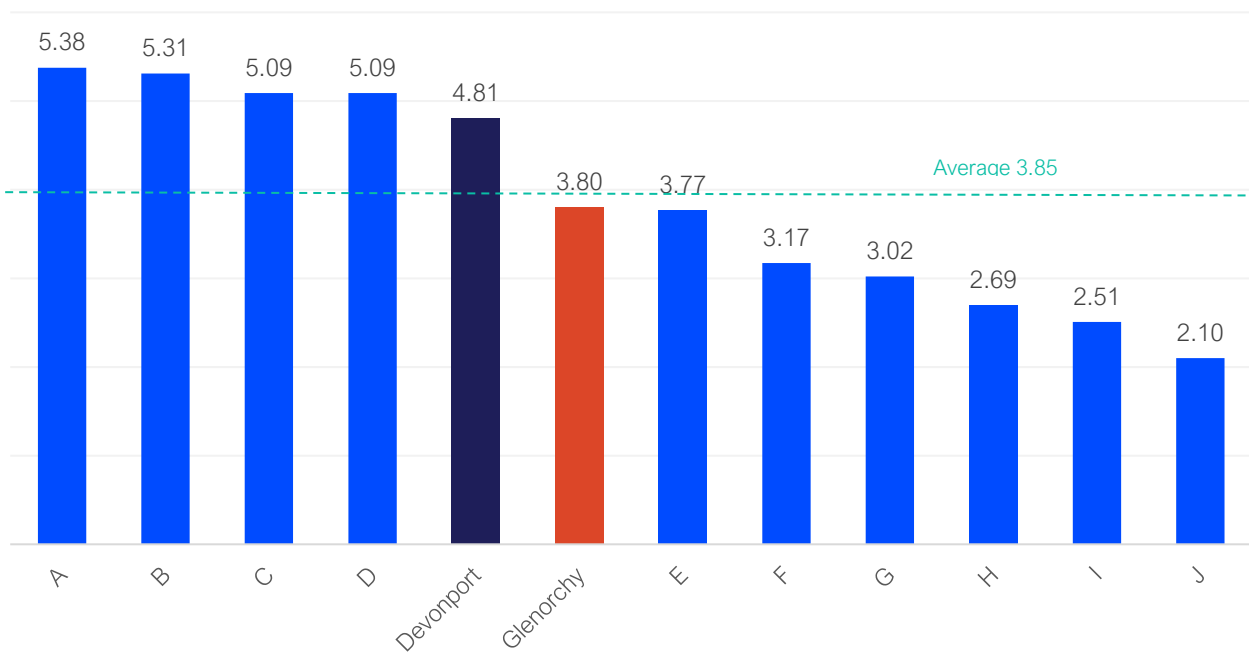
- 55% of GWMP visitors also visited other pools during the same period meaning the existing GWMP was limited in its service offering did not cater for every user’s needs
- GWMP was only opened for 6 months of the year, while the future options will provide year-round access with indoor facilities
- 40% of those that didn’t use GWMP when it was open was due to being either unaware of the pool or believed it was too cold and / or was of poor quality. Around 90% of non GWMP users said they would visit a new facility either sometimes or frequently
- 50% of local schools surveyed said they would increase usage at a new facility either through learn to swim programs and carnivals

- Additional stakeholder engagement with pool operators, competitor facilities, KGV neighbouring facilities also suggested sufficient demand for warm water activities (learn to swim , rehab), carnivals and squad swimming

Option 4A is projected to see a 50% uplift in the aquatic use compared to the Devonport facility which is justified with a significantly larger catchment population (52,466 vs 27,124). Whilst the catchment is almost double the size, the usage for Option 4A is only projected to be 50% greater due to the competing facilities in adjoining areas.

Overall aquatic usage has been benchmarked against similar facilities across Australia. The average annual utilisation per catchment population is 3.85. Option 4A's overall utilisation of 199,495 ensures a ratio of 3.80, which appears in line with the industry average. Options 5 and 6 were at the lower end of the industry range demonstrating lower expected use of an outdoor 25m pool and indoor 50m pool compared to the preferred outdoor 50m and indoor 25m pool option.

### Annual Utilisation to Catchment Population Ratio



Option 4A is also projected to see 88,000 visits to the health club / gymnasium which is 86% of the utilisation of Devonport. Although there is a larger catchment population compared to Devonport, a more conservative estimate has been used for gym membership use due to increased competition in the Glenorchy area. The estimate is based off 1,200 members attending on average 1.23 times per week.



## 2.6.1 Operating Revenues

Utilising the demand projections and Doone Kennedy Hobart Aquatic Centre benchmark fees for each activity, the annual revenue generated for each option can be determined.

### Fees per Activity

Activity	Fee
Annual Membership - aquatic only	\$650.00
Adult (16+) – casual use	\$7.50
Children (5-15) – casual Use	\$6.00
Spectator	\$2.00
10 pass card	\$70.00
Carnival cost per day	\$2,400
Lane hire per hour	\$12.50
Spa / sauna - casual use	\$15.00
Learn to swim private per session	\$20.00
Learn to swim school per session	\$7.00
Program pool per session (group fitness / aquarobics)	\$17.00
Annual gym membership (Full Centre)	\$900.00
Gym - casual use	\$23.50
Casual court hire per hour	\$50.00

In addition to aquatic, gymnasium and court revenue generating activities, each option considers the inclusion of a café / kiosk. Food & beverage revenue is calculated using an industry benchmark of \$0.30 per attendee.

## Annual Revenue Projections per Option

Activity	Option 4	Option 5	Option 6	Option 4A
Membership - aquatic only	\$104,550	\$25,500	\$78,413	\$104,550
Adult (16+) – casual use	\$388,503	\$210,225	\$291,377	\$388,503
Children (5-15) – casual use	\$17,267	\$8,409	\$12,950	\$17,267
Spectator	\$5,756	\$1,213	\$4,317	\$5,756
10 pass card	\$55,092	\$25,303	\$41,319	\$55,092
Carnival cost per day	\$168,000	\$84,000	\$168,000	\$67,200
Lane hire per hour	\$99,375	\$49,688	\$124,219	\$99,375
Spa / sauna - casual use	\$54,000	\$54,000	\$54,000	\$54,000
Learn to swim private	\$1,320,000	\$879,912	\$879,912	\$1,320,000
Learn to swim school	\$122,500	\$81,659	\$81,659	\$122,500
Program pool per hour / group fitness / aquarobics	\$202,137	\$101,437	\$101,437	\$202,137
Gym member (Full Centre)	\$0	\$864,000	\$0	\$1,080,000
Gym - casual use	\$0	\$143,962	\$0	\$179,953
Casual court hire	\$0	\$135,000	\$0	\$0
Food & beverage	\$60,928	\$66,547	\$45,234	\$86,198
<b>Total Revenue</b>	<b>\$2,598,107</b>	<b>\$2,730,854</b>	<b>\$1,882,836</b>	<b>\$3,782,530</b>
Annual attendance	203,095	221,822	150,781	287,328
Revenue per visit	\$12.79	\$12.31	\$12.49	\$13.16
Revenue excluding F&B per visit	\$12.49	\$12.01	\$12.19	\$12.86

Benchmarking analysis suggests that aquatic facilities see a revenue per visit of around \$12 depending on whether it is a metro or regional facility and available activities / user groups.

Without food & beverage revenue, the options are projected to generate between \$12.01 and \$12.86 per attendee which is in line the industry average meaning the options presented are priced appropriately and are catering for higher yielding user groups including learn to swim, squad swimming and carnivals.

## 2.7 Cash Flow Analysis

Further analysis was undertaken to determine the cash flow earnings before interest, taxes, depreciation, and amortisation (EBITDA) of the shortlisted options for the first 5 years of operations, and beyond. It should be noted that the costs below include both the operating costs and ongoing lifecycle maintenance costs and excludes escalation and depreciation (i.e. all figures presented in 2024 AUD).

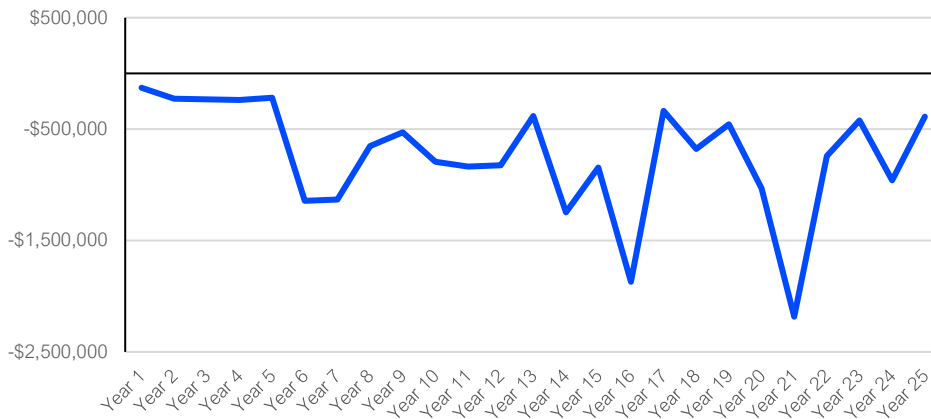
### Option 4

\$AUD (000,000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Next 20 Years Year 6 – Year 25
Total Costs	\$2.61	\$2.72	\$2.74	\$2.76	\$2.75	\$69.29
Total Revenue	\$2.48	\$2.50	\$2.51	\$2.52	\$2.53	\$51.83
Total Operating Surplus (EBITDA)	-\$0.13	-\$0.23	-\$0.23	-\$0.24	-\$0.22	-\$17.46

Option 4 is expected to generate an operating deficit of ~\$210,000 per year in its first 5 years of operations.

However, as lifecycle costs increase over time, Option 4 will experience an average operating deficit of \$0.87 million per year from year 6 (\$740,000 loss on average per year over the 25 years of operations).

#### Operating Profit per year



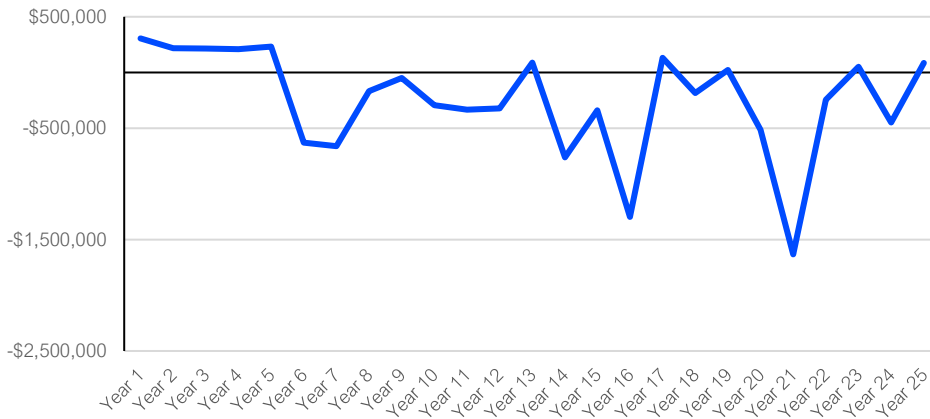
### Option 5

\$AUD (000,000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Next 20 Years Year 6 – Year 25
Total Costs	\$2.30	\$2.41	\$2.42	\$2.44	\$2.43	\$61.98
Total Revenue	\$2.61	\$2.62	\$2.64	\$2.65	\$2.66	\$54.48
Total Operating Surplus (EBITDA)	\$0.31	\$0.22	\$0.21	\$0.21	\$0.23	-\$7.50

Option 5 is expected to generate an operating profit of ~\$240,000 per year in its first 5 years of operations.

However, as lifecycle costs increase over time, Option 5 will experience an average operating deficit of \$370,000 per year from year 6 (\$252,000 loss on average per year over the 25 years of operations).

Operating Profit per year



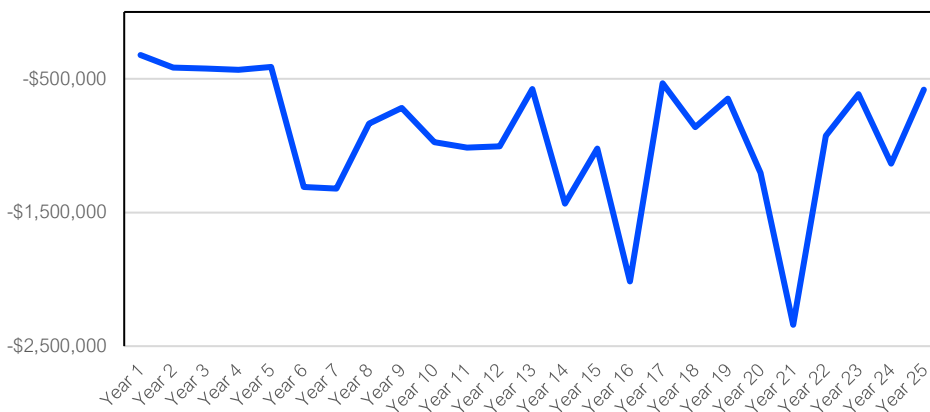
Option 6

\$AUD (000,000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Next 20 Years Year 6 – Year 25
Total Costs	\$2.12	\$2.23	\$2.24	\$2.26	\$2.25	\$61.98
Total Revenue	\$1.80	\$1.81	\$1.82	\$1.83	\$1.84	\$37.56
Total Operating Surplus (EBITDA)	-\$0.32	-\$0.42	-\$0.42	-\$0.43	-\$0.41	-\$24.42

Option 6 is expected to generate an operating deficit of ~\$40,000 per year in its first 5 years of operations.

However, as lifecycle costs increase over time, Option 6 will experience an average operating deficit of \$1.22 million per year from year 6 (\$923,000 loss on average per year over the 25 years of operations).

Operating Profit per year





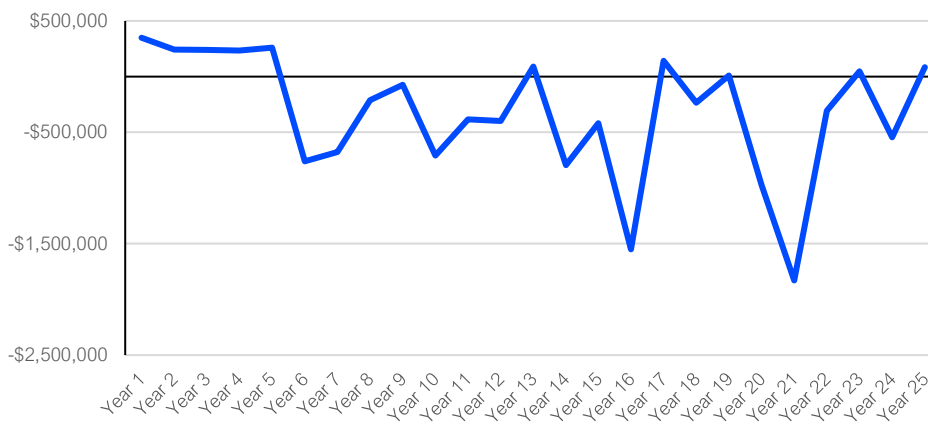
### Option 4A

\$AUD (000,000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Next 20 Years Year 6 – Year 25
Total Costs	\$3.27	\$3.39	\$3.41	\$3.44	\$3.43	\$84.94
Total Revenue	\$3.62	\$3.63	\$3.65	\$3.67	\$3.69	\$75.46
Total Operating Surplus (EBITDA)	\$0.35	\$0.24	\$0.24	\$0.23	\$0.26	-\$9.48

Option 4A is expected to generate an operating profit of ~\$270,000 per year in its first 5 years of operations.

However, as lifecycle costs increase over time, Option 4A will experience an average operating deficit of \$470,000 per year from year 6 (\$326,000 loss on average per year over the 25 years of operations).

Operating Profit per year



## 2.8 Cost Benefit Analysis

This section represents the economic appraisal of the project options. The economic appraisal is an important component of the decision-making process. It provides decision-makers with a complete view of the net socio-economic impacts, that is, the expected total impact on society welfare that would result from the project. The economic appraisal broadens the analysis to include non-market values, and to capture the economic impact on all relevant stakeholders instead of those directly related to the project. Many of these are not financial in nature, and while the economic analysis quantifies impacts in dollars, these are a measure of social welfare rather than financial value.

### 2.8.1 Cost-Benefit Analysis Overview

The economic appraisal has been developed in accordance with Infrastructure Australia Guidelines.

The following general assumptions were adopted for this analysis:

- Where necessary the project investment analysis, benefits and costs have not been escalated per annum (i.e. presented as 2024 AUD)

- The benefits and costs have been assessed over a period of 1 January 2025 to 31 December 2052 (i.e. the project evaluation period – 25 years post construction)
- The real social discount rate recommended in the Guide to Cost-Benefit Analysis is 7%
- The analysis of the options is based on the incremental benefits and costs compared to the base case
- The base case for this assessment considers no facility at the GWMP site therefore not incurring future costs or benefits for the reference group
- For this project the reference group is considered the community of Tasmania, including residents of the state, locally owned businesses and the Tasmania Government

The table below outlines the key benefits and costs considered for each option for the purposes of the cost-benefit analysis.

### Cost-Benefit Analysis Framework

Costs	Category	Bearer	Description	Method and Source
Construction Costs	Construction	Government	Construction costs of the facility	WT Partnership cost estimates
Life Cycle Costs	Life Cycle	Government	Ongoing annual capital costs of maintaining the facility	WT Partnership cost estimates
Operating Costs	Operating	Government	Operational costs including staff, F&B COGS, utilities, marketing, insurances, security, administration, pool assets etc.	Estimated costs based on benchmark facilities
Benefits	Category	Beneficiary	Description	Method and Source
Facility Revenue	Financial	Government	Estimated operating revenue including memberships, casual use fees, programs, venue / lane hire, F&B	Benchmark data and demand modelling to establish revenue by activity
Consumer Use Surplus	Consumer	Consumers	Consumer user benefits of the new facility	Time/Cost Savings Methodology
Consumer Non-Use Surplus	Community	Local Community	Consumer nonuser benefit to local Glenorchy residents includes the option to use an asset, the benefit of an asset facilitating social interaction and well-being, and the benefit of an asset to enhance local amenity for the community	Glenorchy City Council (2028 to 2052) x Consumer nonuser surplus benchmarked against sport infrastructure
Avoided Productivity Cost	Participation	Businesses	Business benefits arising from sport & rec participation (reduced number of workdays off)	Literature study - Economic Benefits of Australian Public Aquatic Facilities Industry Report (Socio-Economic value per visit)
Health Benefits	Participation	Consumers	Consumer benefits arising from sport & rec participation (Quality of life)	Literature study - Economic Benefits of Australian Public Aquatic Facilities Industry Report (Socio-Economic value per visit)
Health Cost Savings	Participation	Government	Government benefits arising from sport & rec participation (Health cost savings)	Literature study - Economic Benefits of Australian Public Aquatic Facilities Industry Report (Socio-Economic value per visit)
Avoided Drownings	Avoided Drownings	Consumers	Benefits arising from learning to swim and avoided drownings (Value of life)	Literature study - Global Report on Drownings World Health Organisation and RSLs 2023 National Drownings Report (Statistical value of life x avoided drownings)
Terminal value	Terminal	Government	Terminal value	Assessment framework 2021 Guide to economic appraisal

The primary economic appraisal metric is the Benefit Cost Ratio (BCR), as specified in Infrastructure Australia Guidelines for Capital Business Cases. The ratio of quantifiable incremental benefits to quantifiable incremental costs.

A BCR greater than one indicates that the benefits of the project exceed the costs of the project over the evaluation period.

Net Present Value (NPV) represents the difference between the present value of the total incremental benefits and the present value of the incremental costs. Projects with a positive NPV indicate that the benefits of the project exceed the costs of the project over the evaluation period.

## 2.8.2 Quantifying Financial Benefits

Financial benefits were quantified as per the operating model and detailed in sections 2.5, 2.6 and 2.7 above.

	Option 4	Option 5	Option 6	Option 4A
Total Revenue	\$2,732,994	\$2,410,910	\$2,219,950	\$3,417,439

## 2.8.3 Quantifying Consumer Benefits

Consumer surplus is regarded as the benefit to local consumers over and above the total economic cost of consuming a good or service.

This benefit is typically measured by the amount the consumer is willing to pay for the experience above the price paid for the experience (i.e. the ticketing price or user fee).

The travel cost method is a way of calculating this for community sport & recreation. This method involves collecting data on the costs incurred by each individual in travelling to the recreational site or amenity. This 'price' paid by visitors is unique to each individual and is calculated by summing the travel costs from each individual's original location to the amenity. By aggregating the observed travel costs associated with a number of individuals accessing the amenity a demand curve can be estimated, and as such a price can be obtained for the non-price amenity.

Consumer Surplus Calculation	Option 4	Option 5	Option 6	Option 4A
Calculated trips per year**	132,069	97,134	95,477	159,223
Total Consumer Surplus	\$873,493	\$642,440	\$631,480	\$1,053,092

\*\* Total demand excluding school carnival and gym visits multiplied by 2 (to and from facility) divided by 2 (half of the visits would not occur if not for a new facility – survey results) divided by 1.41 passengers per car (ATAP)

Based on a total benefit of \$6.61 per visit, the annual consumer benefit has been calculated as between \$631,000 and \$1,053,092 (Option 4A).

## 2.8.4 Quantifying Community Benefits

A number of global literature studies have found evidence of a community benefit from the development of sport infrastructure.

Community benefit (i.e. consumer non-use surplus) can be derived from three sources. These include:

- Option value – the benefit of having the option to use an asset
- Social value – the benefit of an asset facilitating social interaction and well-being; and
- Passive value – the benefit of an asset to enhance local amenity for the community

For the purpose of this analysis, the catchment population that would receive a community benefit is considered the population of Glenorchy City Council.

Recently completed CBAs for sport facilities in Australia have been assessed for appropriateness to use as a proxy for the shortlisted options.

- Benchmarked facility A (low levels of non-use community support) - \$1.22 per resident
- Benchmarked facility B (average levels of non-use community support) - \$2.77 per resident
- Benchmarked facility C (high levels of non-use community support) - \$4.75 per resident

Facility C has been used as proxy for Option 4A due to it being a well-supported community facility amongst potential non-users and therefore comprises the most aligned benchmark as indicated from the community online survey during the initial engagement phase of this study. Options 4, 5 and 6 have been pro-rated based on non-user preferences.

	Option 4	Option 5	Option 6	Option 4A
Community benefit per resident	\$3.23	\$3.90	\$2.38	\$4.75
2028 catchment population	53,814	53,814	53,814	53,814
<b>Total community benefit surplus (year 1)</b>	<b>\$173,819</b>	<b>\$209,605</b>	<b>\$127,808</b>	<b>\$255,616</b>
Average population growth per annum	0.57%	0.57%	0.57%	0.57%

## 2.8.5 Quantifying Participation Benefits

For the purposes of determining the socio-economic benefits arising from participating in aquatic and non-aquatic activities, a benefit transfer approach in line with Treasury Guidelines has been utilised. The existing study “Economic Benefits of Australia’s Public Aquatic Facilities – Industry Report” commissioned by Royal Life Saving Society Australia and the Australian Government was used as a proxy to quantify the socio-economic benefits of individual aquatic visits by measuring links between an increase in physical activity from an average pool visit and reduced risk of mortality, morbidity and health care expenditure, as well as reduced absenteeism (i.e. increased productivity).

### Improving Quality of Life

Glenorchy has a relatively high proportion of people with long term health issues, with 44.4% of people having “long-term health condition(s)” compared to the national figure of 39.8% (ABS, 2021 Census)<sup>13</sup>.

A person who is affected by a chronic disease and mental health issues has a lower quality (and potentially length) of life, than a person who is not. With a strong relationship between physical inactivity and chronic disease and mental health issues, there is a personal health benefit that can be captured by improving quality and length of life through physical activity.

The report identifies that for each visit to a facility for aquatic participation generates benefits of \$22.59 (AUD \$2024) in improved health outcomes.

The impact of a chronic disease and mental health issues of a person can also be measured in disability adjusted life years (DALYs), where one DALY can be thought of as the equivalent of one lost year of healthy life. By establishing the reduced incidence in the development of the chronic disease that is supported by non-aquatic sport & recreation participation, the resulting savings of DALYs were able to be estimated.

<sup>13</sup> [www.abs.gov.au/census/find-census-data/quickstats/2021/SAL60235](http://www.abs.gov.au/census/find-census-data/quickstats/2021/SAL60235).



The total DALYs are then converted into a monetary value using the value of a statistical life year (VSLY - the Commonwealth Department of the Prime Minister and Cabinet have outlined that best practice for VSLY is to use the work of Abelson, which corresponds to a value of \$240,000 in 2024). Utilising the average years of life remaining, a conversion rate of 27.5% of all non-aquatic facility users were previously inactive (ABS) and average utilisation of the facility of 2 times a week, each non-aquatic visit to the facility generates benefits of \$0.42 (AUD\$2024) in improved health outcomes.

### Cost Savings to the Health System

Every case of chronic disease brings a cost not only to the individual sufferer but also to the health system as a whole. In addition to the other benefits, there is also a cost saving associated with the greater treatment of mental illness through physical and social activity. By reducing the incidence of these diseases and reducing the mental health related burden on the health system, participation supports savings in the health system.

The report identifies that for each visit to a facility for aquatic participation generates benefits of \$1.88 (AUD \$2024) in health care cost savings.

A 2008 report 'The Cost of Physical Inactivity' for Medibank Private estimated the average Australian health system costs of each disease and illness to be approximately \$110 per inactive person (2024 \$AUD). By utilising a conversion rate of 27.5% of all non-aquatic facility users who were previously inactive (ABS) and average utilisation of the facility of 2 times a week, each non-aquatic visit to the facility generates benefits of \$0.29 (AUD\$2024) in health cost savings.

### Avoided Productivity Cost / Reduced Absenteeism

Studies have proven individuals to be mentally and physically healthier and achieve enhanced cognitive performance through participating in sport and social programs, and as a result the economy is, on average, more productive. The increased productivity is captured through lower absenteeism from work and lower presenteeism which is where employees come to work but are not performing at their best due to illness or other conditions as a result of a lack of physical inactivity.

The relationship between inactivity and a negative impact on productivity in Australia is outlined in the report which identifies that, for each visit to a facility, for aquatic participation generates benefits of \$6.90 (AUD \$2024) in avoided productivity cost through reduced absenteeism. By utilising the work conducted by Medibank Private in 2008, each non-aquatic visit to the facility generates benefits of \$1.86 (AUD \$2024) in productivity benefits.

Participation Benefits	Option 4	Option 5	Option 6	Option 4A
Total Visits	203,095	221,822	150,781	287,328
Avoided Productivity Cost (Absenteeism)	\$805,495	\$753,014	\$641,554	\$1,155,156
Health Benefits (Quality of life)	\$2,636,165	\$2,026,933	\$2,099,632	\$3,520,337
Health Cost Savings	\$219,680	\$188,633	\$174,969	\$305,091
<b>Total Participation Benefits</b>	<b>\$3,661,340</b>	<b>\$2,968,580</b>	<b>\$2,916,155</b>	<b>\$4,980,584</b>

Option 4A will deliver \$5.0 million in participation benefits per year.

## 2.8.6 Quantifying Avoided Drownings Benefits

The National Drowning Report (2023) issued by the Royal Life Saving Australia states that there are 279 drowning deaths in Australia each year across the past 10 years, with 45 of these under the age of 18 years. It is estimated that 40% of children under the age of 18 in Australia cannot swim proficiently, which equates to 2.4 million kids and an estimated drowning rate of 0.002%.

Those under the age of 18 years account for 19% of the Glenorchy population (10,225). Glenorchy has a high proportion of multi-cultural people and that is trending to increase further. In 2016, 20.1% of Glenorchy residents were born overseas, and this increased to 26.6% in 2021. Migrant communities often have less exposure to swimming facilities and hence less experienced at swimming. Although likely to be higher as a result of migrant communities, using the same national swim proficiency ratios, it is estimated that 4,090 of the Glenorchy youth population cannot swim proficiently and projected annual drownings in Glenorchy for under 18 years is therefore 0.08 people.

All four options provide intervention and prevention measures such as improved swimming facilities including dedicated learn to swim programs and spaces. These facilities will assist in reducing the number of youths that cannot swim proficiently and as a result, the annual projected drownings. Via private and school based learn to swim programs, Option 4 is projected to cater for 1,500 children per year, while Options 5 and 6 are projected to cater to 1,000 children per year. These programs are therefore expected to reduce the projected drownings to 0.05 for Option 4 (savings of 0.03 drownings per year) and 0.06 for Options 5 and 6 (savings of 0.02 drownings per year).

Literature studies have estimated the value of statistical life<sup>14</sup> at \$240,875 in AUD\$2024. The average years of a child's life is 73.5 years quantifying a total value of life of \$17.7 million. Using the potential life savings of 0.02 and 0.03 per year, it is estimated that Option 4A will deliver \$459,474 in socio-economic benefits per year.

Avoided Drownings Benefits	Option 4	Option 5	Option 6	Option 4A
Potential Drownings Glenorchy (<18yrs)	0.08	0.08	0.08	0.08
Individuals (<18yrs) LTS Programs	1,550	1,023	1,023	1,550
Potential Drownings Glenorchy (<18yrs) – Post Project Development	0.05	0.06	0.06	0.06
Avoided Drownings per year	0.03	0.02	0.02	0.02
<b>Total Benefits</b>	<b>\$459,474</b>	<b>\$306,285</b>	<b>\$306,285</b>	<b>\$459,474</b>

## 2.8.7 Quantifying the Terminal Value

The terminal value benefit of the project represents the economic value of the new facility at the end of the evaluation period. The value is estimated for the remainder of the economic life of the asset that extends beyond the evaluation period and is included as a benefit in the final year of the evaluation period.

For the purposes of this analysis, it is assumed that the new facility will have a 40-year economic useful life (sport & entertainment benchmark). This equates to 15 years longer than the 25 operational years evaluation period.

The net benefit includes the total financial, consumer, community and participation benefits minus the ongoing lifecycle costs and operational costs.

<sup>14</sup> <https://oia.pmc.gov.au/resources/guidance-assessing-impacts/value-statistical-life>

## 2.8.8 Cost-Benefit Analysis Summary

The table below details the outputs of the cost-benefit analysis using a 7% real discount rate.

\$AUD (000,000's)	Option 4		Option 5		Option 6		Option 4A	
Costs	Nominal Value	Present Value	Nominal Value	Nominal Value	Nominal Value	Present Value	Nominal Value	Present Value
Construction Costs	\$64.52	\$54.54	\$61.48	\$51.97	\$62.78	\$53.06	\$74.40	\$62.89
Life Cycle Capital Costs	\$15.16	\$4.84	\$14.25	\$4.55	\$14.73	\$4.70	\$17.20	\$5.48
Operational Costs	\$67.72	\$25.61	\$59.74	\$22.59	\$55.01	\$20.80	\$84.68	\$32.02
<b>Total Costs</b>	<b>\$147.40</b>	<b>\$84.98</b>	<b>\$135.47</b>	<b>\$79.11</b>	<b>\$132.51</b>	<b>\$78.56</b>	<b>\$176.28</b>	<b>\$100.39</b>
Benefit	Nominal	Present	Nominal	Nominal	Nominal	Present	Nominal	Present
Financial Benefit	\$64.38	\$24.34	\$67.67	\$25.59	\$46.65	\$17.64	\$93.72	\$35.44
Consumer Benefit	\$21.27	\$7.95	\$15.64	\$5.84	\$15.38	\$5.74	\$25.64	\$9.58
Community Benefits	\$4.67	\$1.74	\$5.63	\$2.10	\$3.44	\$1.28	\$6.87	\$2.56
Participation Benefit	\$89.16	\$33.30	\$72.29	\$27.00	\$71.01	\$26.53	\$121.28	\$45.30
Avoided Drownings Benefit	\$11.19	\$4.18	\$7.46	\$2.79	\$7.46	\$2.79	\$11.19	\$4.18
Terminal Value	\$48.58	\$7.31	\$42.89	\$6.45	\$34.56	\$5.20	\$69.47	\$10.45
<b>Total Revenue</b>	<b>\$239.25</b>	<b>\$78.82</b>	<b>\$211.58</b>	<b>\$69.77</b>	<b>\$178.50</b>	<b>\$59.18</b>	<b>\$328.18</b>	<b>\$107.52</b>
<b>Net Benefit / NPV</b>	<b>\$91.85</b>	<b>-\$6.16</b>	<b>\$76.11</b>	<b>-\$9.34</b>	<b>\$45.99</b>	<b>-\$19.39</b>	<b>\$151.91</b>	<b>\$7.13</b>
<b>BCR</b>	<b>0.93</b>		<b>0.88</b>		<b>0.75</b>		<b>1.07</b>	

Note: The outcomes of the cost-benefit analysis for Options 4, 5 and 6 differs from Appendix E MI Global Partners Options Assessment Report, due to further research and analysis completed in the finalisation of this overall assessment.

Investment in a new facility is considered value for money, with Option 4A delivering positive net benefits (NPV of \$107.5 million) and a BCR of 1.07.

Participation benefits account for 70% of all socio-economic benefits delivered by Option 4A, while financial benefits accounts for 5%, consumer benefits 15%, avoided drownings 6% and non-user community benefits 4%.

## 2.9 Integrated Summary of Assessment

The table below summarises the assessment across the three shortlisted options in order to assist in identifying the preferred option moving forward. The assessment includes:

- Delivering on financial, economic and social requirements including a positive NPV and BCR; and
- Meeting the overall project objectives / selection criteria.

### Options Analysis and Ranking

	Option 4	Option 5	Option 6	Option 4A
Construction Costs	\$72.7M	\$69.2M	\$70.7M	\$83.8M
Utilisation (visits) Per Year	203,095	221,822	150,781	287,328
<b>Economic Appraisal</b>				
Net Benefits (NPV)	-\$6.1M	-\$9.3M	-\$19.4M	\$7.1M
BCR	0.93	0.88	0.75	1.07
<b>Cash Flow / Operations</b>				
Annual Revenue	\$2.6M	\$2.7M	\$1.9M	\$3.8M
Annual Expenses (including Lifecycle Costs)	\$3.3M	\$3.0M	\$2.8M	\$4.1M
Annual Profit (Deficit)	(\$740,000)	(\$250,000)	(\$925,000)	(\$325,000)
<b>Selection Criteria</b>				
Delivering Community Benefit	4 / 5	4 / 5	4 / 5	5 / 5
Community Usage, Benefit and Preferences	5 / 5	4 / 5	5 / 5	5 / 5
Delivering Benefit to Schools	4 / 5	3 / 5	5 / 5	5 / 5
Estimated Cost to Build (i.e. level of funding required)	2 / 5	2 / 5	2 / 5	2 / 5
Revenue Generating Opportunities	4 / 5	4 / 5	3 / 5	5 / 5
Ongoing Operational Costs	2 / 5	2 / 5	3 / 5	2 / 5
Regional Asset - Delivering Out of Region Visitation	5 / 5	4 / 5	2 / 5	5 / 5
Alignment with Council Strategic Plan	3 / 5	4 / 5	2 / 5	3 / 5
<b>Overall Selection Criteria Score</b>	<b>29 / 40</b>	<b>27 / 40</b>	<b>26/40</b>	<b>32/40</b>
<b>Option Ranking</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>1</b>

Note: The outcomes of the Economic Appraisal and Cash Flow analysis for Options 4, 5 and 6 differs from Appendix E MI Global Partners Options Assessment Report, due to further research and analysis completed in the finalisation of this overall assessment.



## 2.10 Recommended Option

Option 4A has been assessed as the option returning the most positive outcomes based on:

- Delivering net economic benefits of \$7.1 million and a BCR of 1.07
- Delivering annual revenue of \$3.8M
- Delivering a greater social outcome (i.e. participation and health benefits) through the highest utilisation
- Delivering the highest score across the selection criteria (32 / 40)



Image 26: The preferred option 4A (Carabiner)

# Part 3: Delivery

*To provide confidence that the options put forward are deliverable*

### 3.1 Risk Assessment

An assessment was undertaken on the recommended option to assess the key project risks and identify key strategies and actions to mitigate these risks.

Risk management is critical in the project’s implementation and delivery of expected benefits. This assessment is based on the Australian and New Zealand Standard on Risk Management (AS/NZS ISO 31000:2018).

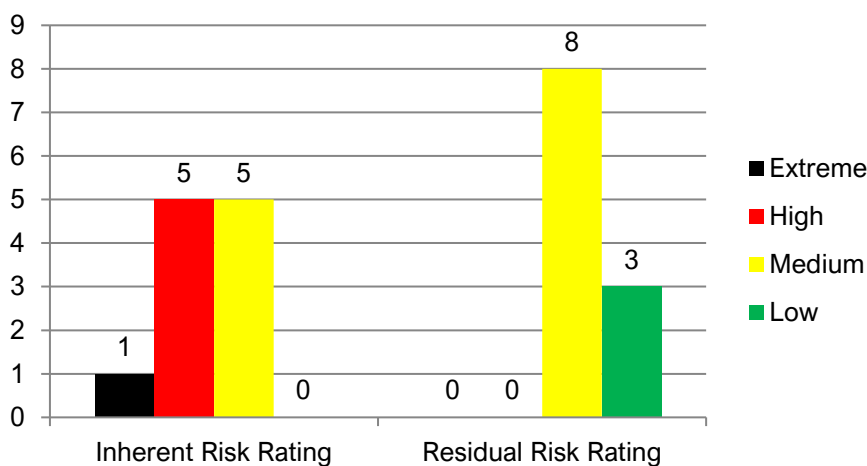
The risk assessment involves assessing the likelihood and impacts of each risk and provides an overall risk rating ranging from low to extreme. The risk matrix used in the assessment is shown below:

#### Risk Matrix

Likelihood / Consequences	Insignificant	Minor	Moderate	Major	Critical
Almost Certain	Medium (M9)	Medium (M6)	High (H5)	Extreme (E3)	Extreme (E1)
Likely	Low (L4)	Medium (M7)	High (H6)	High (H3)	Extreme (E2)
Possible	Low (L5)	Medium (M8)	Medium (M4)	High (H4)	High (H2)
Unlikely	Low (L6)	Low (L2)	Medium (M5)	Medium (M2)	High (H1)
Rare	Low (L7)	Low (L3)	Low (L1)	Medium (M3)	Medium (M1)

The risk assessment assesses the consequence and likelihood of each risk and identifies inherent risk rating, mitigation strategies and subsequent residual risk rating. Each risk and mitigation strategy has been assigned to a responsible agency or entity to manage throughout the project.

A snapshot of the project risk exposure for GWMP redevelopment is outlined in the data below:



Of the 11 major project risks identified, six are considered high or extreme. These are:

- Insufficient parking facilities impacts the approval of the Development Application causing significant delays and outcomes of the project
- Insufficient Government funding provided for construction works
- Scope of works do not meet the expectations of key stakeholders

- The new facility continues to make an operating loss, resulting in failed upkeep and limited spend on required maintenance
- Insufficient parking facilities impacts utilisation of the facility
- Delays to Project (i.e. planning approvals) has a significant unforeseen cost and operational impact.

After identifying mitigation strategies and actions implemented by Council, all six risks have a residual risk rating of Medium.

For more information, the risk register is detailed in Appendix F: MI Global Partners GWMP Risk Register.

## 3.2 Governance Arrangements

For the next phase, the project governance structure is designed to provide oversight of the development of all aspects of the project necessary in the application for capital funding.

GCC will have the overall responsibility for the delivery of the project. Depending on the success of grant funding from State and Federal Government, GCC will ensure it delivers all required reporting including:

- Project management
- Consultant procurement and design
- Site investigation and associated technical studies
- Risk management
- Project performance, including budget and timeline management
- Meeting forums and reports
- Approvals and delegated limits of authority
- Stakeholder engagement
- Inter-Agency coordination.



### 3.3 Program Management Plan

A best-case scenario high-level programme and project plan has been developed, with construction projected to begin in August 2026 and operations to begin early 2028.

Key milestones are detailed below:

- Funding Commitment - August 2025
- Planning, approvals and design complete - April 2026
- Procurement and award construction contract - July 2026
- Commence construction - August 2026
- Construction complete - December 2027.



# Appendices

## Appendix A: Liminal Architecture Existing Conditions Analysis

## Appendix B: Carabiner Preferred Option Report



## Appendix C: WT Partnership Preferred Option Cost Report

## Appendix D: MI Global Partners Engagement Report

## Appendix E: MI Global Partners Options Assessment Report

## Appendix F: MI Global Partners Risk Register



## Appendix G: Carabiner Shortlisted Options Report

## Appendix H: WT Partnership Shortlisted Options Cost Report



# Thank you

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