Economic & Social Benefits Assessment

Break O Day Aquatic Centre Development

August 2025

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Contents

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Executive Summary

This report provides an economic and social benefits assessment and cost benefit analysis of the proposed development of an aquatic centre in the Break O Day local government area. It examines the 3 options for the facility. An assessment is also made of the construction phase and a 10 year operations period. The benchmark values for health benefits and social benefits used are from a PWC national aquatic industry study in 2021.[1]

Construction Phase

- Total jobs generated during construction are - Option 1 28.9 FTE jobs; Option 2 35.4 FTE jobs; and Option 3 31.5 FTE jobs.
- Total regional income generated during construction is: Option 1 $4.860 million ; Option 2 $ 7.290 million ; and Option 3 $5.744 million.

Operations Phase

For the modelling of economic and social impacts, assumptions were made about types of users, with total user number from Otium Group's financial modelling.

- **Option 1:** Program Pool only and total of 11,000 -12,000 annual users.
- **Option 2**: Total of 22,000-23,000 users, and 9000 are Program Pool users and 12,000-13,000 are lap pool users.
- **Option 3** : Total of 18,000 -19,000 users, and 8000 are Program Pool users and 10,000-11,000 are lap pool users.

Economic & Social Benefits

These benefits comprise the following . These were measured using the benchmark values and in the case of regional income using our regional economic impact model.

Economic & Social Benefits
Economic Benefits
Value Services
User Value - revenue
Subsidy (= deficit)
Regional Income
Regional income – Centre employees
Regional Income -spending of Centre Visitors
Health Benefits
Physical health benefits
Mental health benefits
Reduced drowning benefit
Social Benefits
Reduced absenteeism
Wellbeing Benefits
Leisure Benefits

1 The Social, Health and Economic Value of the Australian National Aquatic Industry July 2021. The benchmark estimates are derived by dividing the national total $values by the total annual user numbers of aquatic centres (333 million annual users).

- **Option 1** comprises a Program Pool Only and a range of economic and social benefits were calculated using the benchmark values per use. These benefits total $777,553 in year 1 and increase to $989,694 in year 10 (for an annual average of$891,865).
- **Option 2** comprises a Program Pool and Lap Pool and a range of economic and social benefits were calculated using the benchmark values per use. These benefits total $1.109 million in year 1 and increase to $1.349 million in year 10 (for an annual average of $1.235 million .
- **Option 3** comprises a Program Pool and Lap Pool and a range of economic and social benefits were calculated using the benchmark values per use. These benefits total $1.177 million in year 1 and increase to $1.411 million in year 10 (for an annual average of $1.304 million .

For the cost benefit analysis two other benefits are measured – regional income generated by the spending of pool users in the town; and regional income of Centre employees (direct and indirect/induced income). For the user value of services the deficit on operations is treated as a subsidy.

Benefit Cost Analysis

In a full cost benefit analysis (over 10 years), that includes the quantification of all economic and social benefits, the project does not cover costs. The result is that for all 3 Options and discount rates (3%, 7%, 10%) , the Benefit Cost Ratios are all substantially below 1 .

For example, for Option 2 (7% discount rate), the BCR is only 0.33, which means that every dollar invested in the project over 10 years returns only 33 cents. This result occurs because, for each pool option, capital costs are high and the number of users are low due to the population size and demographics of Break O Day LGA.

1. Introduction

This report provides an economic and social benefits assessment of the proposed development of an aquatic centre in the Break O Day local government area. It examines the 3 options for the facility.

1.1 Aquatic Centre Options

Aquatic Centre Options	Description
Option 1	One program pool shared for both learn to swim and warm water therapy. Heated to 30-33°C (approx.) to cater for both user cohorts.
Option 2	One program pool shared for both learn to swim and warm water therapy. Heated to 30-33°C (approx.) to cater for both user cohorts. One four lane x 25m pool for lap swimming and programming. Heated to 26-29°C (approx.).
Option 3	One six lane 25m pool shared for lap swimming, learn to swim and warm water therapy. Heated to 28-30°C (approx.) to cater for user cohorts.

1.2 Economic and Social Benefits

The report quantifies the economic and social benefits of the Centre's operations . Full details of each of benefits measured are in Appendix A.

The benchmark values for health benefits and social benefits from a PWC national aquatic industry study in 2021.[2] The benchmark estimates were derived by dividing the national total $values by the total annual user numbers of aquatic centres (333 million annual users across Australia).

Table 1 Economic & Social Benefits

Economic & Social Benefits	Description	Benchmark Value
Economic Benefits		
Value Services		
User Value - revenue	Consumer Value of Services based on admission charges.	Operational revenue
Subsidy (= deficit)	Deficit if covered by Council is a subsidy for users and can be included in value of services. In the cost benefit analysis it is also included as a cost.	Operational deficit
Regional Income		
Regional income – Centre employees	Wages and salaries of employees and indirect/induced income generated by the spending of these workers.	Based on wages & salaries bill
Regional Income - spending of Centre Visitors	Estimates of persons spending elsewhere in the town during their visit to the Aquatic Centre.	Program pool users : 40% spend an average of $20 Lap pool users: 50% spend an average of $25.
Health Benefits		
Physical health benefits	Research shows that physically active people are less likely to develop certain diseases, leading to a lower burden of disease in Australia.	$7.51 per user
Mental health benefits	Regular exercise reduces stress and improves the mental wellbeing of individuals.	$4.95 per user
Reduced drowning benefit	Aquatic facilities are safer places to swim and learn swim programs also reduce drownings .	$1.20 per user
Social Benefits		
Reduced absenteeism	Physical activity is associated with improved general health, leading to a reduction in days taken off.	$0.71 per user
Wellbeing Benefits	Swimming at an aquatic centre improves a person's day-to-day quality of life and wellbeing.	$8.95 per user
Leisure Benefits	Use of aquatic centres are an enjoyable leisure time activity .	$1.62 per user

Source: MCa analysis , August 2025

2 The Social, Health and Economic Value of the Australian National Aquatic Industry July 2021.

2. Construction Phase - Aquatic Centre

The regional economic impacts of the construction of the aquatic centre were examined, for each of the 3 options.

2.1 Construction Costs

The construction costs range from $18.5 million (Option 1) to $27.2 million (option 2).

Table 2 Construction Costs Aquatic Centre Options

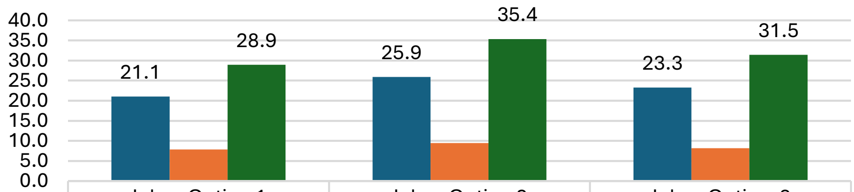
Construction Costs – Aquatic Centre	Costs (rounded)		
	Option 1	Option 2	Option 3
Building and aquatics works, site preparation, external works, external services	$11.0M	$16.5M	$13.0M
ESD, preliminaries, design contingency, cost escalation to tender	$3.7M	$5.2M	$4.3M
Construction contingency, professional fees, authority fees, furniture, fittings and equipment	$3.8M	$5.5M	$4.4M
Total Project Cost	**$18.5M**	**$27.2M**	**$21.7M**

Source: Otium Planning Group, August 2025

2.2 Economic Impacts - Jobs

The following shows the jobs (direct and indirect/induced) generated during the construction phase. Total jobs are : Option 1 28.9 FTE jobs; Option 2 35.4 FTE jobs; and Option 3 31.5 FTE jobs. Details of the type of jobs are in the table.

Chart 1 Construction Phase Jobs - Break O Day Pools (FTE no.)



	Jobs - Option 1	Jobs - Option 2	Jobs - Option 3
Direct Jobs	21.1	25.9	23.3
Indirect/Induced Jobs	7.9	9.5	8.1
Total Jobs	28.9	35.4	31.5

Source: MCa analysis , August 2025. May be differences due to rounding

Table 3 Summary Construction Jobs

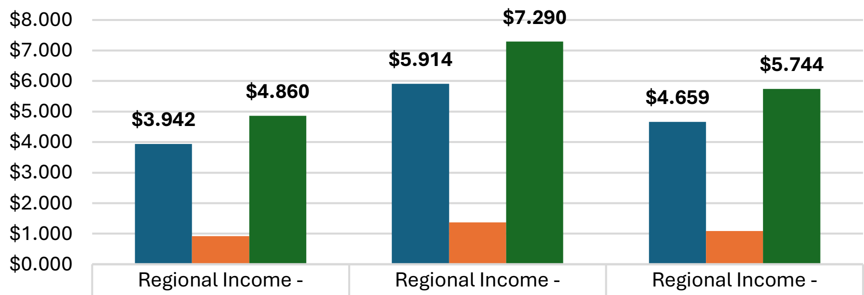
Summary Jobs	Direct Jobs	Indirect/Induced Jobs	Total Jobs
Option 1			
Construction on Site	16.0	5.5	21.5
Design & Management	3.0	1.4	4.4
Plant Hire	0.3	0.1	0.4
Materials & Equipment Supply	1.8	0.8	2.6
Jobs - Option 1	**21.1**	**7.9**	**28.9**
Option 2			
Construction on Site	20.0	7.0	27.0
Design & Management	3.0	1.4	4.4
Plant Hire	0.4	0.2	0.6
Materials & Equipment Supply	2.5	0.9	3.4
Jobs - Option 2	**25.9**	**9.5**	**35.4**
Option 3			
Construction on Site	18.0	6.0	24.0
Design & Management	3.0	1.4	4.4
Plant Hire	0.3	0.1	0.5
Materials & Equipment Supply	2.0	0.6	2.6
Jobs - Option 3	**23.3**	**8.1**	**31.5**

Source: MCa analysis , August 2025. May be differences due to rounding

2.3 Economic Impacts – Regional Income[3]

Total regional income generated during construction is: Option 1 $4.860 million; Option 2 $ 7.290 million; and Option 3 $5.744 million.

Chart 2 Construction Phase Regional Income ($m 2025 prices)



	Regional Income - Option 1	Regional Income - Option 2	Regional Income - Option 3
Direct Income	$3.942	$5.914	$4.659
Indirect/Induced Income	$0.918	$1.377	$1.085
Total Income	$4.860	$7.290	$5.744

Source: MCa analysis , August 2025. May be differences due to rounding

3 Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated income tax and GST on spending, are both treated as leakages from the region.

3. Operations Phase - Aquatic Centre

3.1 Aquatic Centre Users

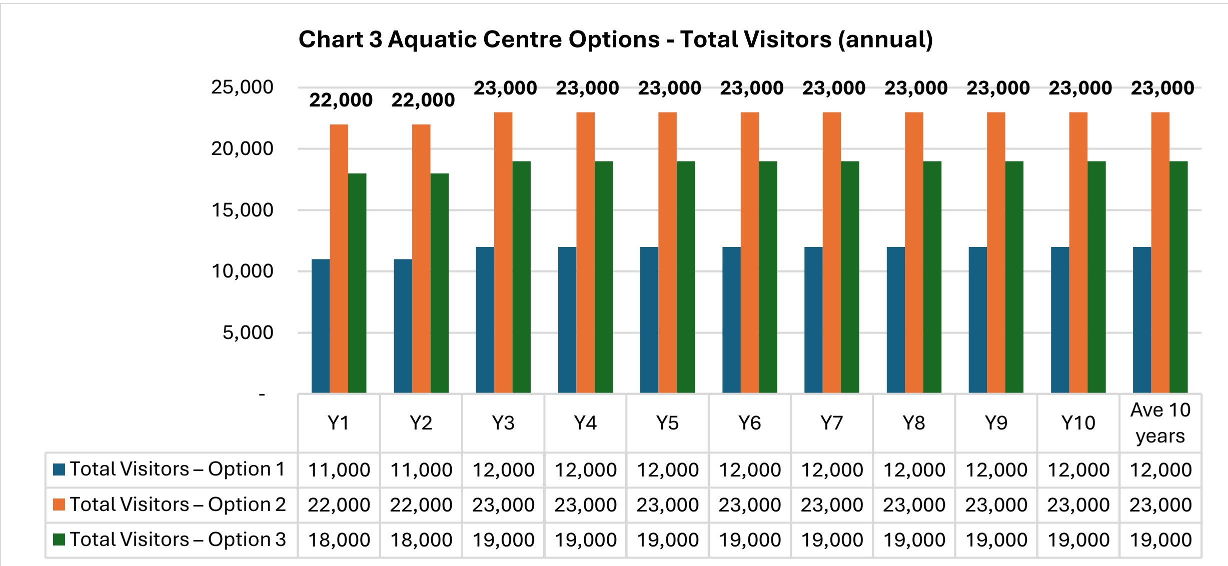
The operations of the Centre for each of the three development options were examined . For the modelling of economic and social impacts assumptions needed to be made about the type of users of each pool. The total user numbers are from Otium Group's financial modelling.

- **Option 1:** Program Pool only and total of 11,000 -12,000 annual users.
- **Option 2**: Total of 22,000-23,000 users, and 9000 are Program Pool users and 12,000-13,000 are lap pool users.
- **Option 3**: Total of 18,000 -19,000 users, and 8000 are Program Pool users and 10,000-11,000 are lap pool users.

Table 4 Aquatic Centre Users

Aquatic Centre Visitors	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Ave 10 years
Option 1											
Program Pool	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Lap Pool	0	0	0	0	0	0	0	0	0	0	0
Total Visitors – Option 1	**11,000**	**11,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**
Option 2											
Program Pool	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Lap Pool	12,000	12,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Visitors – Option 2	**22,000**	**22,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**
Option 3											
Program Pool	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000
Lap Pool	10,000	10,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Visitors – Option 3	**18,000**	**18,000**	**19,000**	**19,000**	**19,000**	**19,000**	**19,000**	**19,000**	**19,000**	**19,000**	**19,000**

Source: MCa analysis , August 2025.



Source: MCa analysis , August 2025.

3.2 Option 1 - Economic and Social Benefits

Option 1	One program pool shared for both learn to swim and warm water therapy. Heated to 30-33°C (approx.) to cater for both user cohorts.

Option 1 comprises a Program Pool Only and a range of economic and social benefits were calculated using the benchmark values per use. These benefits total $777,553 in year 1 and increase to $989,694 in year 10 (for an annual average of$891,865). For the user value of services the deficit on operations is treated as a subsidy.

Table 5 Economic and Social Benefits – Option 1

Option 1 Program Pool Only												
Summary Economic & Social Benefits ($2025 prices)	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Y7**	**Y8**	**Y9**	**Y10**	**Ave 10 years**	**Total 10 Years**
Economic Benefits												
Value Services												
User Value - revenue	$162,000	$171,000	$180,000	$186,000	$193,000	$200,000	$207,000	$214,000	$221,000	$226,000	$196,000	$1,960,000
Subsidy (= deficit)	$449,000	$457,000	$489,000	$501,000	$513,000	$525,000	$538,000	$552,000	$566,000	$582,000	$517,000	$5,172,000
User Value	**$611,000**	**$628,000**	**$669,000**	**$687,000**	**$706,000**	**$725,000**	**$745,000**	**$766,000**	**$787,000**	**$808,000**	**$713,200**	**$7,132,000**
Health Benefits												
Physical health benefits	$54,505	$54,505	$59,459	$59,459	$59,459	$59,459	$59,459	$59,459	$59,459	$59,459	$58,468	$584,685
Mental health benefits	$7,862	$7,862	$8,577	$8,577	$8,577	$8,577	$8,577	$8,577	$8,577	$8,577	$8,434	$84,336
Reduced drowning benefit	$5,748	$5,748	$6,270	$6,270	$6,270	$6,270	$6,270	$6,270	$6,270	$6,270	$6,166	$61,658
Total Health Benefits	**$68,114**	**$68,114**	**$74,306**	**$74,306**	**$74,306**	**$74,306**	**$74,306**	**$74,306**	**$74,306**	**$74,306**	**$73,068**	**$730,679**
Social Benefits												
Reduced absenteeism	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wellbeing Benefits	$98,438	$98,438	$107,387	$107,387	$107,387	$107,387	$107,387	$107,387	$107,387	$107,387	$105,598	$1,055,976
Leisure Benefits	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Social Benefits	**$98,438**	**$98,438**	**$107,387**	**$107,387**	**$107,387**	**$107,387**	**$107,387**	**$107,387**	**$107,387**	**$107,387**	**$105,598**	**$1,055,976**
Total Economic & Social Benefits	**$777,553**	**$794,553**	**$850,694**	**$868,694**	**$887,694**	**$906,694**	**$926,694**	**$947,694**	**$968,694**	**$989,694**	**$891,865**	**$8,918,655**

Source: MCa analysis , August 2025

For the cost benefit analysis two other benefits are measured – regional income generated by the spending of pool users in the town; and regional income of Centre employees (direct and indirect/induced income).

3.3 Option 2 - Economic and Socia Benefits

Option 2	One program pool shared for both learn to swim and warm water therapy. Heated to 30-33°C (approx.) to cater for both user cohorts. One four lane x 25m pool for lap swimming and programming. Heated to 26-29°C (approx.).

Option 2 comprises a Program Pool and Lap Pool and economic and social benefits were calculated using the benchmark values per use. These benefits total $1.109 million in year 1 and increase to $1.349 million in year 10 (for an annual average of $1.235 million . For the user value of services the deficit on operations is treated as a subsidy.

Table 6 Economic and Social Benefits – Option 2

Option 2 Program Pool & 4 Lane Pool												
Summary Economic & Social Benefits	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Y7**	**Y8**	**Y9**	**Y10**	**Ave 10 years**	**Total 10 Years**
Economic Benefits												
Value Services												
User Value - revenue	$283,000	$298,000	$314,000	$325,000	$337,000	$350,000	$362,000	$374,000	$386,000	$396,000	$343,000	$3,425,000
Subsidy (= deficit)	$482,000	$487,000	$509,000	$520,000	$530,000	$541,000	$552,000	$564,000	$577,000	$592,000	$535,000	$5,354,000
User Value	**$765,000**	**$785,000**	**$823,000**	**$845,000**	**$867,000**	**$891,000**	**$914,000**	**$938,000**	**$963,000**	**$988,000**	**$878,000**	**$8,779,000**
Health Benefits												
Physical health benefits	$104,054	$104,054	$109,009	$109,009	$109,009	$109,009	$109,009	$109,009	$109,009	$109,009	$108,018	$1,080,180
Mental health benefits	$15,009	$15,009	$15,724	$15,724	$15,724	$15,724	$15,724	$15,724	$15,724	$15,724	$15,581	$155,808
Reduced drowning benefit	$10,973	$10,973	$11,495	$11,495	$11,495	$11,495	$11,495	$11,495	$11,495	$11,495	$11,391	$113,910
Total Health Benefits	**$130,036**	**$130,036**	**$136,228**	**$136,228**	**$136,228**	**$136,228**	**$136,228**	**$136,228**	**$136,228**	**$136,228**	**$134,990**	**$1,349,898**
Social Benefits												
Reduced absenteeism	$6,270	$6,270	$6,793	$6,793	$6,793	$6,793	$6,793	$6,793	$6,793	$6,793	$6,688	$66,883
Wellbeing Benefits	$187,928	$187,928	$196,877	$196,877	$196,877	$196,877	$196,877	$196,877	$196,877	$196,877	$195,087	$1,950,871
Leisure Benefits	$19,387	$19,387	$21,003	$21,003	$21,003	$21,003	$21,003	$21,003	$21,003	$21,003	$20,680	$206,799
Total Social Benefits	**$213,586**	**$213,586**	**$224,673**	**$224,673**	**$224,673**	**$224,673**	**$224,673**	**$224,673**	**$224,673**	**$224,673**	**$222,455**	**$2,224,553**
Total Economic & Social Benefits	**$1,108,622**	**$1,128,622**	**$1,183,901**	**$1,205,901**	**$1,227,901**	**$1,251,901**	**$1,274,901**	**$1,298,901**	**$1,323,901**	**$1,348,901**	**$1,235,445**	**$12,353,450**

Source: MCa analysis , August 2025

For the cost benefit analysis two other benefits are measured – regional income generated by the spending of pool users in the town; and regional income of Centre employees (direct and indirect/induced income).

3.4 Option 3 - Economic and Social Benefits

Option 3	One six lane 25m pool shared for lap swimming, learn to swim and warm water therapy. Heated to 28-30°C (approx.) to cater for user cohorts.

Option 3 comprises a Program Pool and Lap Pool and economic and social benefits were calculated using the benchmark values per use. These benefits total $1.177 million in year 1 and increase to $1.411 million in year 10 (for an annual average of $1.304 million . For the user value of services the deficit on operations is treated as a subsidy.

Table 7 Economic and Social Benefits – Option 3

Option 3 6 Lane Pool												
Summary Economic & Social Benefits	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Y7**	**Y8**	**Y9**	**Y10**	**Ave 10 years**	**Total 10 Years**
Economic Benefits												
Value Services												
User Value - revenue	$239,000	$252,000	$265,000	$275,000	$285,000	$295,000	$306,000	$315,000	$325,000	$334,000	$289,100	$2,891,000
Subsidy (= deficit)	$436,000	$442,000	$469,000	$479,000	$489,000	$500,000	$511,000	$523,000	$536,000	$550,000	$493,500	$4,935,000
User Value	**$675,000**	**$694,000**	**$734,000**	**$754,000**	**$774,000**	**$795,000**	**$817,000**	**$838,000**	**$861,000**	**$884,000**	**$782,600**	**$7,826,000**
Health Benefits												
Physical health benefits	$135,135	$135,135	$142,643	$142,643	$142,643	$142,643	$142,643	$142,643	$142,643	$142,643	$141,141	$1,411,411
Mental health benefits	$89,189	$89,189	$94,144	$94,144	$94,144	$94,144	$94,144	$94,144	$94,144	$94,144	$93,153	$931,532
Reduced drowning benefit	$21,568	$21,568	$22,766	$22,766	$22,766	$22,766	$22,766	$22,766	$22,766	$22,766	$22,526	$225,261
Total Health Benefits	**$245,892**	**$245,892**	**$259,553**	**$259,553**	**$259,553**	**$259,553**	**$259,553**	**$259,553**	**$259,553**	**$259,553**	$256,820	**$2,568,204**
Social Benefits												
Reduced absenteeism	$78,739	$78,739	$79,453	$79,453	$79,453	$79,453	$79,453	$79,453	$79,453	$79,453	$79,311	$793,105
Wellbeing Benefits	$89,489	$89,489	$98,438	$98,438	$98,438	$98,438	$98,438	$98,438	$98,438	$98,438	$96,649	$966,486
Leisure Benefits	$87,748	$87,748	$89,363	$89,363	$89,363	$89,363	$89,363	$89,363	$89,363	$89,363	$89,040	$890,402
Total Social Benefits	**$255,976**	**$255,976**	**$267,255**	**$267,255**	**$267,255**	**$267,255**	**$267,255**	**$267,255**	**$267,255**	**$267,255**	**$264,999**	**$2,649,994**
Total Economic & Social Benefits	**$1,176,868**	**$1,195,868**	**$1,260,808**	**$1,280,808**	**$1,300,808**	**$1,321,808**	**$1,343,808**	**$1,364,808**	**$1,387,808**	**$1,410,808**	**$1,304,420**	**$13,044,198**

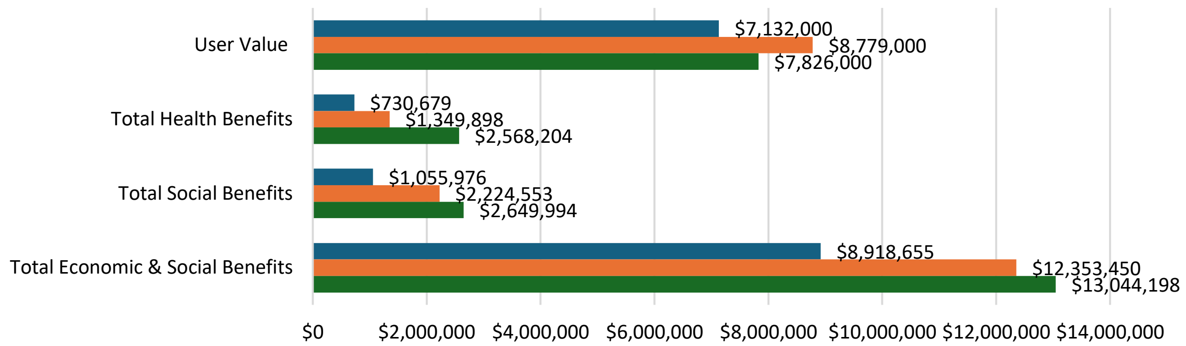
Source: MCa analysis , August 2025

For the cost benefit analysis two other benefits are measured – regional income generated by the spending of pool users in the town; and regional income of Centre employees (direct and indirect/induced income).

3.5 Economic and Social Benefits – Comparison 10 Years

The following compares benefits for each option over a 10 year period of operations. Total benefits are : Option 1 $8.919 million; Option 2 $12.353 million; and Option 3 $13.044 million.[4]

Chart 4 Aquatic Centre Options - Benefits - Total 10 years



	Total Economic & Social Benefits	Total Social Benefits	Total Health Benefits	User Value
Option 1	$8,918,655	$1,055,976	$730,679	$7,132,000
Option 2	$12,353,450	$2,224,553	$1,349,898	$8,779,000
Option 3	$13,044,198	$2,649,994	$2,568,204	$7,826,000

Source: MCa analysis , August 2025. May be differences due to rounding

Table 8 Comparison Economic & Social Benefits

Total 10 Years	Program Pool Only	Program Pool & 4 Lane Pool	6 Lane Pool
	Option 1	Option 2	Option 3
Value Services			
User Value - revenue	$1,960,000	$3,425,000	$2,891,000
Subsidy (= deficit)	$5,172,000	$5,354,000	$4,935,000
User Value	**$7,132,000**	**$8,779,000**	**$7,826,000**
Health Benefits			
Physical health benefits	$584,685	$1,080,180	$1,411,411
Mental health benefits	$84,336	$155,808	$931,532
Reduced drowning benefit	$61,658	$113,910	$225,261
Total Health Benefits	**$730,679**	**$1,349,898**	**$2,568,204**
Social Benefits			
Reduced absenteeism	$0	$66,883	$793,105
Wellbeing Benefits	$1,055,976	$1,950,871	$966,486
Leisure Benefits	$0	$206,799	$890,402
Total Social Benefits	**$1,055,976**	**$2,224,553**	**$2,649,994**
Total Economic & Social Benefits	**$8,918,655**	**$12,353,450**	**$13,044,198**

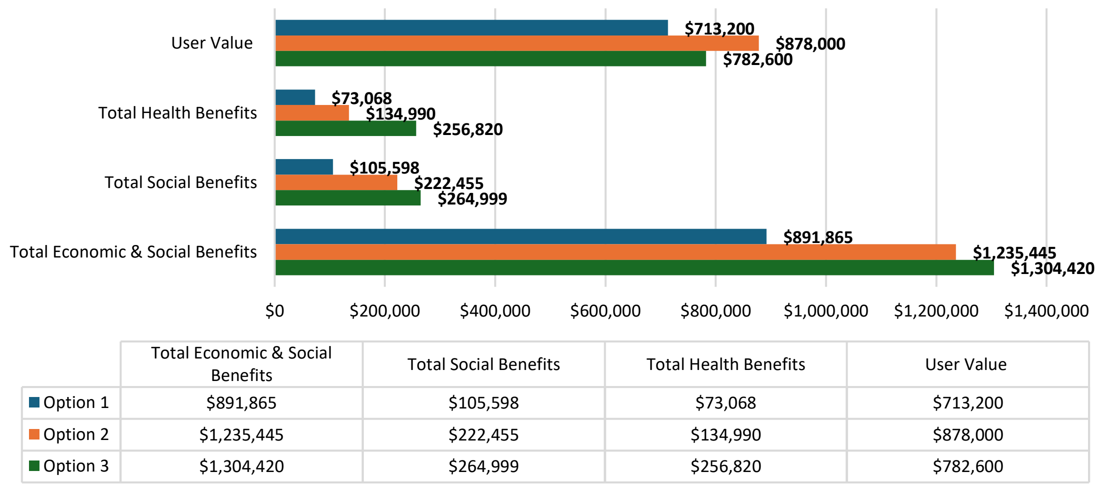
Source: MCa analysis , August 2025

4 These benefits exclude the regional income (direct and indirect/induced) generated by visitors spending and that o Centre employees. These are included in the cost benefit analysis.

3.6 Economic & Social Benefits – Comparison Average Benefits

The following show average annual benefits over the 10 year period of operations. The following compares benefits for each option over a 10 year period of operations. Average annual benefits are : Option 1 $891,865; Option 2 $1,235,445; and Option 3 $1,304,420.[5]

Chart 5 Aquatic Centre Options - Benefits Ave Annual (10 years)



Source: MCa analysis , August 2025

Table 9 Comparison Economic & Social Benefits (10 Years)

Average Annual 10 Years			
	Option 1	Option 2	Option 3
Value Services			
User Value - revenue	$196,000	$343,000	$289,100
Subsidy (= deficit)	$517,000	$535,000	$493,500
User Value	**$713,200**	**$878,000**	**$782,600**
Health Benefits			
Physical health benefits	$58,468	$108,018	$141,141
Mental health benefits	$8,434	$15,581	$93,153
Reduced drowning benefit	$6,166	$11,391	$22,526
Total Health Benefits	**$73,068**	**$134,990**	**$256,820**
Social Benefits			
Reduced absenteeism	$0	$6,688	$79,311
Wellbeing Benefits	$105,598	$195,087	$96,649
Leisure Benefits	$0	$20,680	$89,040
Total Social Benefits	**$105,598**	**$222,455**	**$264,999**
Total Economic & Social Benefits	**$891,865**	**$1,235,445**	**$1,304,420**

Source: MCa analysis , August 2025

5 These benefits exclude the regional income (direct and indirect/induced) generated by visitors spending and that o Centre employees. These are included in the cost benefit analysis.

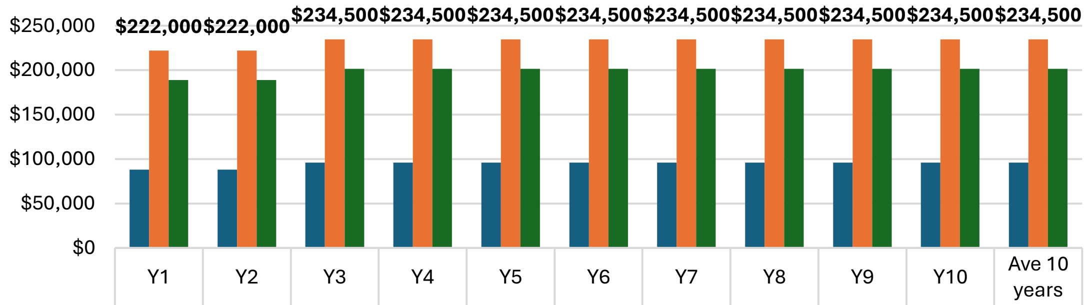
4. Economic Impacts Centre Operations

This section analyses the regional economic impacts of Centre employees and the spending of users in the town. Impacts are measuring by jobs and by regional income and generated by the use of MCa's regional economic model.

4.1 Visitor Spending

The following shows estimates of other spending in the town while visiting the Aquatic Centre. Estimates are for each of the 3 options and are in constant $2025 prices. For Option 1 the annual average over 10 years is $96,000; $234,500 for Option 2 ; and $201,500 for Option 3. This spending is an input to the regional economic model , which generates the estimates of jobs and regional income.

Chart 6 Aquatic Centre Visitors - Spending in Town ($ 2025 prices)



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Ave 10 years
Total Visitors – Option 1	$88,000	$88,000	$96,000	$96,000	$96,000	$96,000	$96,000	$96,000	$96,000	$96,000	$96,000
Total Visitors – Option 2	$222,000	$222,000	$234,500	$234,500	$234,500	$234,500	$234,500	$234,500	$234,500	$234,500	$234,500
Total Visitors – Option 3	$189,000	$189,000	$201,500	$201,500	$201,500	$201,500	$201,500	$201,500	$201,500	$201,500	$201,500

Source: MCa analysis , August 2025. May be differences due to rounding

4.2 Option 1 - Program Pool Only

- **Jobs:** total jobs increase from 6.4 FTE jobs in year 1 to 6.6 FTE jobs in year 10. Of these jobs in year 10, 5.1 are direct jobs and 1.5 are indirect /induced jobs.
- **Regional income (constant $2025 prices)** : total regional income increases from $446,979 in year 1 to $531,547 in year 10. Over the 10 year period regional income totals $4.893 million.

Table 10 Jobs Generated - Option 1 (FTE no.)

Option 1 Jobs Generated (FTE)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Centre Employees										
Direct Jobs	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7
Indirect Jobs	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.4	1.4
Centre Employees	**5.9**	**5.9**	**5.9**	**5.9**	**6.0**	**6.0**	**6.0**	**6.0**	**6.1**	**6.1**
Centre Users Spending										
Direct Jobs	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Indirect Jobs	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Centre Users Spending	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**	**0.5**
Total All Jobs										
Direct Jobs	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
Indirect Jobs	1.3	1.3	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5
Total Jobs	**6.4**	**6.4**	**6.5**	**6.5**	**6.5**	**6.5**	**6.6**	**6.6**	**6.6**	**6.6**

Source: MCa analysis , August 2025. May be differences due to rounding

Table 11 Regional Income Generated - Option 1 ($ 2025 prices)

Option 1 Regional Income	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 years
Centre Employees											
Direct Income	$334,124	$340,942	$347,900	$355,000	$362,245	$369,638	$377,182	$384,879	$392,734	$400,749	$3,665,394
Indirect/induced income	$70,816	$72,262	$73,736	$75,241	$76,777	$78,344	$79,942	$81,574	$83,239	$84,937	$776,868
Employees Total Income	**$404,940**	**$413,204**	**$421,637**	**$430,242**	**$439,022**	**$447,982**	**$457,124**	**$466,453**	**$475,973**	**$485,686**	**$4,442,262**
Centre Visitor Spending											
Direct Income	$33,312	$33,312	$36,340	$36,340	$36,340	$36,340	$36,340	$36,340	$36,340	$36,340	$357,342
Indirect/induced income	$8,728	$8,728	$9,521	$9,521	$9,521	$9,521	$9,521	$9,521	$9,521	$9,521	$93,624
Total Income	**$42,039**	**$42,039**	**$45,861**	**$45,861**	**$45,861**	**$45,861**	**$45,861**	**$45,861**	**$45,861**	**$45,861**	**$450,966**
Total Regional Income											
Direct Income	$367,435	$374,254	$384,240	$391,340	$398,585	$405,978	$413,522	$421,219	$429,074	$437,089	$4,022,736
Indirect/induced income	$79,544	$80,989	$83,257	$84,762	$86,298	$87,865	$89,463	$91,095	$92,760	$94,458	$870,491
Total Regional Income	**$446,979**	**$455,243**	**$467,498**	**$476,102**	**$484,883**	**$493,843**	**$502,985**	**$512,314**	**$521,834**	**$531,547**	**$4,893,228**

Source: MCa analysis , August 2025. May be differences due to rounding

4.3 Option 2 - Program Pool & Lap Pool

- **Jobs:** total jobs increase from 7.2 FTE jobs in year 1 to 7.5 FTE jobs in year 10. Of these jobs in year 10, 5.8 are direct jobs and 1.8 are indirect /induced jobs.
- **Regional income (constant $2025 prices)** : total regional income increases from $515,485 in year 1 to $603,098 in year 10. Over the 10 year period regional income totals around $5.600 million.

Table 12 Jobs Generated - Option 2 (FTE no.)

Option 2 Jobs Generated	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Centre Employees										
Direct Jobs	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Indirect Jobs	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.4	1.4
Centre Employees	**6.0**	**6.0**	**6.0**	**6.0**	**6.1**	**6.1**	**6.1**	**6.1**	**6.2**	**6.2**
Centre Users Spending										
Direct Jobs	0.9	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Indirect Jobs	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Centre Users Spending	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**	**1.3**
Total All Jobs										
Direct Jobs	5.7	5.7	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Indirect Jobs	1.5	1.6	1.6	1.6	1.7	1.7	1.7	1.7	1.8	1.8
Total Jobs	**7.2**	**7.3**	**7.4**	**7.4**	**7.4**	**7.4**	**7.5**	**7.5**	**7.5**	**7.5**

Source: MCa analysis , August 2025. May be differences due to rounding

Table 13 Regional Income Generated - Option 2 ($ 2025 prices)

Option 2 Regional Income	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 Years
Centre Employees											
Direct Income	$337,830	$344,724	$351,759	$358,938	$366,263	$373,738	$381,365	$389,148	$397,090	$405,194	$3,706,050
Indirect/induced income	$71,602	$73,063	$74,554	$76,076	$77,628	$79,212	$80,829	$82,479	$84,162	$85,879	$785,484
Employees Total Income	**$409,431**	**$417,787**	**$426,313**	**$435,014**	**$443,892**	**$452,951**	**$462,194**	**$471,627**	**$481,252**	**$491,073**	**$4,491,534**
Centre Visitor Spending											
Direct Income	$84,036	$84,036	$88,768	$88,768	$88,768	$88,768	$88,768	$88,768	$88,768	$88,768	$878,213
Indirect/induced income	$22,017	$22,017	$23,257	$23,257	$23,257	$23,257	$23,257	$23,257	$23,257	$23,257	$230,092
Total Income	**$106,053**	**$106,053**	**$112,025**	**$112,025**	**$112,025**	**$112,025**	**$112,025**	**$112,025**	**$112,025**	**$112,025**	**$1,108,305**
Total Regional Income											
Direct Income	$421,866	$428,760	$440,527	$447,706	$455,031	$462,506	$470,133	$477,916	$485,858	$493,962	$4,584,263
Indirect/induced income	$93,619	$95,080	$97,811	$99,333	$100,885	$102,470	$104,086	$105,736	$107,419	$109,137	$1,015,576
Total Regional Income	**$515,485**	**$523,840**	**$538,338**	**$547,039**	**$555,916**	**$564,975**	**$574,219**	**$583,652**	**$593,277**	**$603,098**	**$5,599,840**

Source: MCa analysis , August 2025. May be differences due to rounding

4.4 Option 3 - Program Pool & Lap Pool

- **Jobs:** total jobs increase from 6.9 FTE jobs in year 1 to 7.3 FTE jobs in year 10. Of these jobs in year 10, 5.5 are direct jobs and 1.7 are indirect /induced jobs.
- **Regional income (constant $2025 prices)** : total regional income increases from $497,337 in year 1 to $584,476 in year 10. Over the 10 year period regional income totals $5.416 million.

Table 14 Jobs Generated - Option 3 (FTE no.)

Option 3										
Jobs Generated	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Centre Employees										
Direct Jobs	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7
Indirect Jobs	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.4	1.4
Centre Employees	**5.9**	**5.9**	**5.9**	**5.9**	**6.0**	**6.0**	**6.0**	**6.0**	**6.1**	**6.1**
Centre Users Spending										
Direct Jobs	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Indirect Jobs	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Centre Users Spending	**1.1**	**1.1**	**1.2**	**1.2**	**1.2**	**1.2**	**1.2**	**1.2**	**1.2**	**1.2**
Total All Jobs										
Direct Jobs	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Indirect Jobs	1.5	1.5	1.5	1.6	1.6	1.6	1.6	1.7	1.7	1.7
Total Jobs	**6.9**	**7.0**	**7.1**	**7.1**	**7.1**	**7.1**	**7.2**	**7.2**	**7.2**	**7.3**

Source: MCa analysis , August 2025. May be differences due to rounding

Table 15 Regional Income Generated - Option 3($ 2025 prices)

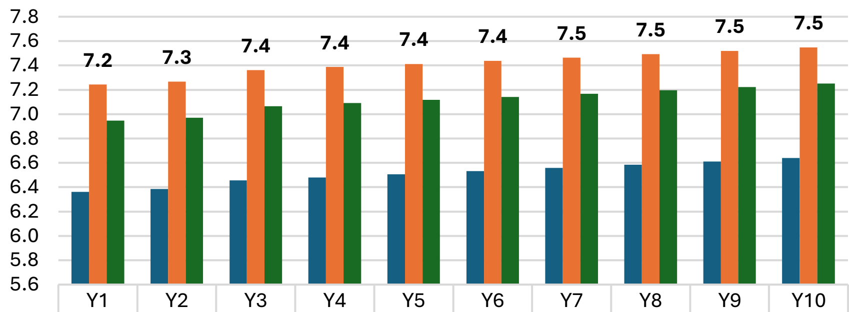
Option 3											
Regional Income	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 Years
Centre Employees											
Direct Income	$335,864	$342,718	$349,712	$356,849	$364,132	$371,563	$379,146	$386,884	$394,779	$402,836	$3,684,483
Indirect/induced income	$71,185	$72,638	$74,120	$75,633	$77,176	$78,752	$80,359	$81,999	$83,672	$85,380	$780,913
Employees Total Income	**$407,049**	**$415,356**	**$423,833**	**$432,482**	**$441,308**	**$450,315**	**$459,505**	**$468,882**	**$478,451**	**$488,216**	**$4,465,396**
Centre Visitor Spending											
Direct Income	$71,544	$71,544	$76,276	$76,276	$76,276	$76,276	$76,276	$76,276	$76,276	$76,276	$753,295
Indirect/induced income	$18,745	$18,745	$19,984	$19,984	$19,984	$19,984	$19,984	$19,984	$19,984	$19,984	$197,363
Total Income	**$90,289**	**$90,289**	**$96,260**	**$96,260**	**$96,260**	**$96,260**	**$96,260**	**$96,260**	**$96,260**	**$96,260**	**$950,658**
Total Regional Income											
Direct Income	$407,408	$414,262	$425,988	$433,125	$440,408	$447,839	$455,422	$463,160	$471,055	$479,112	$4,437,778
Indirect/induced income	$89,930	$91,382	$94,105	$95,617	$97,161	$98,736	$100,343	$101,983	$103,656	$105,364	$978,277
Total Regional Income	**$497,337**	**$505,645**	**$520,093**	**$528,742**	**$537,568**	**$546,575**	**$555,765**	**$565,142**	**$574,712**	**$584,476**	**$5,416,055**

Source: MCa analysis , August 2025. May be differences due to rounding

4.5 Comparisons of Options

The following compares jobs and regional income for each of the three Options.

Chart 7 Comparison Options - Jobs FTE



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Option 1 Total Jobs	6.4	6.4	6.5	6.5	6.5	6.5	6.6	6.6	6.6	6.6
Option 2 Total Jobs	7.2	7.3	7.4	7.4	7.4	7.4	7.5	7.5	7.5	7.5
Option 3 Total Jobs	6.9	7.0	7.1	7.1	7.1	7.1	7.2	7.2	7.2	7.3

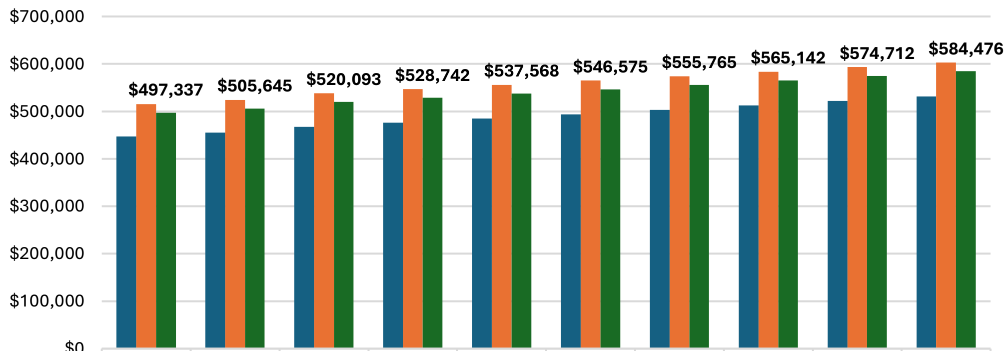
Source: MCa analysis , August 2025. May be differences due to rounding

Table 16 Comparison Options Jobs Generated (FTE no.)

Summary										
Total Jobs	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Y7**	**Y8**	**Y9**	**Y10**
Option 1										
Option 1 Centre Employees	5.9	5.9	5.9	5.9	6.0	6.0	6.0	6.0	6.1	6.1
Option 1 Visitor Spending	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Option 1 Total Jobs	**6.4**	**6.4**	**6.5**	**6.5**	**6.5**	**6.5**	**6.6**	**6.6**	**6.6**	**6.6**
Option 2										
Option 2 Centre Employees	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.1	6.2	6.2
Option 2 Visitor Spending	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Option 2 Total Jobs	**7.2**	**7.3**	**7.4**	**7.4**	**7.4**	**7.4**	**7.5**	**7.5**	**7.5**	**7.5**
Option 3										
Option 3 Centre Employees	5.9	5.9	5.9	5.9	6.0	6.0	6.0	6.0	6.1	6.1
Option 3 Visitor Spending	1.1	1.1	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Option 3 Total Jobs	**6.9**	**7.0**	**7.1**	**7.1**	**7.1**	**7.1**	**7.2**	**7.2**	**7.2**	**7.3**

Source: MCa analysis , August 2025. May be differences due to rounding

Chart 8 Comparison Regional Income ($2025 prices)



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Option 1 Regional Income	$446,979	$455,243	$467,498	$476,102	$484,883	$493,843	$502,985	$512,314	$521,834	$531,547
Option 2 Regional Income	$515,485	$523,840	$538,338	$547,039	$555,916	$564,975	$574,219	$583,652	$593,277	$603,098
Option 3 Regional Income	$497,337	$505,645	$520,093	$528,742	$537,568	$546,575	$555,765	$565,142	$574,712	$584,476

Source: MCa analysis , August 2025. May be differences due to rounding

Table 17 Comparison Options Regional Income Generated ($2025 prices)

Summary Regional Income	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total 10 Years
Option 1											
Option 1 Centre Employees	$404,940	$413,204	$421,637	$430,242	$439,022	$447,982	$457,124	$466,453	$475,973	$485,686	$4,442,262
Option 1 Visitor Spending	$42,039	$42,039	$45,861	$45,861	$45,861	$45,861	$45,861	$45,861	$45,861	$45,861	$450,966
Option 1 Regional Income	**$446,979**	**$455,243**	**$467,498**	**$476,102**	**$484,883**	**$493,843**	**$502,985**	**$512,314**	**$521,834**	**$531,547**	**$4,893,228**
Option 2											
Option 2 Centre Employees	$409,431	$417,787	$426,313	$435,014	$443,892	$452,951	$462,194	$471,627	$481,252	$491,073	$4,491,534
Option 2 Visitor Spending	$106,053	$106,053	$112,025	$112,025	$112,025	$112,025	$112,025	$112,025	$112,025	$112,025	$1,108,305
Option 2 Regional Income	**$515,485**	**$523,840**	**$538,338**	**$547,039**	**$555,916**	**$564,975**	**$574,219**	**$583,652**	**$593,277**	**$603,098**	**$5,599,840**
Option 3											
Option 3 Centre Employees	$407,049	$415,356	$423,833	$432,482	$441,308	$450,315	$459,505	$468,882	$478,451	$488,216	$4,465,396
Option 3 Visitor Spending	$90,289	$90,289	$96,260	$96,260	$96,260	$96,260	$96,260	$96,260	$96,260	$96,260	$950,658
Option 3 Regional Income	**$497,337**	**$505,645**	**$520,093**	**$528,742**	**$537,568**	**$546,575**	**$555,765**	**$565,142**	**$574,712**	**$584,476**	**$5,416,055**

Source: MCa analysis , August 2025. May be differences due to rounding

5. Benefit Cost Analysis

This section provides a cost benefit analysis for each of the 3 Aquatic Centre Options.
Costs comprise: the full capital costs for the Centre; maintenance over 10 years and the cost of the subsidy (deficit on operations). Benefits comprise: all of the measured economic and social benefits.

It should be noted that this subsidy is also included in the consumer value benefit, so in effect it nets itself out of the cost benefit analysis.

5.1 Benefit Cost Analysis – Options

Table 18 Economic & Social Benefits

Economic & Social Benefits
Economic Benefits
Value Services
User Value - revenue
Subsidy (= deficit)
Regional Income
Regional income – Centre employees
Regional Income -spending of Centre Visitors
Health Benefits
Physical health benefits
Mental health benefits
Reduced drowning benefit
Social Benefits
Reduced absenteeism
Wellbeing Benefits
Leisure Benefits

Table 19 Benefit Cost Analysis- Option 1

OPTION 1			
Total Project	**Discount Rate**	**Discount Rate**	**Discount Rate**
Regional Cost Benefit ($2024 prices)	**3%**	**7%**	**10%**
Period : 10 Years			
A. Project Costs			
Capital Costs	**$18,500,000**	**$18,500,000**	**$18,500,000**
Costs - Maintenance (10 years)	$510,000	$510,000	$510,000
Subsidy	$1,960,000	$1,960,000	$1,960,000
Total Costs	**$20,970,000**	**$20,970,000**	**$20,970,000**
B. Benefits			
Direct Benefits - Consumer Value (Revenue & Subsidy)	**$7,132,000**	**$7,132,000**	**$7,132,000**
Regional Income Increase (users)	$450,966	$450,966	$450,966
Health Benefit	**$730,679**	**$730,679**	**$730,679**
Centre Staff Income	$4,442,262	$4,442,262	$4,442,262
Social Benefits	$1,055,976	$1,055,976	$1,055,976
Total Benefits	**$13,811,882**	**$13,811,882**	**$13,811,882**
C. Benefit Cost			
Total Benefits ($) Present Value	**$10,815,402**	**$8,835,713**	**$7,686,806**
Net Present Value ($) Total Benefits	-$10,154,598	-$12,134,287	-$13,283,194
NPV/Cost	-$0.48	-$0.58	-$0.63
Benefit Cost Ratio (BCR)	**0.52**	**0.42**	**0.37**

Source: MCa analysis , August 2025.

Table 20 Benefit Cost Analysis- Option 2

OPTION 2	Discount Rate	Discount Rate	Discount Rate
Regional Cost Benefit ($2024 prices)	3%	7%	10%
Period : 10 Years			
A. Project Costs			
Capital Costs	$27,200,000	$27,200,000	$27,200,000
Costs - Maintenance (10 years)	**$672,000**	**$672,000**	**$672,000**
Subsidy	$5,354,000	$5,354,000	$5,354,000
Total Costs	**$33,226,000**	**$33,226,000**	**$33,226,000**
B. Benefits			
Direct Benefits - Consumer Value (revenue & subsidy)	$8,779,000	$8,779,000	$8,779,000
Regional Income Increase (users)	$1,108,305	$1,108,305	$1,108,305
Health Benefit	**$1,349,898**	**$1,349,898**	**$1,349,898**
Centre Staff Income	$4,491,534	$4,491,534	$4,491,534
Social Benefits	$2,224,553	$2,224,553	$2,224,553
Total Benefits	**$17,953,290**	**$17,953,290**	**$17,953,290**
C. Benefit Cost			
Total Benefits ($) Present Value	**$13,344,445**	**$10,910,904**	**$9,497,935**
Net Present Value ($) Total Benefits	-$19,881,555	-$22,315,096	-$23,728,065
NPV/Cost	-0.60	-0.67	-0.71
Benefit Cost Ratio (BCR)	**0.40**	**0.33**	**0.29**

Source: MCa analysis , August 2025.

Table 21 Benefit Cost Analysis- Option 3

OPTION 3			
Total Project	Discount Rate	Discount Rate	Discount Rate
Regional Cost Benefit ($2024 prices)	3%	7%	10%
Period : 10 Years			
A. Project Costs			
Capital Costs	$21,700,000	$21,700,000	$21,700,000
Costs - Maintenance (10 years)	$520,000	$520,000	$520,000
Subsidy	$4,935,000	$4,935,000	$4,935,000
Total Costs	**$27,155,000**	**$27,155,000**	**$27,155,000**
B. Benefits			
Direct Benefits - Consumer Value (Revenue & Subsidy)	$7,826,000	$7,826,000	$7,826,000
Regional Income Increase (users)	$950,658	$950,658	$950,658
Health Benefits (exercise)	$2,568,204	$2,568,204	$2,568,204
Centre Staff Income	$4,465,396	$4,465,396	$4,465,396
Social Benefits	$2,649,994	$2,649,994	$2,649,994
Total Benefits	**$18,460,253**	**$18,460,253**	**$18,460,253**
C. Benefit Cost			
Total Benefits ($) Present Value	**$15,674,183**	**$12,828,445**	**$11,174,882**
Net Present Value ($) Total Benefits	-$11,480,817	-$14,326,555	-$15,980,118
NPV/Cost	-0.42	-0.53	-0.59
Benefit Cost Ratio (BCR)	**0.58**	**0.47**	**0.41**

Source: MCa analysis , August 2025

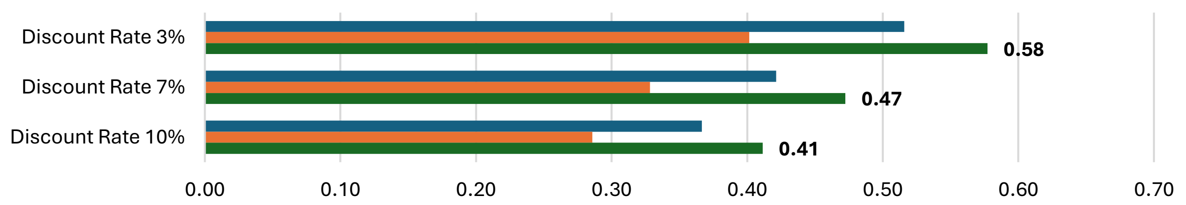
5.2 Comparison and Project Assessment

The following table compares the results for the 3 Options for a 7% discount.
The Benefit Cost Ratios are all substantially below 1. For example for Option 2 , the BCR is only 0.33, which means that every dollar invested in the project over 10 years returns on 33 cents.

In this full cost benefit analysis, which includes the quantification of all economic and social benefits, the project does not cover all costs (over 10 years).

The result is that for all 3 Options and discount rates (3%, 7%, 10%) , the Benefit Cost Ratios are all substantially below 1. This occurs because for each Pool Option , capital costs are high and the number of annual users are low due to the population size and demographics of Break O Day LGA.

Chart 9 Comparison Options - Benefit Cost Ratios (BCRs)



	Discount Rate 10%	Discount Rate 7%	Discount Rate 3%
Option 1 BCR	0.37	0.42	0.52
Option 2 BCR	0.29	0.33	0.40
Option 3 BCR	0.41	0.47	0.58

Source: MCa analysis , August 2025

Table 22 Benefit Cost Analysis Comparison of Options

Summary (7% discount rate)	Option 1	Option 2	Option 3
A. Project Costs ($2025 Prices)			
Capital Costs	$18,500,000	$27,200,000	$21,700,000
Costs - Maintenance (10 years)	$510,000	$672,000	$520,000
Subsidy	$1,960,000	$5,354,000	$4,935,000
Total Costs	**$20,970,000**	**$33,226,000**	**$27,155,000**
B. Project Benefits ($2025 prices)			
Direct Benefits - Consumer Value (Revenue & Subsidy)	$7,132,000	$8,779,000	$7,826,000
Regional Income Increase (users)	$450,966	$1,108,305	$950,658
Health Benefits	$730,679	$1,349,898	$2,568,204
Centre Staff Income	$4,442,262	$4,491,534	$4,465,396
Social Benefits	$1,055,976	$2,224,553	$2,649,994
Total Benefits	**$13,811,882**	**$17,953,290**	**$18,460,253**
C. Benefit Cost (7% discount rate)			
Total Benefits ($) Present Value	**$8,835,713**	**$10,910,904**	**$12,828,445**
Net Present Value ($) Total Benefits	-$12,134,287	-$22,315,096	-$14,326,555
NPV/Cost	-$0.58	-0.67	-0.53
Benefit Cost Ratio (BCR)	**0.42**	**0.33**	**0.47**

Source: MCa analysis , August 2025

Appendix A Measuring Economic & Social Benefits

The following are details of measurement of economic and social benefits, including benchmark values.[6]

Economic & Social Benefits	Description	Source	Benchmark Value
Economic Benefits			
Value Services			
User Value - revenue	Consumer Value of Services based on admission charges . Measured by operations revenue.	Standard definition in cost benefit analysis.	Operational revenue
Subsidy (= deficit)	Deficit if covered by Council is a subsidy for users on admission charges and can be included in value of services.	Standard definition in cost benefit analysis.	Operational deficit
Regional Income			
Regional income – Centre employees	Wages and salaries of employees and indirect/induced income generated by the spending of these workers. Economic model used to generate regional income estimates.	Standard definition in cost benefit analysis.	Based on wages & salaries bill
Regional Income - spending of Centre Visitors	Estimates of persons spending elsewhere in the town during their visit to the Aquatic Centre.	Standard definition in cost benefit analysis	Assumption: Program pool users - 40% spend an average of $20 Lap pool users- 50% spend an average of $25.
Health Benefits			
Physical health benefits	Research shows that physically active people are less likely to develop certain diseases, leading to a lower burden of disease in Australia. The physical health benefit captures the reduced number of Disability Adjusted Life Years (DALYs) and reduced reliance on the health care system. DALYs measure the cost to an individual and to Australia of disease through the years of life lost due to premature death, and years of life lived with a disability.	Measure derived from industry analysis by PWC (2021) The Social, Health and Economic Value of the Australian National Aquatic Industry July 2021, PWC Page 30	$7.51 per user
Mental health benefits	Regular exercise reduces stress and improves the mental wellbeing of individuals. Reducing the instance of mental health illness in society prevents a reduction in the quality of life of those individuals and reduces the burden on the Australian Health System.	Measure derived from industry analysis by PWC (2021) Page 31	$4.95 per user
Reduced drowning benefit	Aquatic facilities are safer places to swim, with fewer drownings occurring at public pools. Learn to swim programs also reduce drownings by building water confidence.	Measure derived from industry analysis by PWC (2021) P33	$1.20 per user
Social Benefits			
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.	Measure derived from industry analysis by PWC (2021) Pag 32	$0.71 per user
Wellbeing Benefits	Swimming at an aquatic centre improves a person's day-to-day quality of life and wellbeing. Studies show that physically active people are happier, have lower levels of stress, increased self-esteem and confidence.	Measure derived from industry analysis by PWC (2021) Page 38	$8.95 per user
Leisure Benefits	Use of aquatic centres are also an enjoyable leisure time activity	Measure derived from industry analysis by PWC (2021) Page 39	$1.62 per user

6 The Social, Health and Economic Value of the Australian National Aquatic Industry July 2021. The benchmark estimates are derived by dividing the national total $values by the total annual user numbers of aquatic centres (333 million annual users).