

BREAK O'DAY COUNCIL

AQUATIC FACILITY FEASIBILITY ANALYSIS



AUGUST 2025



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Document History				
Document Version	Date	Checked	Distribution	Recipient(s)
1.0 Draft Report Work in Progress	17 December 2024	B. Mackay K. Maddock	Break O'Day Council	J. Richardson R. Harper J. Brown
2.0 Draft Report	2 April 2025	B. Mackay K. Maddock	Break O'Day Council	J. Richardson R. Harper J. Brown
2.1 Draft Report V3	28 August 2025	B. Mackay K. Maddock	Break O'Day Council	R. Harper
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Executive Summary

The Break O'Day Aquatic Facility Feasibility Analysis aims to assess the feasibility of developing a new aquatic centre in the Break O'Day municipal area. This extensive study evaluates the community's needs, potential sites, and financial implications to guide the Break O'Day Council (Council) in making an informed decision on the project's direction.

Key Findings

Demographic and Catchment Analysis

The Break O'Day population is both small and rapidly ageing, with projections indicating a 330% increase in the population aged 85 and older by 2053. This highlights the need for accessible facilities tailored to older adults. Approximately 15% of the population in Break O'Day is aged 0 to 17 years, also indicating a need for learn-to-swim provision.

Existing Facility Provision

Current aquatic facilities, including private and school pools, are either at capacity or inadequate for broad community use. A new facility would provide necessary services, particularly for learn-to-swim programs and warm water therapy.

Community and Stakeholder Engagement

Extensive consultation revealed strong community support for an aquatic centre. The community emphasised the need for warm water therapy, lap swimming, and learn-to-swim programs. Accessibility, affordability, and year-round usage were highlighted as critical factors.

Industry Trends

Modern aquatic centres must remain competitive by catering to diverse user groups and providing high-quality services. Trends emphasise the importance of program pools, warm water therapy, and comprehensive aquatic services.

Financial Projections

The analysis includes three facility options with varying components and financial implications:

- **Option One:** Learn to Swim and Warm Water (one pool).
- **Option Two:** Learn to Swim, Warm Water, and Lap Swimming (two pools).
- **Option Three:** Learn to Swim, Warm Water, and Lap Swimming (one pool).

All options have projected annual operating deficits, with Option Two showing the highest deficit.

Economic and Social Benefit Assessment

An economic and social benefits assessment for the proposed aquatic centre in the Break O Day local government area, was undertaken evaluating three development options. The analysis covers both the construction phase and a 10-year operational period.

Construction Phase Impacts:

- Job creation ranges from 28.9 to 35.4 FTE jobs, depending on the option.
- Regional income generated during construction spans \$4.86M to \$7.29M.

Operational Phase Impacts:

- Annual user numbers vary from 11,000 to 23,000, depending on facility size.
- Over 10 years, total economic and social benefits are: **Option 1:** \$8.92M, **Option 2:** \$12.35M, **Option 3:** \$13.04M

Regional Economic Impacts:

- Jobs supported annually range from 6.4 to 7.5 FTE.
- Regional income over 10 years ranges from \$4.89M to \$5.60M.
- Visitor spending contributes an additional \$96,000 to \$234,500 annually.

Benefit-Cost Analysis (7% Discount Rate):

- All options yield Benefit-Cost Ratios below 1, indicating that the quantified benefits do not outweigh the total costs over 10 years:
 - **Option One BCR:** 0.42
 - **Option Two BCR:** 0.33
 - **Option Three BCR:** 0.47

The analysis concludes that while the aquatic centre offers notable economic and social benefits, the high capital costs and limited user base result in a net economic shortfall across all options.

In addition to the quantified benefits above, Aquatic centres offer a wide range of **social benefits** that positively impact individuals and communities. The social benefits derived are described below.

Community Engagement & Inclusion

- Aquatic centres serve as community hubs, fostering social interaction across diverse groups
- Features like accessible pool entries (e.g., zero-entry, pool lifts) promote inclusivity, especially for seniors and people with disabilities

Social Connection & Mental Wellbeing

- Participation in group activities at aquatic centres enhances bonding with family and friends, improving social wellbeing
- Group-based aquatic programs are more effective than solo activities in reducing stress, anxiety, and improving self-esteem

Educational Uplift & Skill Development

- Centres provide platforms for swimming lessons, water safety education, and lifeguard training, which are vital life skills
- They support volunteer opportunities and community service, contributing to educational and civic engagement

Youth Development & Crime Reduction

- Structured aquatic programs offer positive role models and safe environments for youth, helping reduce anti-social behaviour

Cultural & Recreational Value

- These centres often host community events, swim meets, and recreational activities that build community pride and identity

Site Assessment

Two potential sites were evaluated: St Helens Sports Complex and Scamander Sports Complex. St Helens was recommended due to its larger primary catchment population, better visibility, and infrastructure compatibility.

Funding Opportunities

The report outlines several government funding programs at the state and federal levels that could support the project. Collaboration with allied health services and other stakeholders could enhance funding prospects and community benefits.

Conclusion

The feasibility study presents community support for developing an aquatic centre to meet the community's needs, particularly for older adults and therapy services. Strategic alignment with Council objectives and potential funding opportunities could make this a key project for Council advocacy to enhance community health, inclusivity, and wellbeing. Important factors for the Council's final decision include obtaining capital funding, addressing expected ongoing operational deficits, and considering the outcomes of community consultations during the later stages of the project.

1. Introduction

This project aimed to complete a comprehensive feasibility study for a new aquatic centre in the Break O'Day municipal area. The study will examine whether the project is possible at a high level and provide the Break O'Day Council (Council) with valuable information to enable a decision on the aquatic centre's direction.

1.1 Background

Over the last two decades, the Break O'Day community has expressed a strong desire for an aquatic centre, with several reports and studies already completed concerning providing such a facility. The process began in October 2002 with the formation of the Break O'Day Aquatic Centre Committee Inc., a community-led working group to establish such a facility in St Helens. Previous feasibility studies for developing an aquatic centre in Break O'Day were completed in 2004 and 2005.

Council's Recent Deliberations

The Council meeting on 17 May 2021 catalysed this current feasibility study. The discussion during this meeting highlighted the Council's cautious yet open-minded approach towards a potential facility. At this meeting, a motion was passed to re-examine the possibility of an indoor swimming pool and hydrotherapy pool at the sports complex, aligned with updating the St Helens Sports Complex Master Plan.

1.2 Project Scope

The key tasks of this study are to:

- Review existing documentation and the demographic profile of the Break O'Day population.
- Conduct a gap/needs analysis and assessment of community demand.
- Undertake comprehensive community and stakeholder engagement.
- Develop facility component schedules, financial analysis, demand projections and high-level quantity surveyor cost estimates.
- Develop a Break O'Day Feasibility Analysis Report.

1.3 Project Methodology and Timeline

The project methodology and indicative project timelines for **this project** are shown in the figures on the following page.



Figure 1: Project Methodology and Timeline

1.4 Project Stages

This project is Stage 1 of a “gated” methodology, enabling the Council to make informed decisions before progressing to the next stage. The staged approach to the overall project delivery is presented below.

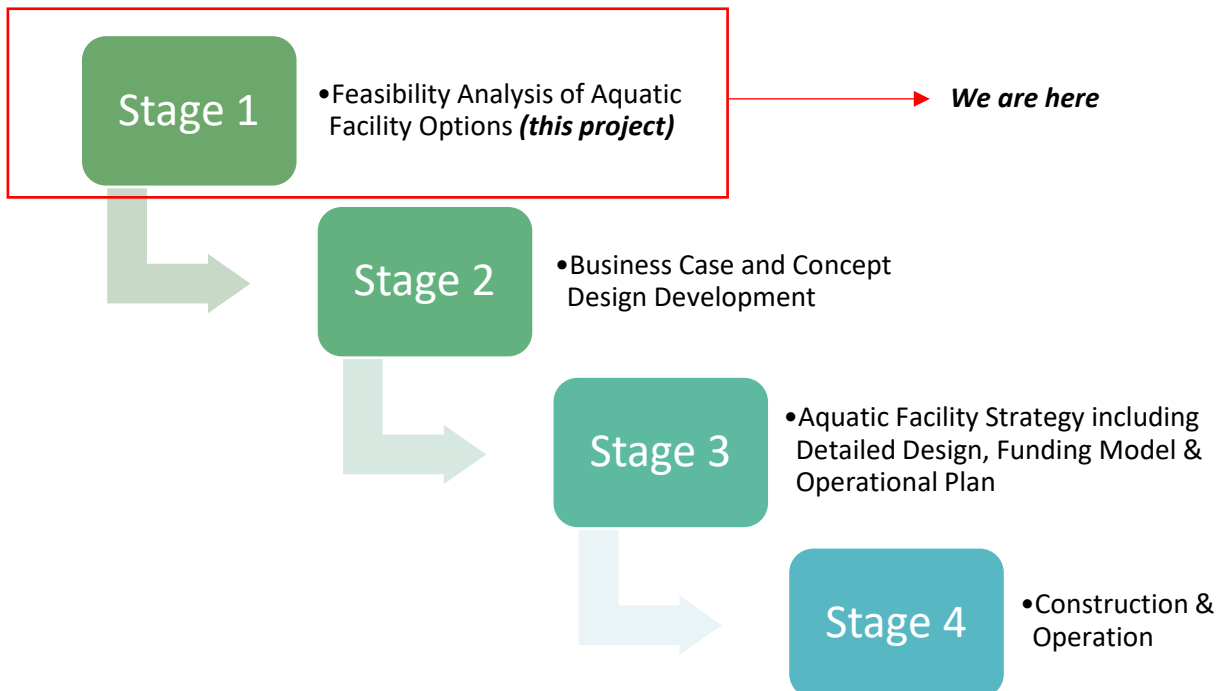


Figure 2: Stage Approach to Project Delivery

2. Project Area and Catchment Analysis

The Break O'Day Council area includes rural, rural-residential, residential and holiday areas in numerous townships and villages. The main regional centre is St Helens, with the other main townships being St Marys, Fingal and Scamander. Smaller townships and settlements include Beaumaris, Binalong Bay, Falmouth, Four Mile Creek, Goshen, Mathinna and Pyengana. The Council area encompasses a total land area of approximately 3,800 square kilometres.

The figure below highlights the location of the Break O'Day Council (shaded area).



Figure 3: Break O'Day Council Location (shaded area)

2.1 Demographic Review

The following section summarises the key population and demographic characteristics and trends likely to impact future participation in aquatic facilities within the Break O'Day region. The following provides a snapshot of the current demographic and population characteristics. A detailed demographic review is provided in **Appendix 1**.

2.1.1 Population

The population and demographic profile are based wherever possible on the 2021 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

- The Break O'Day Council had an estimated resident population of 7,075 in 2023. The population has increased since 2016 by 877 persons (12.4%).
- Overall, 14.8% of the population in Break O'Day was aged 0 to 17 years, while 43% were aged 60 years and older, compared to 19.9% and 29.1% respectively in the Northern Tasmania Region. This indicates that a considerable portion of the population consists of individuals aged 60 years and older.
- In 2021, 13% of people in Break O'Day Council area were born overseas, compared with 14.1% in the Northern Tasmania Region.
- Over half the population live in three towns: St Helens (33.8%), St Marys (11.2%) and Scamander (10.5%).

2.1.2 Future population

The future population profile uses information from the *Future Thinking: Demographic change in Break O'Day – a report for the Break O'Day Council by Dr Lisa Denny (June 2024)* and the *Tasmanian Government's Population projections for Tasmania and Local Government Areas (LGAs)*. The reports indicate:

- Over the next 30 years (to 2053), the Break O'Day Local Government Area (LGA) is projected to grow by 10.2%, reaching 7,795 people, a modest increase from 7,075 in 2023. This represents an annual growth rate of 0.34%.
- Despite the small overall growth, the population structure will shift significantly, with a notable increase in 85 years and older individuals. By 2038, the number of people aged 85+ is expected to grow by 200%, and by 2053, it will rise by over 330%, making up 10.1% of the population.
- The LGA's population is ageing rapidly, and the median age is expected to rise to 61.1 years. This trend may lead to an unsustainable population structure unless proactive measures are taken to attract services and a younger workforce to support the ageing population.
- Without such intervention, the older population may leave due to a lack of services, causing potential population decline.

The figure below summarises the projected future population in Break O'Day.



Source: Population projections for Tasmania and local government areas (LGAs) (medium series). Tasmanian Government

Figure 4: Estimated Population of Break O'Day 2026-2053

2.1.3 Seasonal Population

Visitation

According to the Tourism Tasmania visitor data, a total of 202,000 people visited St Helens in 2023-24. The following graph illustrates the visitor count through the six years from 2019 to 2024.

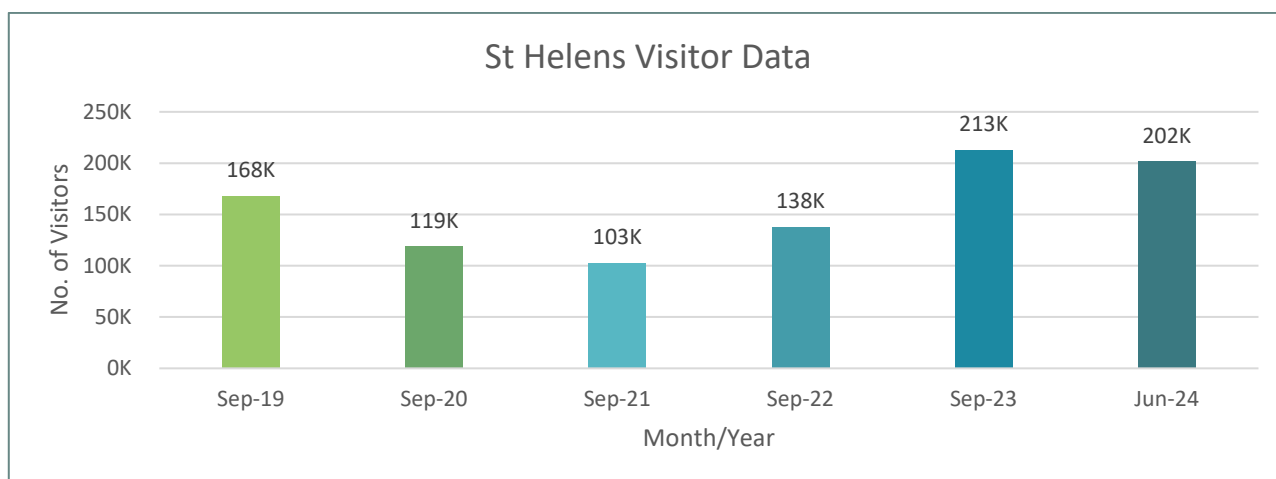


Figure 5: Visitor Data to St Helens 2019 to 2024

The graph above indicates the following:

- Visitation to St Helens was around 168,000 before COVID-19. Visitation dipped in the following two years due to COVID-19.
- In 2022, there was a strong recovery, with 35,000 additional visitors from the previous year. Visitation then grew further to 231,000 in 2023, a growth of 75,000 visitors.
- To date, in 2024, 202,000 people have visited St Helens.

The main purpose of the visits was for a holiday (77%), followed by visiting friends and family (13.3%) and business purposes (6%). Visitor origin data indicated that there were 48,000 visitors from Victoria, 47,000 from New South Wales, 34,000 from Queensland, 13,000 from Western Australia and 11,000 from South Australia.

Visitor Demographics

- The largest age group of visitors was 55-64 years (26%) followed by 65+ years (23%), 45-54 years (17.8%) and 24-34 years (16.3%).
- The highest proportion of travellers were couples with no children (43.5%) followed by families with older children (22%) and single visitors (12.8%).
- The visitor base to St Helens is advantaged, with 32% of the travellers earning more than \$150,000 annually, followed by 19% of the travellers earning between \$52,000 and \$104,000.

2.1.4 Housing

Of the 4,850 dwellings in Break O'Day, almost two thirds (65.0%) were privately occupied at the time of the 2021 ABS Census of Population and Housing – permanent residents. Almost a third (31.3%) were unoccupied suggesting that the dwelling is not the primary residence of the owner, and 3.3% were occupied by visitors at the time of the Census.

2.1.5 SEIFA Index of Disadvantage

The State Growth Tasmania Socio-Economic Indexes for Areas (SEIFA) measure the relative level of socio-economic disadvantage based on a range of Census characteristics. This index contains only disadvantage indicators (e.g. unemployment, low incomes or education levels, single parent families, low skilled occupations, poor English proficiency). The SEIFA Index of Disadvantage for State Growth Tasmania in 2021

was 966, and in the Break O’Day area it is 911 (for comparison Hobart was 1,046). A lower score on the index means a higher level of disadvantage.

2.1.6 Health

The following data reports on health in the Council area according to the Break O’Day Community Health Check 2024. The findings indicate:

- The proportion of people in the Break O’Day LGA who have completed Year 12 and above (52%) is less than the proportion for Tasmania overall (60%).
- The unemployment rate in the Break O’Day LGA (7%) is higher than the rate in Tasmania (6%).
- The weekly income per household is less in the Break O’Day LGA (\$836) than in the rest of Tasmania (\$1,358).
- Thirty-three percent (33%) of Break O’Day residents rated their health as “excellent” or “very good.” This is slightly lower than the rate for Tasmania (37%).
- 11% of adults in the Break O’Day LGA are likely to experience high or very high levels of psychological distress.
- Eighty-nine per cent (89%) of children in the Break O’Day LGA are fully immunised by the age of five.
- During the five years from 2018-19 to 2022-23 there were 12,186 admissions to Tasmanian public hospitals from the Break O’Day LGA area, with 5,796 overnight stays.
- During 2017-2021 coronary heart disease (11%), diabetes (8%), chronic obstructive pulmonary disease (COPD) (7%), cerebrovascular disease (6%), and lung cancer (6%) were the leading causes of the 380 deaths in the Break O’Day LGA area. The age-standardised death rate in 2021 was 645.8 per 100,000 compared with the overall age-standardised rate of 636.7 for Tasmania.
- The following image illustrates risk factors in Break O’Day Council compared to greater Tasmania. Risk factors are conditions or behaviours that make people more likely to get a chronic condition or health problem. Some data is not available for the Break O’Day LGA.

	Break O’Day	Tasmania
 Overweight/obese body mass index (BMI)	74%	62%
 Current smoker	16%	15%
 Daily/occasional vaping	--	3%
 Single occasion risky drinking (>4 alcoholic standard drinks)*	34%	37%
 Insufficient moderate/vigorous activity*	--	24%
 Did not meet recommended daily vegetable intake^	85%	91%
 Did not meet recommended daily fruit intake^	65%	61%

- In the Break O’Day LGA, around 74% of people aged 18 years and over are overweight, which is higher than the rate for Tasmania (62%).

2.1.7 Catchment Analysis

From our industry analysis and benchmarking of many aquatic, leisure and recreational health and fitness facilities and aquatic membership databases, we know that, in general, approximately 75% to 85% of facility users will reside within a 0 km to 5 km radius of a facility, with the remaining 15% to 25% coming from areas within the 5 km to 10 km radius of the facility.

This equates to approximately 75% to 85% of users residing within a 0 to 5-minute travel time radius of a facility, with the remaining 15% to 25% coming from areas within the 5 to 10-minute travel time radius of the facility, assuming an average travel speed of 60km/hr. The 0–10-minute travel catchment is the primary catchment. Regional facility users are generally prepared, or required, to travel for longer periods to access aquatic services due to the lower-density population and subsequent relative lower provision of aquatic facilities. Regional facilities can, therefore, draw users from a wider population catchment beyond a 10-minute drive (primary catchment) for regular use of services and programs and up to 40 minutes for specific health needs. The 10-40 min travel time catchments are secondary catchments.

Several factors will influence the size and shape of the catchment area, including the range and quality of facilities and services offered, natural and built barriers, travel times, and the availability of competing facilities. Individuals' willingness to travel to leisure centres generally also diminishes with distance.

Detailed catchment mapping was undertaken to determine the St Helens, Scamander and St Marys facility catchment areas and travel times as they are the three largest townships in Break O'Day. The figure on the following page presents the St Helens catchment area.

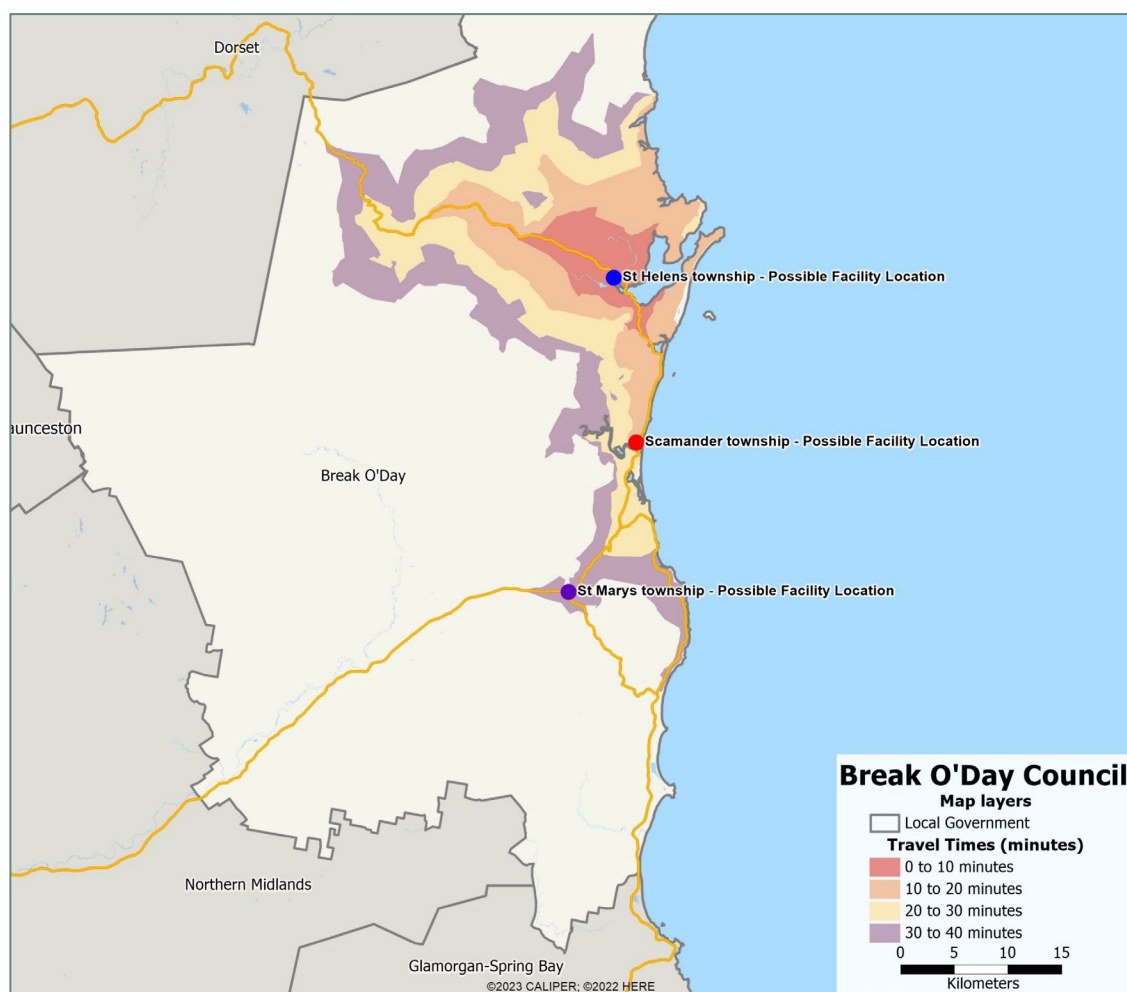


Figure 6: St Helens 40-minute Travel Time Catchments

The table below shows the total population within the St Helens 0–40-minute travel time catchment by age group and 10-minute travel time intervals.

Table 1: St Helens Travel Time Catchment Population

	Primary Catchment	Secondary Catchment		
	0-10 minutes	10-20 minutes	20-30 minutes	30-40 minutes
Age <5	76	65	22	25
Age 5 to 14	158	170	59	84
Age 15 to 19	60	49	18	28
Age 20 to 24	69	53	15	31
Age 25 to 34	143	118	50	62
Age 35 to 44	160	191	62	75
Age 45 to 54	198	215	65	123
Age 55 to 64	350	349	117	173
Age 65 to 74	405	358	101	157
Age 75 to 84	246	167	37	75
Age 85+	85	32	7	21
Sub-Total	1,950	1,767	553	854
Total	1,950	3,717	4,270	5,124

The figure below presents the Scamander catchment area.

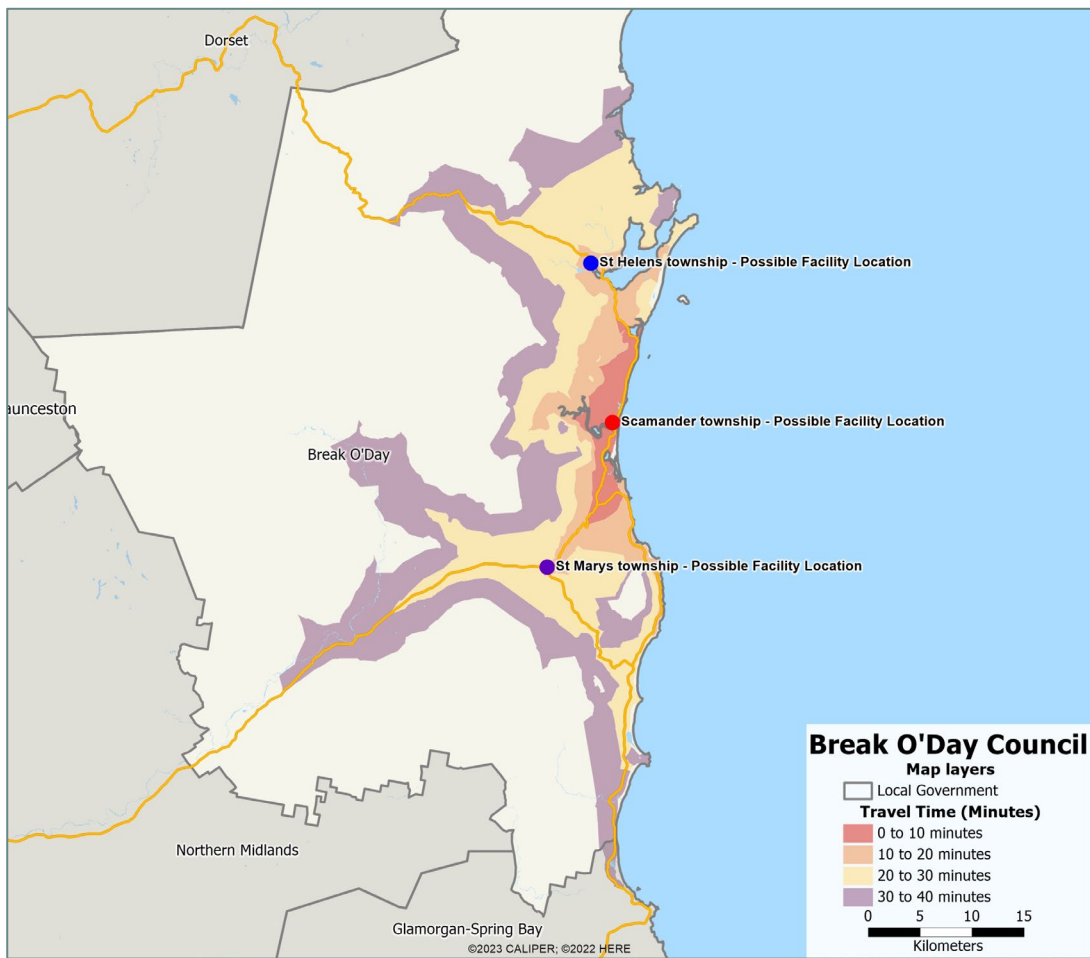


Figure 7: Scamander 40-minute Travel Time Catchments

The table below shows the total population within the Scamander 0–40-minute travel time catchment by age group and 10-minute travel time intervals.

Table 2: Scamander Travel Time Catchment Population

	Primary Catchment	Secondary Catchment		
	0-10 minutes	10-20 minutes	20-30 minutes	30-40 minutes
Age <5	48	97	41	26
Age 5 to 14	108	238	105	80
Age 15 to 19	30	78	34	31
Age 20 to 24	29	95	36	26
Age 25 to 34	98	203	65	41
Age 35 to 44	123	237	115	82
Age 45 to 54	111	294	165	114
Age 55 to 64	192	517	243	170
Age 65 to 74	176	609	212	149
Age 75 to 84	78	334	101	59
Age 85+	20	103	21	15
Sub-Total	1,013	2,805	1,138	793
Cumulative Total	1,013	3,818	4,956	5,749

The figure below presents the St Marys catchment area.

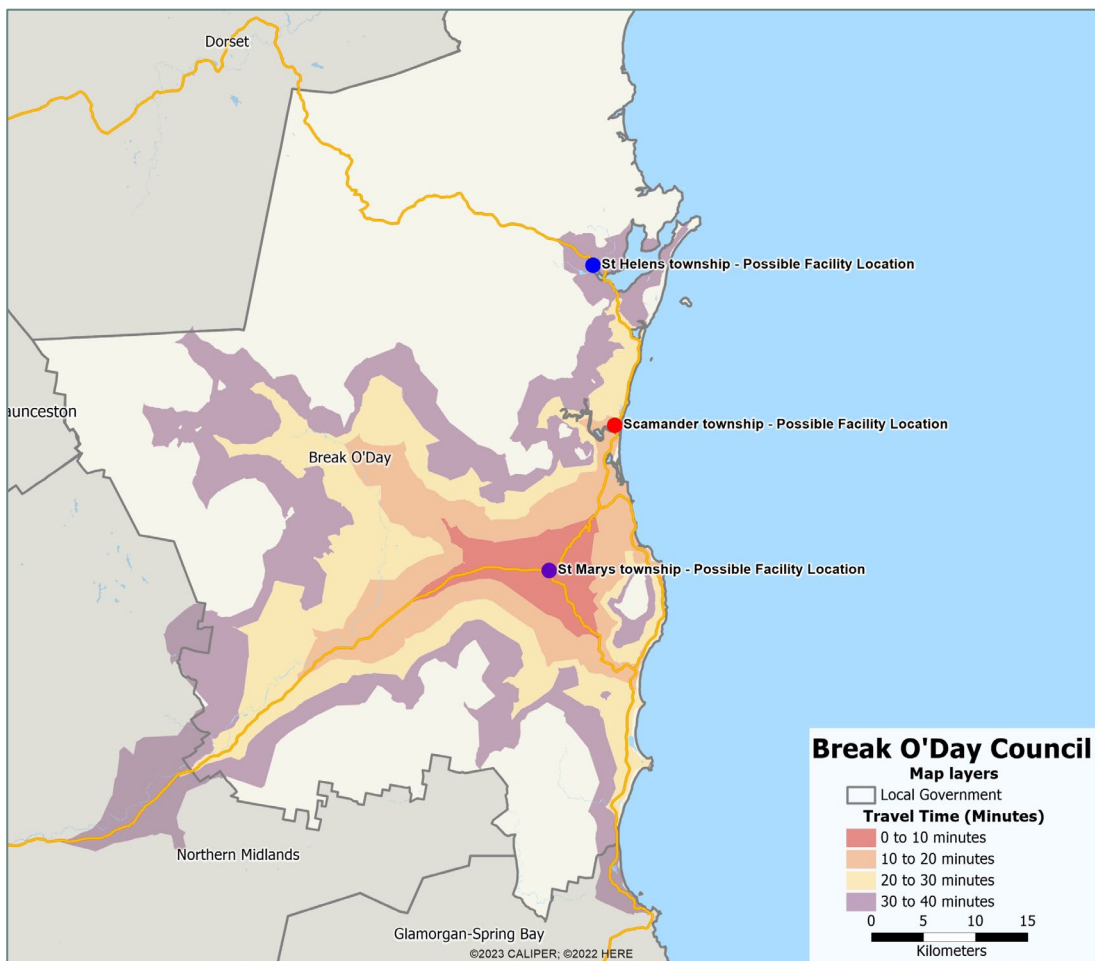


Figure 8: St Marys 40-minute Travel Time Catchments

The table below shows the total population within the St Marys 0–40-minute travel time catchment by age group and 10-minute travel time intervals.

Table 3: St Marys Travel Time Catchment Population

	Primary Catchment	Secondary Catchment		
	0-10 minutes	10-20 minutes	20-30 minutes	30-40 minutes
Age <5	19	51	26	111
Age 5 to 14	62	123	67	250
Age 15 to 19	20	40	24	82
Age 20 to 24	26	39	18	99
Age 25 to 34	39	102	54	231
Age 35 to 44	51	149	68	262
Age 45 to 54	99	148	79	316
Age 55 to 64	134	261	122	575
Age 65 to 74	108	245	117	654
Age 75 to 84	63	101	40	341
Age 85+	20	25	11	99
Sub-Total	641	1,284	626	3,020
Cumulative Total	641	1,925	2,551	5,571

An analysis of the catchment areas indicates:

- St Helens has the largest primary catchment (0-10 minutes). The St Helens primary catchment is 192% and 304% larger than Scamander and St Marys respectively.
- Scamander and St Marys have larger total catchments (0-40 mins) than St Helens (11% and 8% larger respectively).

2.1.8 Catchment Competition

The following map indicates the current provision of aquatic facilities within Break O'Day and the wider region. The map indicates there is some competition. Localised competition, particularly Get Swimming St Helens, which reports it is at or near capacity, will directly impact usage and participation in any proposed aquatic development and is considered a strong competitor, particularly in the learn to swim market, which is typically a high-yielding source of revenue for an aquatic centre and can operate in operational surplus as a standalone service.

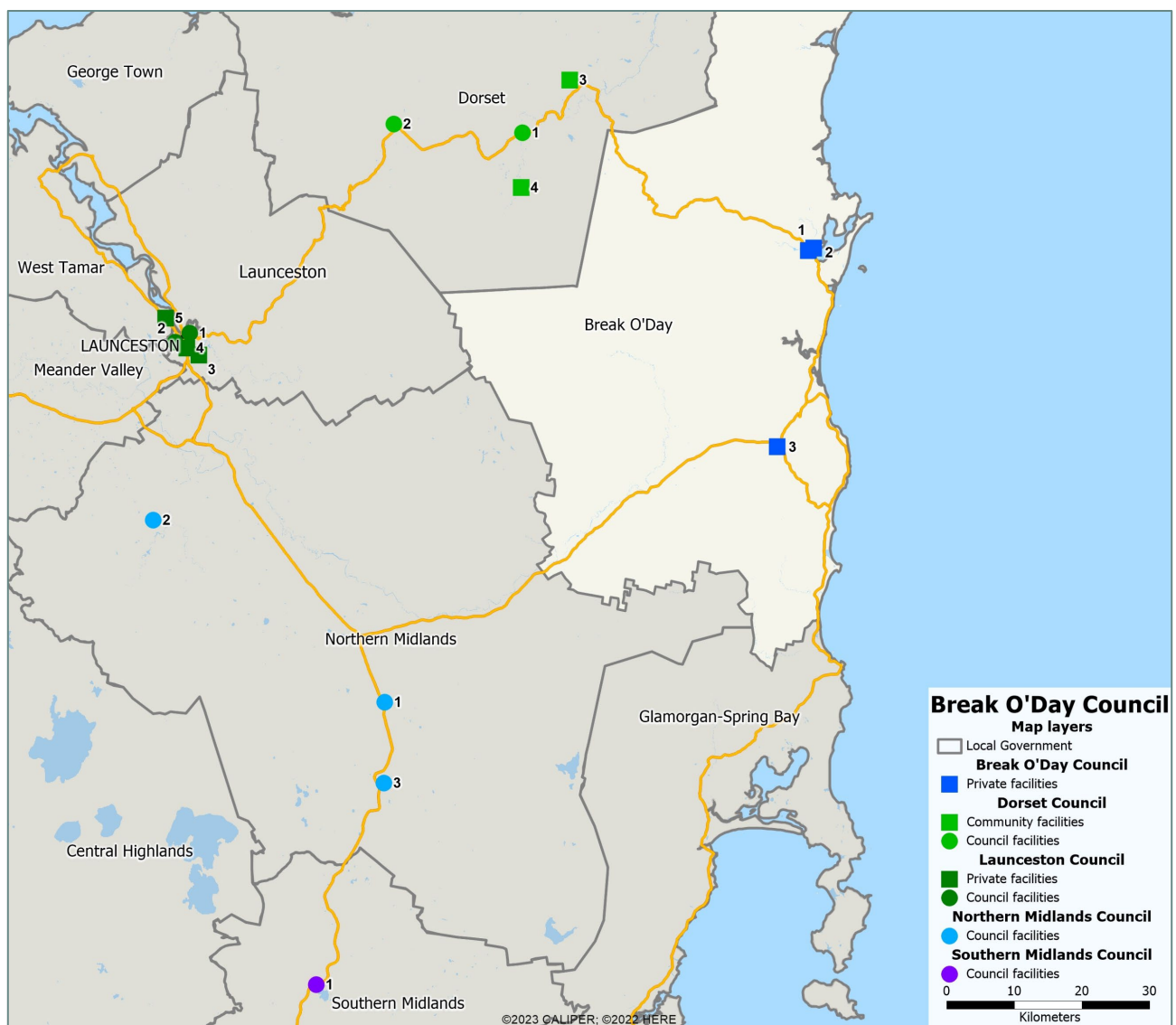


Figure 9: Local and Regional Competitors

Legend:

Council	Council Area Legend Ref.	Facility Name
Break O'Day Council	1	Get Swimming St Helens
	2	St Helens District High School
	3	St Marys District High School
Dorset Council	1	Branxholm Swimming Pool
	2	Scottsdale Aquatic Centre
	3	Winnaleah Swimming Pool
	4	Ringarooma Swimming Pool
Launceston Council	1	Launceston Leisure and Aquatic Centre
	2	Cataract Gorge - Gorge Swimming Pool
	3	Just Swim (Kings Meadows)
	4	Launceston Swim School
	5	Riverside Aquatic Centre
Northern Midlands Council	1	Campbell Town Swimming Pool (Council)
	2	Cressy Swimming Pool (Committee)
	3	Ross Swimming Pool (Committee)
Southern Midlands Council	1	Oatlands Aquatic Centre

While St Helens District High School has a 15-metre heated pool and St Marys District High School has a 25-metre heated pool, these school facilities have limitations, do not adequately cater to broader community use, and are low-level competitors.

2.2 Summary of Key Findings

A summary of key findings from the project area, demographic review and catchment analysis is provided below:

- While the resident population is growing (slowly), it is ageing rapidly (hyper-ageing).
- Population growth is sourced from internal migration, predominantly from within Tasmania and in older age cohorts.
- Growth from migration is offset by natural decline (more deaths than births).
- By 2053, the number of people aged 85 or older is projected to increase by over 330% to be 786 people – to represent 10.1% of the whole Break O'Day population.
- The Break O'Day population is at risk of a self-reinforcing, perpetual decline trajectory without intervention.
- The Break O'Day area is the sixth-highest disadvantaged community in Tasmania, according to the SEIFA indexes. Break O'Day has a higher level of disadvantage compared to the rest of Tasmania, including less weekly income per household, and higher levels of overweight/obesity.
- St Helens welcomes approximately 210,000 to 220,000 visitors annually. The main purpose of visiting St Helens is for a holiday (77%).
- Of the 4,850 residential properties in Break O'Day, approximately 65.0% were privately occupied by permanent residents according to the 2021 ABS Census of Population and Housing. Additionally, nearly one-third (31.3%) of these dwellings were unoccupied, indicating that they are not the primary residences of their owners.

- There is private competition in the St Helens area, particularly from Get Swimming St Helens, which should be considered a medium competitor to any future aquatic development by Council. The aquatic provision at St Helens and St Marys District Schools has limited appeal for broad community use and are low-level competitors in this regard.
- Comparing the Scamander and St Helens drive time catchment areas indicates:
 - St Helens has 92.5% (937) higher total population in the 0-10 min drive time catchment.
 - Scamander has 2.7% (101) higher total population in the 0-20 min drive time catchment.
 - Scamander has 16% (686) higher total population in the 0-30 min drive time catchment.
 - Scamander has 12% (625) higher total population in the 0-40 min drive time catchment.

3. Strategic Alignment

This section reviews past studies, background reports and strategic plans to help identify previous demand, context and project drivers.

The diagram below shows the strategic links between Council's key strategic documents, plans and strategies and the Aquatic Facility Feasibility Analysis.

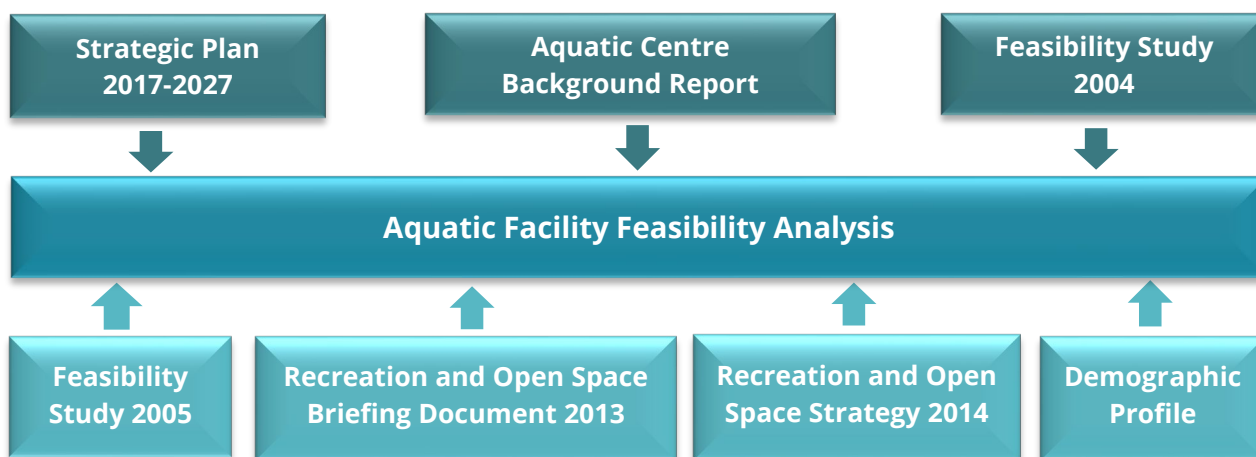


Figure 10: Strategic Links Overview

3.1 Break O'Day Strategic Plan

The Break O'Day Strategic Plan (2017-2027, revised March 2022) established the Council's vision as:

A naturally beautiful environment that speaks to our heart. A diverse and thriving community; a place of opportunity. A place where everyone feels safe, welcome and connected.

To realise the vision, the Strategic Plan focuses on three objectives:

1. Community
2. Economy
3. Environment.

Two further objectives, Infrastructure and Services, underpin these three objectives and are the foundations upon which the community is built and survives.

Any future decision taken by the Council to develop an Aquatic Centre for the Break O'Day community aligns with the following Council objectives:

Services	To have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes.
Infrastructure	To provide quality infrastructure which enhances the liveability and viability of our communities for residents and visitors.
Community	To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued.

Figure 11: Proposed Aquatic Centre Possible Alignment with Council Objectives

3.2 Aquatic Centre Review Background Report

For over twenty years, the community has expressed a long-standing interest in having an indoor aquatic centre in the Break O'Day area. Both the Council and the community have actively pursued the construction of this facility. The movement for the aquatic centre dates to October 2002, when the Break O'Day Aquatic Centre Committee Inc. was established to create an aquatic centre in St Helens.

The background report offers a comprehensive review of the initiatives undertaken to develop an aquatic centre and analyses recent occurrences of comparable facilities constructed or suggested by Tasmanian councils in areas similar to St Helens. These endeavours are further outlined in the rest of this section.

3.3 Feasibility Study for the Development of an Indoor Sports and Aquatic Centre in the Break O'Day Municipality – March 2004, Thompson Tregear Pty Ltd

Following feedback from the community expressing a need for an indoor aquatic facility in the towns of Break O'Day, a Feasibility Study was conducted to assess the viability of such a project. The key findings are summarised below:

- Community feedback in Break O'Day indicated a strong need for an indoor aquatic facility.
- The Feasibility Study assessed this need but highlighted significant initial and ongoing costs as major challenges.
- The lack of an indoor facility has increased pressure on existing school amenities, notably the 15m heated pool at St Helens District High School, which limits community access and does not support full membership for all residents.
- St Marys District High School offers a 25m pool, but its distance (35km from St Helens) makes it impractical for local needs.
- The report emphasised high public interest for affordable, year-round aquatic access in the St Helens area, evidenced by engagement with the Break O'Day Aquatic Centre Community Inc.
- The absence of an aquatic facility also limits exercise and hydrotherapy access for the ageing population in the municipality.

- There is a preference among the community for a new indoor aquatic centre near St Helens, but the Feasibility Study found insufficient grounds for including an indoor sports hall in the project.
- The lack of facilities hinders access to exercise and hydrotherapy for the ageing population in the Break O'Day municipality.
- There is a strong preference for an indoor aquatic centre near St Helens township.
- The Feasibility Study concluded that an indoor sports hall is not justified for this project.
- Recommendations include Council's formal resolution to designate the northeast corner of St Helens Recreation Ground for an aquatic centre.
- A phased development approach is suggested to manage high capital costs.

Key Findings

The key findings from the 2004 Feasibility Study were:

- An enhanced indoor 25-metre pool is recommended as the optimal choice to address the diverse needs of the community including:
 - a 25-metre x 8 or 6 lane pool suitable for lap swimming, training, competition, educational and recreational use. To accommodate the widest possible range of users and to limit water treatment/energy costs, it should have a maximum water depth of approximately 1.4 metres.
 - a separate toddlers' pool with seating for parents.
 - an informal leisure water area with graded (beach) entry, suitable for a wide range of recreational, teaching and hydrotherapy activities. Such an informal water space could be an extension of the 25-metre pool to reduce capital and operating costs. Again, the maximum water depth should be approximately 1.4 metres.
 - solar water heating facilities and energy-efficient design to limit energy costs.
 - efficient layout/design to limit water supervision costs.
 - the facility to open the pool hall with large doors/operable walls to outdoor, grassed leisure areas in suitable weather conditions.
 - adequate, secure change rooms and showers.
 - an inviting café/kiosk.
- The report estimated that a catchment multiple of 12 and an average fee of \$5 per visit would result in a \$250,000 net annual operating subsidy.
- The current catchment population was approximately 4,000 (as of 2004).
- Depreciation adds an estimated \$60,000 to \$75,000 annually to operating costs and required subsidies.

When the Thompson Tregear Report was prepared, there was no competition for a public aquatic facility in the St Helens area. This has changed in the last two years with the construction of a 25-metre indoor pool at a private property. Learn to swim programs are a significant source of income for a public facility.

3.4 Feasibility Study for the Development of an Aquatic Centre in the Break O'Day Municipality –September 2005, David H Brown

The Brown Report, developed in 2005 by David H Brown, a dedicated community member and Director of Research and Planning at the Sports Technology Centre, was provided voluntarily out of his interest in the matters the Council was considering. The report primarily focused on on-site location, design, and management considerations, emphasising the potential for significant operational cost savings through additional capital investment. Many of the questions raised in the report continue to be relevant in today's context.

The feasibility study examined the potential for constructing a six-lane 25m indoor heated swimming pool at the intersection of Tully and Young Streets, St Helens. It addressed site location, management and design considerations and raised several key questions for the Council to determine the project's viability.

Financial projections were provided, indicating expenses of \$165,000 per annum (excluding depreciation), income of \$140,000 (based on 40,000 visits per annum), resulting in an operating deficit of \$25,000 per annum (excluding depreciation).

3.5 Briefing Document – St Helens Sport and Recreation Ground, 2013, Break O'Day Council and Jennifer Binn

The Break O'Day Recreation and Open Space Strategy (TCG Planning October 2014) involved extensive community engagement from late 2012 to 2013. This engagement included telephone surveys, feedback from “drop-in” sessions, written responses, and input from the Break O'Day Strategic Plan Review responses received in 2010. The feedback indicated a strong desire for a swimming pool in St Helens, with suggestions for a small pool for the elderly or a tidal pool as alternatives to a traditional swimming pool.

In developing the Strategy, a research-based approach was adopted to assess the community's needs, and benchmarks were utilised to evaluate the quantity and distribution of recreation facilities in the Break O'Day area. The assessment process, particularly in relation to an indoor aquatic centre/leisure centre/recreation centre, revealed the following key points:

- The population of approximately 6,000 persons in the Break O'Day Municipality falls short of the population threshold typically required to support an indoor aquatic fitness centre/leisure centre, typically supported by a population of 40,000 to 50,000 persons.
- Despite this, such a facility is supported by community consultation, the ageing population's need for fitness and therapeutic facilities, weather conditions favour year-round participation, and the necessity to provide diverse recreational facilities to retain families and children in the region.

While St Helens District High School has a 15-metre heated pool and St Marys District High School has a 25-meter heated pool, these facilities do not adequately cater to broader community use. Therefore, a purpose-built facility in the main town of St Helens is warranted. This location is centrally located and would promote the greatest level of access and utilisation of the infrastructure.

3.6 Break O'Day Recreation and Open Space Strategy (October 2014)

This strategy confirms that the Break O'Day Municipality is generally well-resourced in terms of open space and recreation facilities, subject to the provision of a small number of additional facilities in specified sports, such as basketball and swimming.

The Open Plan Strategy identified that, similar to the (2014) national trends, the most popular physical activities in Tasmania were walking, followed by **aerobics, swimming**, cycling and bushwalking for non-organised activities.

Engagement activities conducted during the Strategy further identified the following summarised themes:

- A community desire for a swimming pool, even a small pool for the elderly.
- More recreational facilities e.g. a swimming pool would make the Break O'Day area an even better place to live and work.
- That survey participants would like to see an indoor therapy/swimming pool provided in the municipality.

3.7 Summary of Strategic Drivers

The Break O'Day Council has several key planning and strategic documents that guide service infrastructure development. These documents emphasise the importance of providing quality services that adapt to the community's evolving needs, aiming to improve health, education and employment outcomes.

Sport, active recreation and aquatic facilities are essential for community health and wellbeing, offering social, economic and health benefits. The main strategic documents supporting these initiatives are the Break O'Day Strategic Plan and the Break O'Day Recreation and Open Space Strategy. Notably, the Council has strategic backing to establish an aquatic centre in Break O'Day.

4. Benchmarking

Research benchmarking was completed on various Tasmanian and Victorian rural and coastal aquatic and leisure facilities servicing similar and larger-sized catchments to understand each facility's issues, opportunities and financial performance.

The operating performance research is summarised in the table below and further detailed throughout this section.

Table 4: Facility comparisons

Facility Name	Location	Facility Components	Estimated Resident Population of LGA (2023)	Land Area (km ²)	Population density (persons per km ²)	Operating Financial Performance	Total Attendances
Break O'Day Aquatic Centre	Break O'Day, Tasmania	TBC	7,075	3,519	2	N/A	N/A
Oatlands Aquatic Centre	Southern Midlands (Oatlands, Tasmania)	• Six-lane 25-metre indoor swimming pool • Program pool • Aquatic play area • Equipped gym	6,912	2,615	2.6	• Income \$264,000 • Expenditure \$734,340 • Operating Deficit \$470,340 • (23/24 Budget figures)	Approx 15,000 (2.2 visits per head of population)
Smithton Wellbeing Indoor Recreation and Leisure (SWIRL)	Circular Head (Smithton, Tasmania)	• Six-lane 25m indoor swimming pool (0.9 – 1.8m depth) • Program pool (6m x 12.5m, 0.9m depth) • Aquatic play area (0-0.3m depth) • Kiosk	8,352	4,897	1.7	• Income \$419,000 • Expenditure \$917,120 • Operating deficit \$498,120	Average 27,800 p/a (3.3 visits per head of population)
Bass Coast Aquatic and Leisure Centre (using pre-Covid impacted data from 18/19)	Bass Coast (Wonthaggi, Victoria)	• Indoor 25m pool (28 degrees) • Toddler pool • 24/7 gym • Group fitness studios • Single court stadium • Merchandise area	42,729	864	49.5	• Income* \$963,000 • Expenditure \$1,383,000 • Operating Deficit \$420,000	Average of 150,00 total attendances per annum (3.5 visits per head of population)

*Note – the above figure excludes "Contract Partner contributions" (Council payments recognised as income to the operator).

4.1 Site Visits

Site visits were conducted to the following facilities to understand the range of planning and operational issues and opportunities associated with each venue.

4.1.1 Launceston Leisure and Aquatic Centre

The City of Launceston's Leisure and Aquatic Centre offers state of the art facilities and is located minutes from the city centre and open seven days a week. The facilities and services offered at the Leisure and Aquatic Centre include:

- Indoor and Outdoor Beach Entry Leisure Pool
- Indoor Interactive Water Play Area
- Indoor 50m Competition Pool
- Indoor learn to swim (LTS) Pool
- Warm Water Pool and Spa
- Multi-Purpose Rooms
- Swim Shop
- Family Friendly Change Facility
- Accessible Change Facilities
- Outdoor 25m Lap Pool with Diving Boards
- 65m Waterslide
- Barbecue Facilities.

The Centre currently has approximately 2,300 students enrolled in the LTS program, and approximately 1,420 health and wellness members (this number is limited to the size constraints of the gym floor and program rooms).

In recent years, the facility has retrofitted heated electric heat pumps and solar panels to remove gas usage from the site for \$1.77M. The projected payback period was approximately four years.

These savings have been partially offset by increased plant maintenance and costs associated with the failure of elements of the heat pump equipment, particularly compressors and exhaust fans, which total approximately \$50,000 p/a. Council are investigating whether the cabling used during the installation of the system, which did not meet specifications and has since been replaced, is associated with the ongoing failure of the equipment.

4.1.2 Scottsdale Aquatic Centre

Scottsdale Aquatic Centre was built by Hydrila in 2021. The new facility consists of the following components:

- 25m outdoor lap pool – 8 lanes
- 15m learn to swim pool
- Toddler pool
- Waterpark with waterslides
- Kiosk.

As an outdoor facility, it operates seasonally between late October to April. The facility does not charge an entry fee; however, donations are welcome. Contributions from the wind farming industry offset the operating subsidy for this model.

The facility conducts a summer learn to swim program with 200-250 students enrolled across the summer months.

The 2023/24 financial information for Scottsdale Aquatic Centre is presented below.

Table 5: Scottsdale Aquatic Centre Operating Performance

Scottsdale Aquatic Centre	2023/24 Financial Performance	2023/24 Attendances
Operating Income	\$101,958	25,318
Operating Expenditure	\$501,880	
Operating Deficit	\$399,922	
Depreciation, Amortisation and Impairment	\$196,931	
Net performance	\$596,553	

4.1.3 Oatlands Aquatic Centre

Oatlands Aquatic Centre was built in 2022 at a cost of approximately \$10 million. This consisted of a \$2 million contribution each from the Federal and State governments, with Southern Midlands Council funding the remaining \$6 million. The facility's architect was Phillip Leyton, located in Hobart.

The facility has a 6-lane 25m pool with depth ranges of 1.2m – 1.8m and a leisure pool with beach entry to 0.9m. A small room accommodates a limited range of gym and cardio equipment.

Southern Midlands Council has a population of approximately 3,000, with 750 residents in the town of Oatlands. The facility hosts five schools throughout the year for their kinder to year 6 learn to swim programs.

The facility is managed by Council. Two full-time staff members, who complete a very high number of hours of direct service weekly in the facility, are complimented by 13 casual staff members throughout the week.

The gas supply is filled monthly at a cost of \$800-\$1,500, depending on usage, and approximately \$40,000 per quarter is spent on electricity for the entire centre.

4.1.4 Smithton Wellbeing Indoor Recreation and Leisure Centre

The Smithton Wellbeing Indoor Recreation and Leisure Centre (SWIRL) is located in Smithton, North-West Tasmania. It is located on the northern side of the Smithton Sports Centre, bounded by Grey Street, Gibson Street and Nelson Street.

This state-of-the-art wellbeing and leisure facility includes a six-lane 25m indoor swimming pool, a program pool and aquatic play area. Dry program areas include a gymnasium and a group fitness room.

The facility opened in May 2019, with a total project cost of approximately \$14.5 million (\$12 million construction plus fit-out). Circular Head Council contributed one-third of the cost after State and Federal government funding for the project was pledged.

Belgravia Leisure has managed the facility on behalf of the Council since opening, and the contract has just been re-tendered successfully to Belgravia Leisure, converting from a Fee for Service contract to a Guaranteed Lump Sum.

The aquatic components of the facility operated on separate systems, allowing the pool temperatures to differ for the programs and intended uses. The 25m pool has a depth range of 0.9m—1.8m and is heated to approximately 28.5 degrees Celsius to allow for lap swimming, higher-level learn to swim classes, squad training and aqua aerobics classes. The learn to swim pool has a constant depth of 0.9m and is heated to 32 degrees Celsius for infant and preschool classes.

Burning wood chips heat the air handling and all water (pools and amenities). This system is one of only two in Australia. The woodchips are sourced from a local logging company in town, with one delivery per week, at a total cost of approximately \$40,000 annually. Other energy costs total \$60,000 - \$70,000 annually (approximately). Noting that SWIRL has greater water and air volumes to heat compared to the Oatlands Aquatic Centre, the SWIRL Centre has total energy costs in the order of \$110,000, which is lower compared to the Oatlands Aquatic Centre, which spends approximately \$170,000 p/a on gas and electricity. Using wood chips as the heating source at SWIRL has resulted in lower operational energy costs when compared to the Oatlands Aquatic Centre.

4.2 Benchmarking Summary

The research and benchmarking completed on various Tasmanian and Victorian rural and coastal aquatic and leisure facilities servicing similar and larger-sized catchments indicates:

- Significant capital investment is required to construct aquatic facilities.
- The facilities incur high annual operational losses.
- Once depreciation is accounted for, the net deficit to Council becomes greater.
- Attendances at benchmarked facilities ranged from 2.2 to 3.5 visits per head of population. Noting there may be some fluctuation in Break O'Day due to the seasonal holiday population influx, using the 2031 total population forecast of 7,342, this equates to annual attendances in the order of 16,150 to 25,700.

5. Industry Trends

This section presents current trends in aquatic design, programming and operations.

5.1.1 Aquatic Design Trends

Over the last decade, market trends have significantly impacted facility design and planning. The rise in competition from commercial health and fitness operators, particularly low-cost 24/7 gyms and boutique program studios and franchises, has resulted in a decrease in market share for most council-owned facilities. The allure of the low weekly fees offered by these operators is particularly attractive to budget-conscious gym members willing to trade off personal supervision for affordability.

The health and fitness market has become segmented with the growth of smaller boutique operators such as boot camps, personal training, Pilates and yoga. Traditionally, local government facilities have provided full supervision of activity areas and catered to user segments not targeted by the commercial market, but this has led to increased costs and higher price points compared to the low-cost gym market.

Only those local government facilities designed to appeal to a broad range of user segments have maintained their market competitiveness.

During the same period, the learn to swim market has seen the entry of new providers' and improved standards by existing providers. As a result, council-owned facilities have had to adopt more commercial management approaches to mitigate the impact of private competitors on learn to swim customer acquisition and retention.

With increased competition and significant capital investment in both the public and private sectors, customers have become more discerning and now prioritise the quality of services and facilities. Some councils have responded by heavily investing in new and refurbished facilities, thereby raising the standard and variety of services offered. This, in turn, has raised the expectations and demands of ratepayers in other councils. Aquatic centres that fail to meet customer expectations for quality and lack a broad range of services are trailing behind, resulting in poor participation rates and financial outcomes.

Over the past decade, there has been a greater emphasis on developing a variety of spaces within aquatic and recreation centres. The following table outlines these.

Table 6: Aquatic and Recreation Centres Design Trends

Area	Comment
Aquatic area	
Dedicated Program Pools	- Designed for learn to swim specifically and may cater for a variety of aquatics programs. - The shallower depth mitigates reticence experienced by some children learning in larger, deeper aquatic spaces. - The warmer water ensures user comfort for the lesson duration and assists with retaining students through the colder months. - Further benefits of dedicated program pools include: - Financial sustainability – revenues offset costs of non-commercial activities such as lap swimming. - Increased physical activity of children. - Enhanced water safety skills within the community.
Warm water pools	- Used for rehabilitation and therapy, these pools have become one of the highest use spaces within public aquatic and leisure centres. These pools are increasing in size to cater for increased demand. - Demand for these pools is projected to grow with the ageing population and to assist people living with disabilities, mobility issues and people with chronic health problems. - Further benefits of warm water pools include: - Financial sustainability – revenues from parent/child learn to swim classes conducted in this pool can offset costs of non-commercial activities such as therapy, rehabilitation. - Equitable and inclusive access for people of all abilities. - Often combined with aquatic wellness areas such as spa, sauna and steam rooms, these spaces provide areas for social interaction and connection.
Water play/leisure water	- These areas may include enclosed slides which provide an activity for older children and youth which are traditionally not well catered for. - Well considered pricing strategies are required to minimise any participation decline of water slides once the honeymoon period ceases. - Year-round water play containing water jets and other leisure play opportunities can create destination venues for younger children in the 1-12 age cohort. - Further benefits of leisure water include: - Financial sustainability – can attract LTS enrolments when students are encouraged to stay and play following lesson times. - Financial sustainability – can increase secondary spending (food and beverage) as families likely to increase their length of visit in the centre.
Health and Fitness (Dry) area	
Dry program rooms	Major facilities are providing three and up to four multi-purpose rooms with a greater emphasis on programs for older adults and a much broader range of opportunities, including Pilates, Yoga and Boot Camps.
Gymnasia	- Gymnasia are now well planned to maximise group and personal training experiences. - Separate zones are provided for small group functional training within the main gym. - Contemporary gyms, with sufficient demand, can be over 1,000m².

Area	Comment
Allied Health	- Some major redevelopments are partnering with local health care providers to provide a holistic health care model. - This can position the centre as a health hub within the community and can draw people into the centre that may not otherwise have attended. - Program design can be aligned to provide pathways for people from the allied health services to the centre's own programs and services.
Amenities	
Group change areas	- The introduction of leisure water and dedicated program pools can attract significant numbers of families and small groups requiring dedicated change spaces. - Specific change areas containing a central "village" and variously configured smaller break out cubicles can build a sense of safety and improve customer satisfaction.
School change areas	School change facilities and a separate, dedicated access point for schools and large groups, has enhanced the safety and supervision of these groups and reduced the demands in other change areas.
Other	
Technology	Technology improvements in the past 10 years offer many benefits to leisure and recreation centres. While technology uptake in Council owned facilities has been moderate, planning and design considerations now include: - Self-service entry through improved entry foyer and reception design. 24/7 gym access including gate access control, CCTV and duress alarms. - Gymnasium equipment software and apps. - Booking software and apps (e.g., live lap lane availability). - Virtual and on-demand delivery options. - Data tracking and engagement software. - Attendance counting software. - Plant room, maintenance and incident management software. The combination of these technology improvements can help increase customer satisfaction, decrease labour costs and increase operational efficiencies.
Meeting spaces	Some developments have incorporated the provision of community meeting spaces for a range of activities, including community meetings, sports clubs and associations meetings, educational sessions, staff training and development, special needs groups sessions and programs for members of disadvantaged communities.

5.1.2 Aquatic Facility Trends

There has been a much greater emphasis in the development of a variety of water spaces within public aquatic centres including:

- Program pools designed for learn to swim and a variety of aquatics programs.
- Warm water pools which are used for rehabilitation and therapy, one of the highest use spaces within public aquatic and leisure centres.
- Water play including large, enclosed slides, water jets and other leisure play opportunities.

Health and fitness programming have also advanced with a greater emphasis on programs for older adults as well as a much broader range of opportunities including Pilates, Yoga and Boot Camp.

Components that contribute to successful contemporary aquatic and leisure facilities are summarised in the figure below.

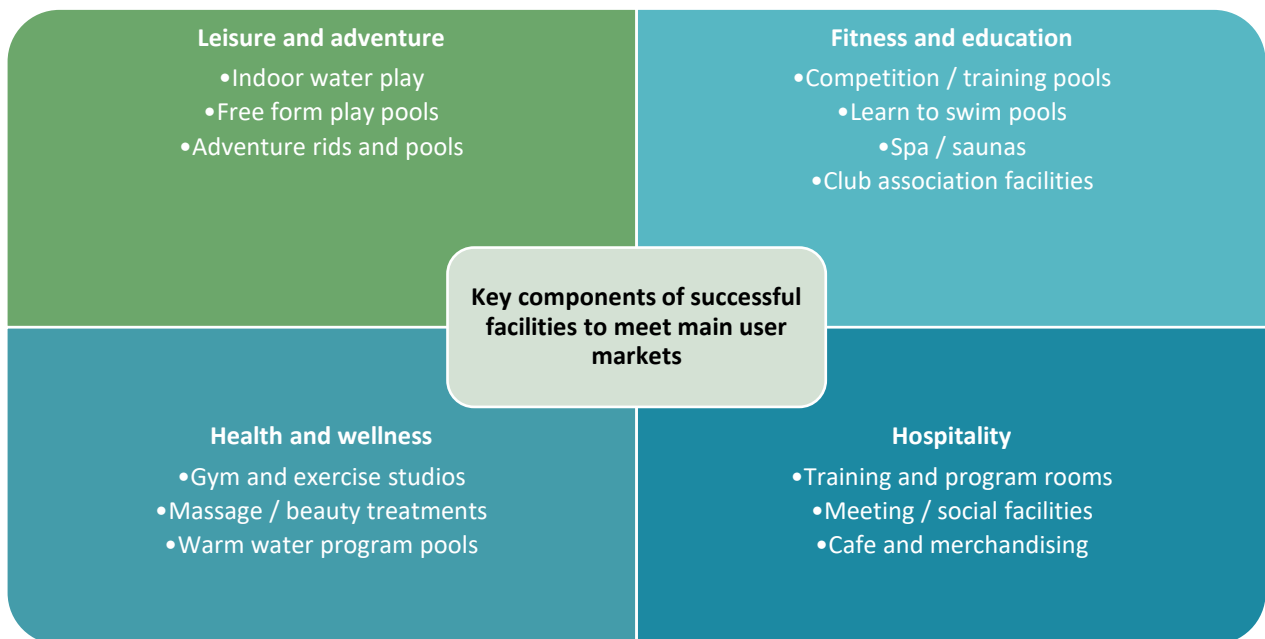


Figure 12: Successful Aquatic and Leisure Facility Model

Detailed planning and comprehensive feasibility studies show targeted user profiles with the majority of aquatic facility market research indicating complexes must equally cater for four distinct aquatic user markets, summarised in the figure below.

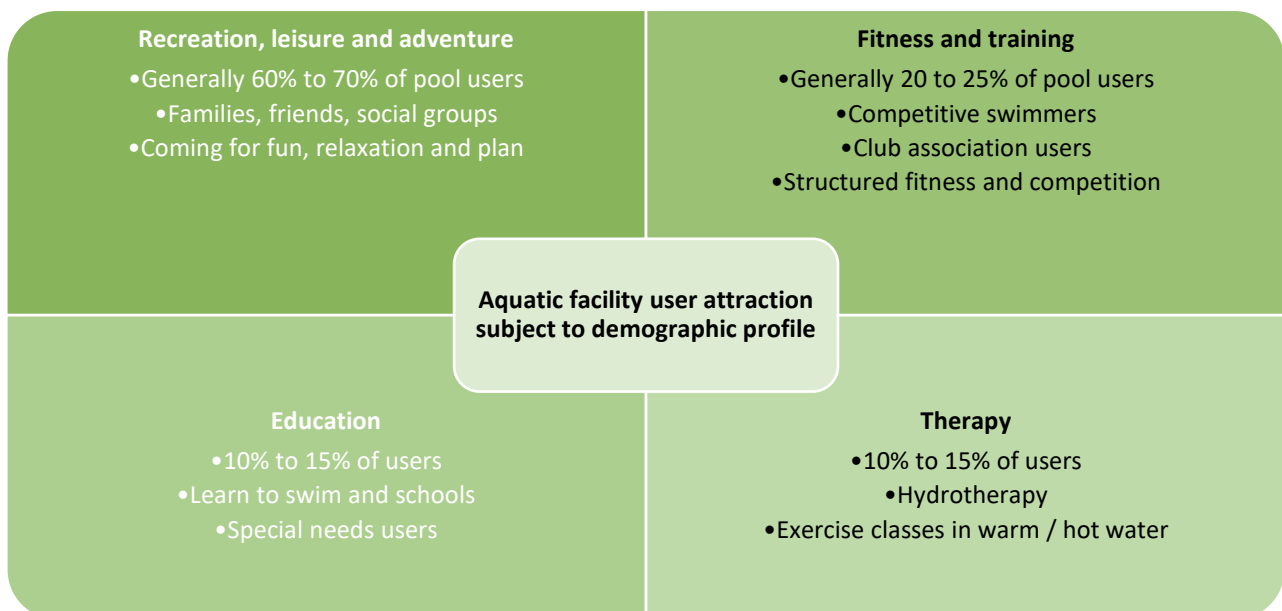


Figure 13: Main Aquatic and Leisure Facility User Markets

6. Community and Stakeholder Engagement

This section details the comprehensive community engagement conducted to gather feedback on the future demand and needs for aquatic services and programs across the municipality. It outlines the engagement approach, and highlights the key issues identified through the consultation process.

Consultation for the Break O'Day Aquatic Feasibility Study was conducted predominantly over a one-month period in November 2024. The consultation included a wide range of interviews, in person community workshops, surveys and site visits including:

- Councils' website and social media.
- Online surveys – residents, schools and allied health.
- Community workshops in St Helens, St Marys and Scamander.
- Stakeholder interviews.

The consultation platforms were implemented to gain an understanding of the thoughts and opinions of different sectors of the community, including:

- General community.
- Schools in the Break O'Day Council.
- Allied Health professionals in the Break O'Day Council.
- Other stakeholders.

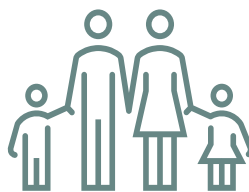
This section presents the summarised results from the community survey. The full community survey report is in **Appendix 2**. This section also details other engagement activities, including the school survey, allied health survey, community workshops, and stakeholder interviews.

6.1 Community Survey

This section summarises the key findings from the community/survey conducted online and in-person through Council's Community Engagement Page in November 2024. A total of 686 people completed the survey. The following information provides details on who responded to the survey.



The majority (79%) of respondents were female while 20.3% were male and 0.6% preferred not to specify their gender.



Age group that represents the highest percentage of the respondents is 60 to 69 years (25.8%) followed by 50 to 59 years (18.6%) and 40 to 49 years (18.4%).



The predominant postcodes where respondents lived were St Helens and surrounds (56.3%) followed by Scamander/ Beaumaris (21.8%).

6.1.1 Summary of Community Survey Key Findings

The following analysis summarises the survey results:

Accessibility: A significant barrier to using aquatic facilities is the absence of a nearby option. Most respondents are willing to travel 10-30 minutes to a new facility. Accessibility features and proximity are key priorities.

Demographics: The survey reflects strong engagement from older adults (especially those 60-69 years old). Therefore, the new facility should offer services such as aqua-fitness classes and a warm-water pool.

Popular activities: Recreational swimming, lap swimming, water fitness classes, and rehabilitation therapy are the most popular activities. Features such as affordable membership options, family-friendly areas, heated pools, and therapeutic amenities were mentioned frequently by the respondents. The community's willingness to pay must be carefully considered in pricing strategies.

Barriers to use: High travel distances, cost, and time constraints are significant deterrents. Addressing these issues through an accessible location and affordable options will be critical to increasing facility usage.

Community concerns: While most respondents mentioned no concerns, some mentioned operating costs, admission fees, and long-term sustainability as areas of concern.

The results highlight the need for a centrally located, affordable, and well-equipped facility that caters to health, fitness, and family activities, with particular attention to older adults and accessibility.

6.2 School Survey

Surveys distributed to schools received two responses, from St Helens District High School and St Marys District School.

- Both schools mentioned that they use their own aquatic facilities.
- Both schools offer kinder to year 12 levels.
- St Marys 2024 enrolment numbers were 252 and St Helens were 500.

Facility usage

- St Marys mentioned that they use their pools 3 to 6 times a day.
- St Helens mentioned that they use their pools multiple times a day.
- Both pools are used heavily by the respective schools.

Schools were asked the primary purpose of using their pools, with the following results.

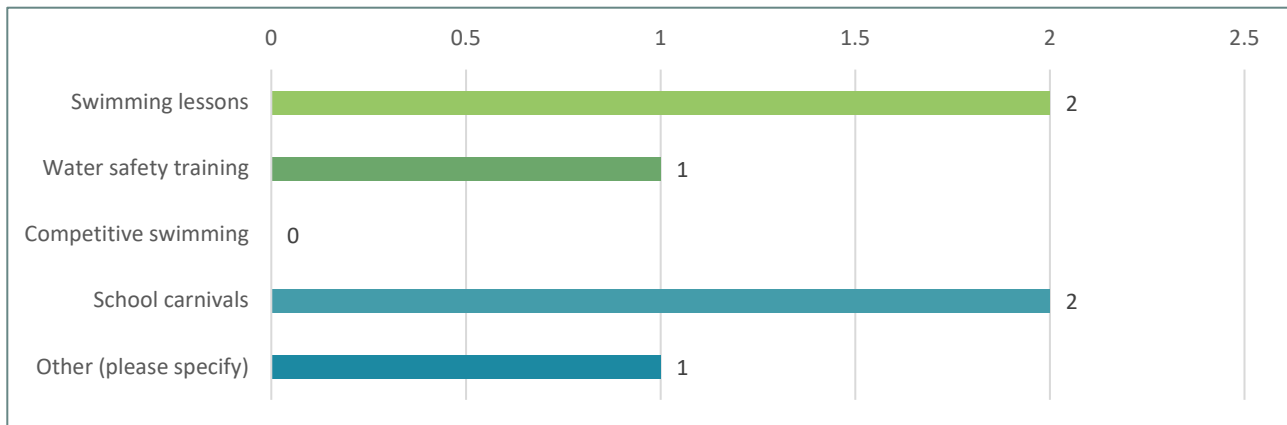


Figure 14: Primary purpose of using pools

- As the graph indicates, the schools mainly use their pools for swimming lessons and school carnivals.
- St Helens District School also mentioned using the pool for water safety training and Health and Physical Education lessons.

Future use

- Both schools indicated that they would like to see a new aquatic facility in Break O'Day Council.
- They were asked which activities or services the school was most likely to use at a new aquatic facility with the following results:
 - **St Marys District School:** competitive swimming training and swim carnivals.
 - **St Helens District High School:** curriculum swimming lessons, water safety and survival programs and swim carnivals.
- Schools were asked how important the following features were for them in a new aquatic facility:

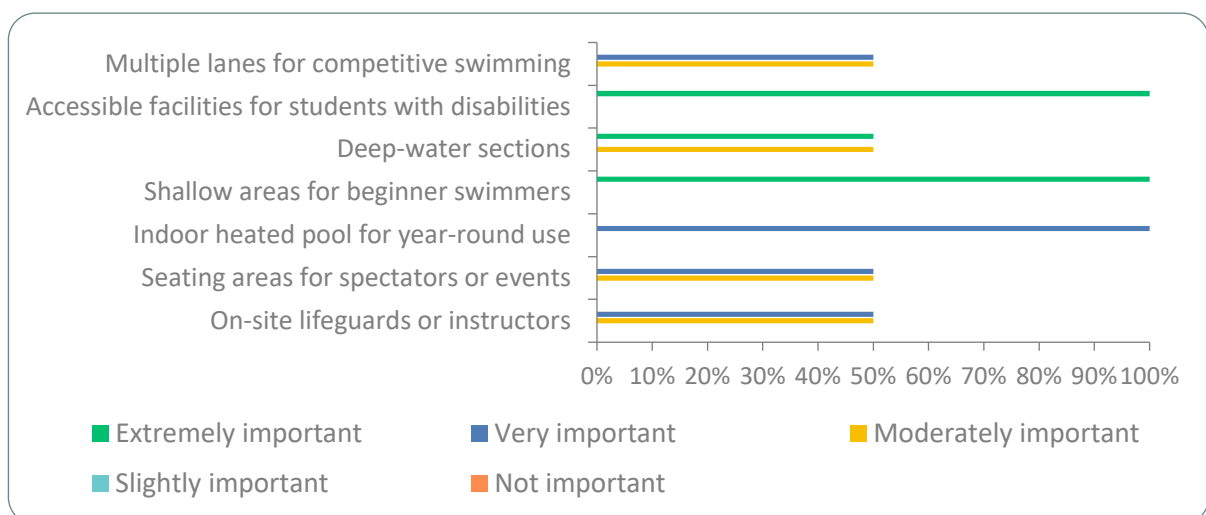


Figure 15: The importance of aquatic facility features to schools

The graph above indicates:

- Accessible facilities for students with disabilities and shallow areas for beginner swimmers received "Extremely Important" ratings from both schools, highlighting their priority.
- Indoor heated pools for year-round use were rated as "Very Important" by both schools.

- Features like multiple lanes for competitive swimming, seating areas for spectators, deep-water sections, and on-site lifeguards/instructors showed more varied responses, indicating these are still important but with some flexibility.
- Schools were asked how far they were willing to travel to the nearest aquatic facility:
 - St Marys mentioned they would be willing to travel 30 to 45 minutes.
 - St Helens indicated a difference in travel time attitude and mentioned they would be willing to travel up to 10 minutes.
- Schools were asked if they had any concerns regarding the building of the new facility. While St Helens had no concerns, St Marys had concerns regarding the cost to the community (increased rates and fees), the long-term sustainability of the facility, and operating costs and admission fees.

6.2.1 Summary of School Survey Key Findings

Both schools heavily use their pools for swimming lessons and carnivals, with St Helens also focusing on water safety and PE lessons. Both strongly support a new aquatic facility that prioritises accessibility, school-friendly features, and year-round usability.

6.3 Allied Health Survey

The survey was distributed to local allied health professionals and received three responses in total. The following section analyses their responses.

Type of health/allied health practice

The types of allied health practice selected were exercise physiology, mental health and youth work.

Referring patients to warm water therapy

- Of the three respondents, two mentioned that they did not refer their patients to warm water therapy while one respondent mentioned that they did.
- The respondent referred around 1 to 5 patients to warm water therapy every month.
- The following main reasons were selected by the respondents for referring patients to warm water therapy:
 - Pain management
 - Rehabilitation after injury or surgery
 - Mobility and flexibility improvement
 - Neurological conditions
 - Mental health and stress relief.
- The following types of patients were referred to warm water therapy by the respondent:
 - Elderly patients
 - Patients with musculoskeletal conditions
 - Post operative patients
 - Neurological patients.

- Respondent mentioned that patients typically have to travel between 3 to 4 hours to access warm water therapy facilities.

Reasons to not refer patients to warm water therapy

- The two respondents who stated that they do not refer patients to hydrotherapy were asked for their reasons, and the following were chosen:
 - Lack of available facility
 - Distance or travel time accessing facilities
 - Inadequate pool size or poor facility condition
 - Lack of specialised staff or therapists
 - High cost to patients.

Future facility

- All three respondents believed that more patients would make use of a warm water therapy pool if appropriate facilities or services were located closer to Break O'Day region.
- When asked what would encourage them to refer more patients to warm water therapy, the answers were:
 - Facilities in Break O'Day area
 - More affordable options for patients
 - Improved quality of facilities or services
 - Better trained staff or therapists at hydrotherapy locations
 - More awareness of the benefits among patients.
- Respondents would like to see the following features or services at warm water therapy facilities:

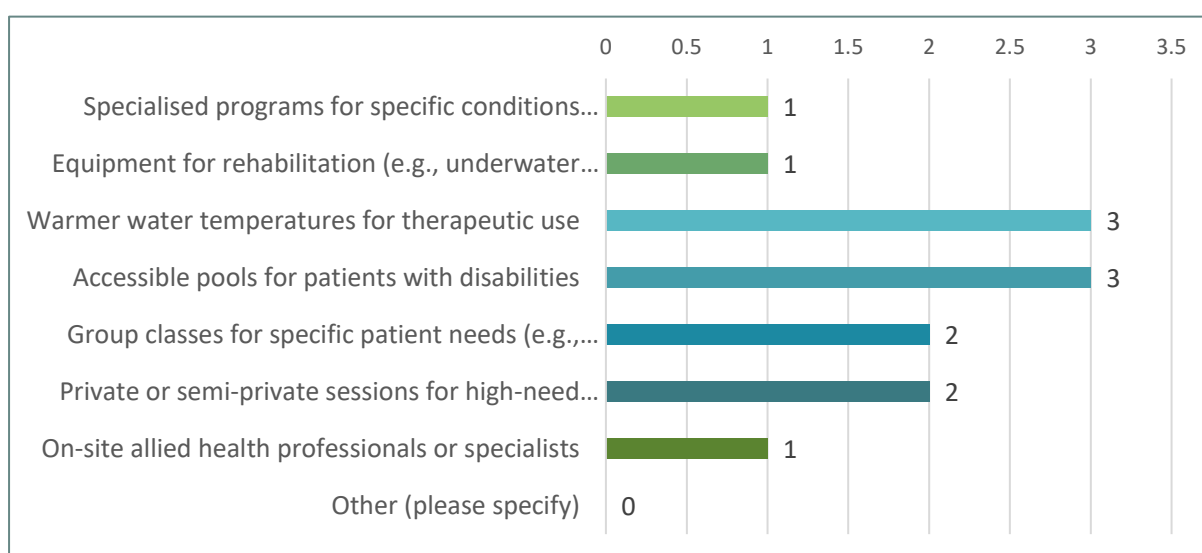


Figure 16: Features/services at future facility

- As the graph indicates, all three respondents would like to see warmer temperatures for therapeutic use and accessible pools for patients with disabilities.
- Group classes for specific patient needs and private or semi-private sessions for high-need patients were also selected by two respondents.

- All three respondents projected the demand growing for warm water therapy among their patients in the next 10 years.

6.3.1 Summary of Allied Health Survey Key Findings

- The survey results recognise a lack of suitable facilities and barriers to accessing warm water therapy in the Break O'Day region.
- While the current referral rate is low, professionals recognise the benefits and foresee increased demand if barriers such as facility accessibility, affordability and quality are addressed.
- Investing in improved local facilities with specialised staff and tailored services would likely enhance the adoption of warm water therapy and its positive impact on patient outcomes.

6.4 Stakeholder Engagement

Interviews were conducted with the following key stakeholders.

Table 7: Stakeholder engagement

Key Groups	Stakeholders
Community Workshops	St Helens – Monday, 28 October at 6.00pm
	St Helens – Tuesday, 29 October at 9.00am
	St Marys – Tuesday, 29 October at 5.00pm
	Scamander – Wednesday, 30 October at 12.30pm
Schools	St Marys High School
	St Helens District High School
Allied Health	St Marys Community Health Centre
	Local GP
Other	Get Swimming St Helens
	St Marys Neighbourhood House
	Building Blocks
	East Coast Aquatic Committee

The key points and themes from each interview are highlighted below.

6.4.1 Community Workshops

St Helens Workshop One

The first St Helens workshop had 15 attendees. The key priorities highlighted by this group can be found in the following figure.

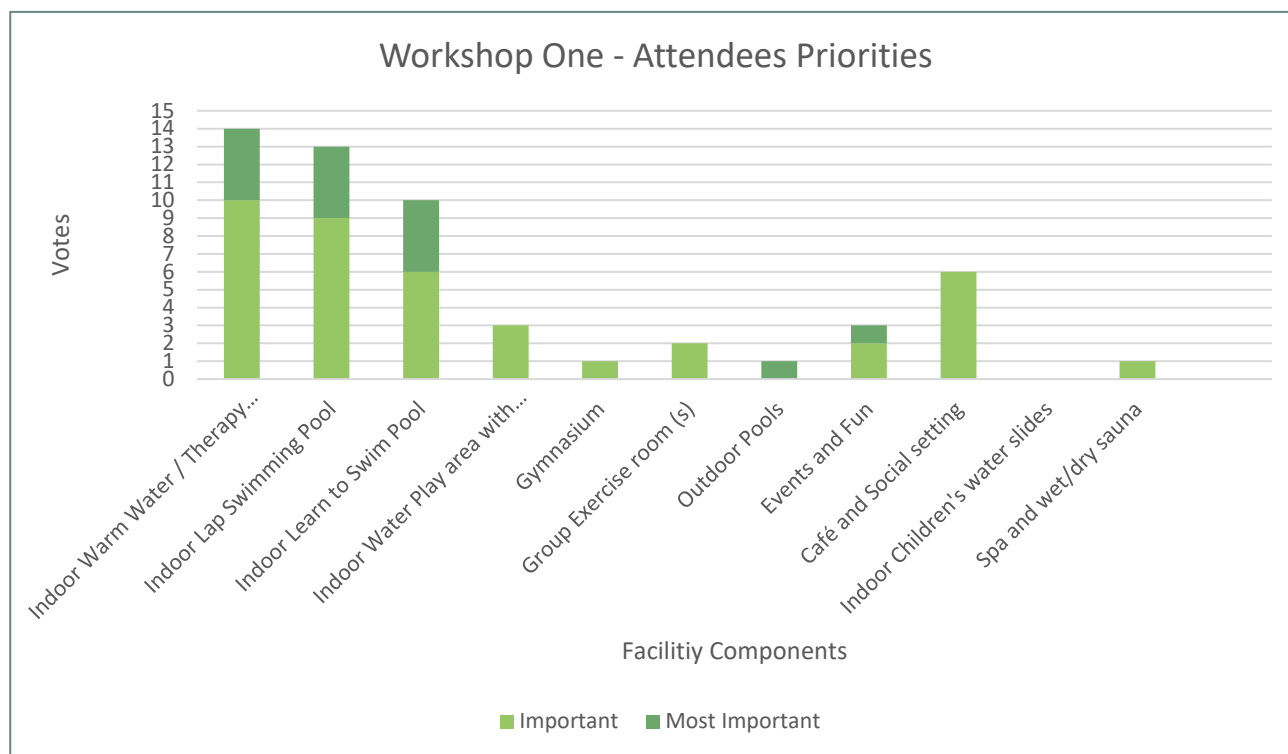


Figure 17: St Helens Workshop One – Attendees Priorities

An analysis of the graph indicates:

- The most important components with equal votes of four each are indoor warm water/therapy pool, indoor lap swimming pool and indoor learn to swim pool.
- Outdoor pools and events/fun received 1 'most important' vote each.
- The following components received 'important' votes:
 - Indoor warm water/therapy pool – 10
 - Indoor lap swimming – 9
 - Indoor LTS – 5
 - Cafe and social setting – 5
 - Indoor water play area with sprays – 3
 - Group exercise room(s) – 2
 - Events and fun – 2
 - Gymnasium – 1
 - Spa and wet/dry sauna – 1.

St Helens Workshop Two

There were 26 attendees at the second workshop in St Helens. The key priorities that were highlighted by this group of attendees are detailed in the figure below.

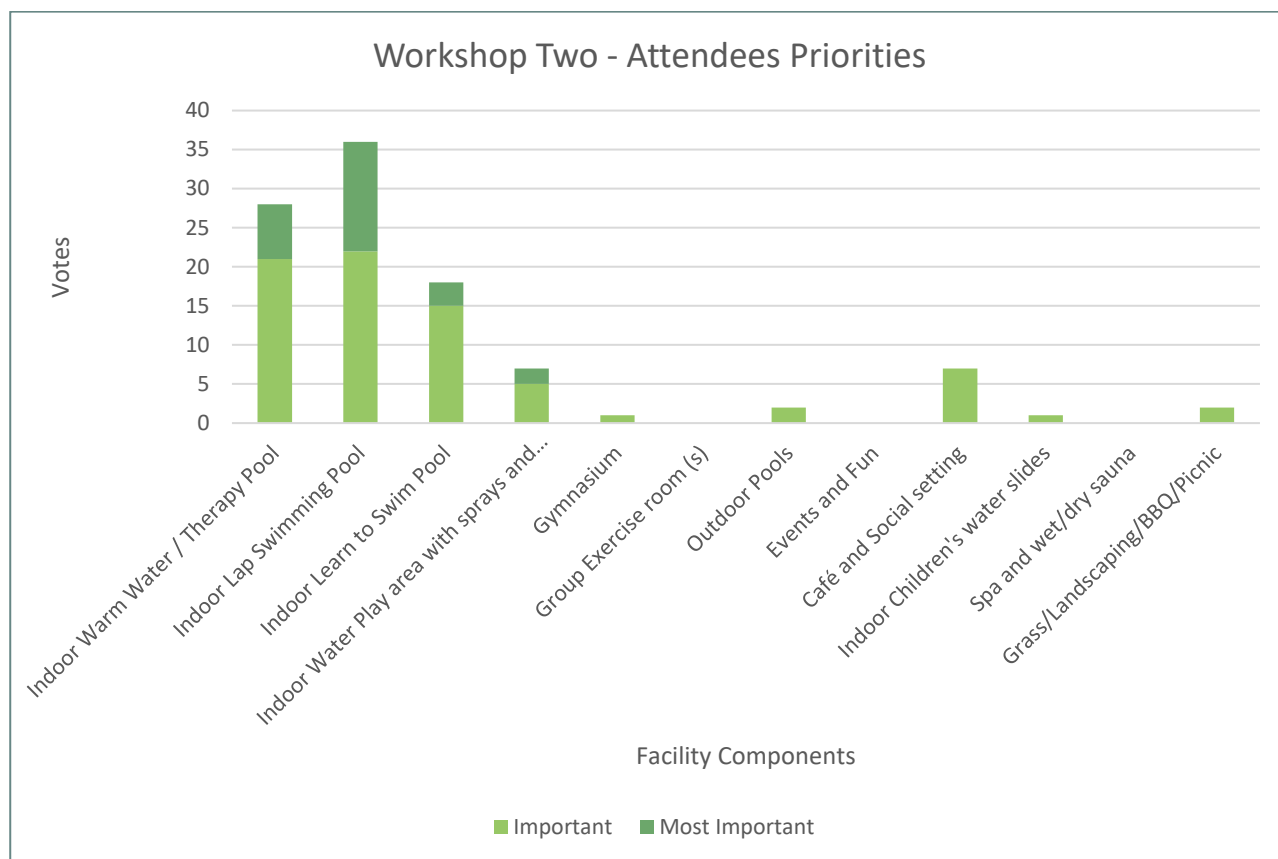


Figure 18: St Helens Workshop Two – Attendees Priorities

An analysis of the graph indicates:

- The 'most important' components in order were:
 - Indoor lap swimming pool – 14
 - Indoor warm water/therapy pool – 7
 - Indoor learn to swim – 3
 - Indoor water play area with sprays – 2.
- The following components received 'important' votes:
 - Indoor lap swimming – 22
 - Indoor warm water/therapy pool – 21
 - Indoor LTS – 15
 - Cafe and social setting – 7
 - Outdoor pools – 2
 - Grass/landscaping/BBQ/picnic - 2
 - Gymnasium – 1
 - Indoor children's waterslides – 1.

St Marys Workshop

There were 4 attendees at the workshop in St Marys. The key priorities that were highlighted by this group of attendees are detailed in the figure below.

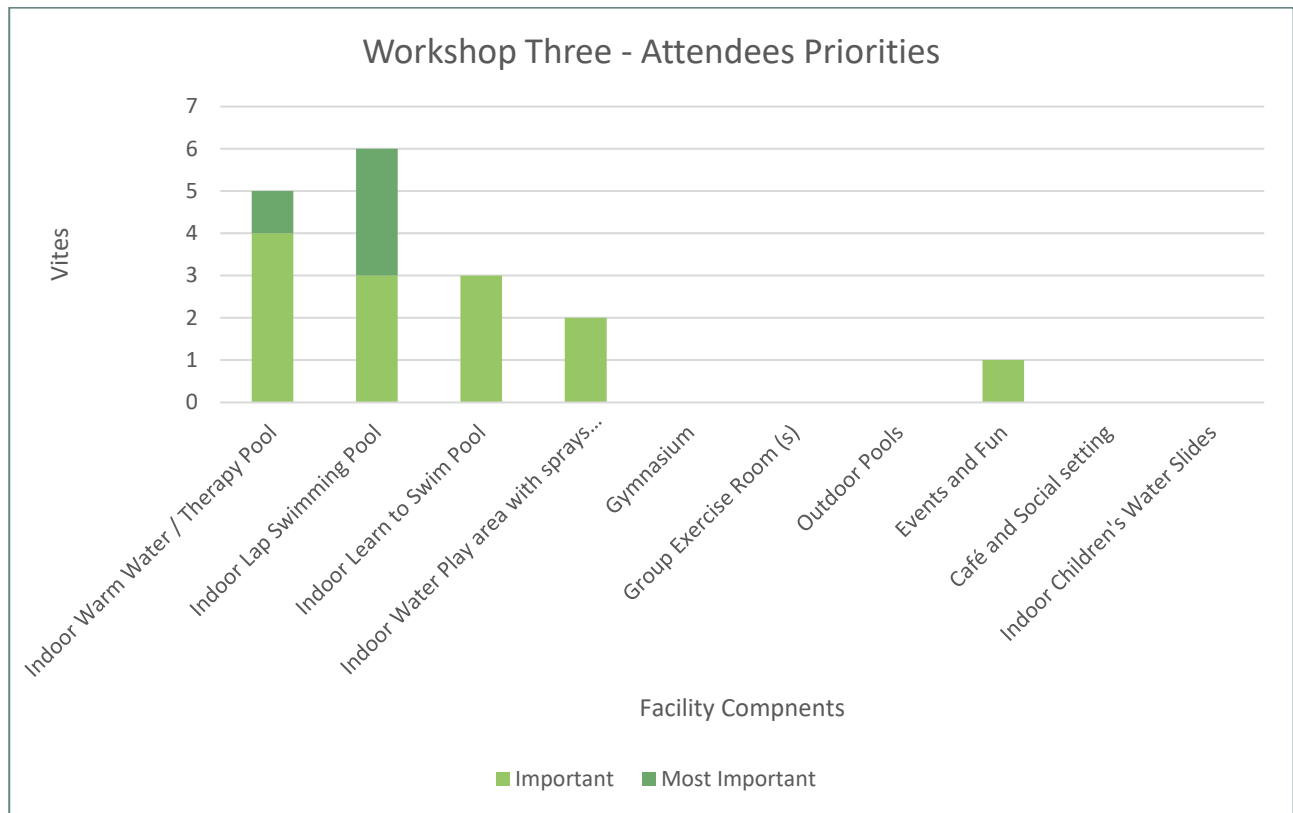


Figure 19: St Marys Workshop – Attendees Priorities

An analysis of the graph indicates:

- Indoor lap swimming received 3 'most important' votes from the attendees.
- Indoor warm water/therapy pool received 1 vote.
- The following components received 'important' votes:
 - Indoor warm water/therapy pool – 4
 - Indoor lap swimming – 3
 - Indoor water play area with sprays – 2
 - Events and fun – 1.

Scamander Workshop

There were 18 attendees at the workshop in Scamander. The key priorities that were highlighted by this group of attendees can be found in the figure below.

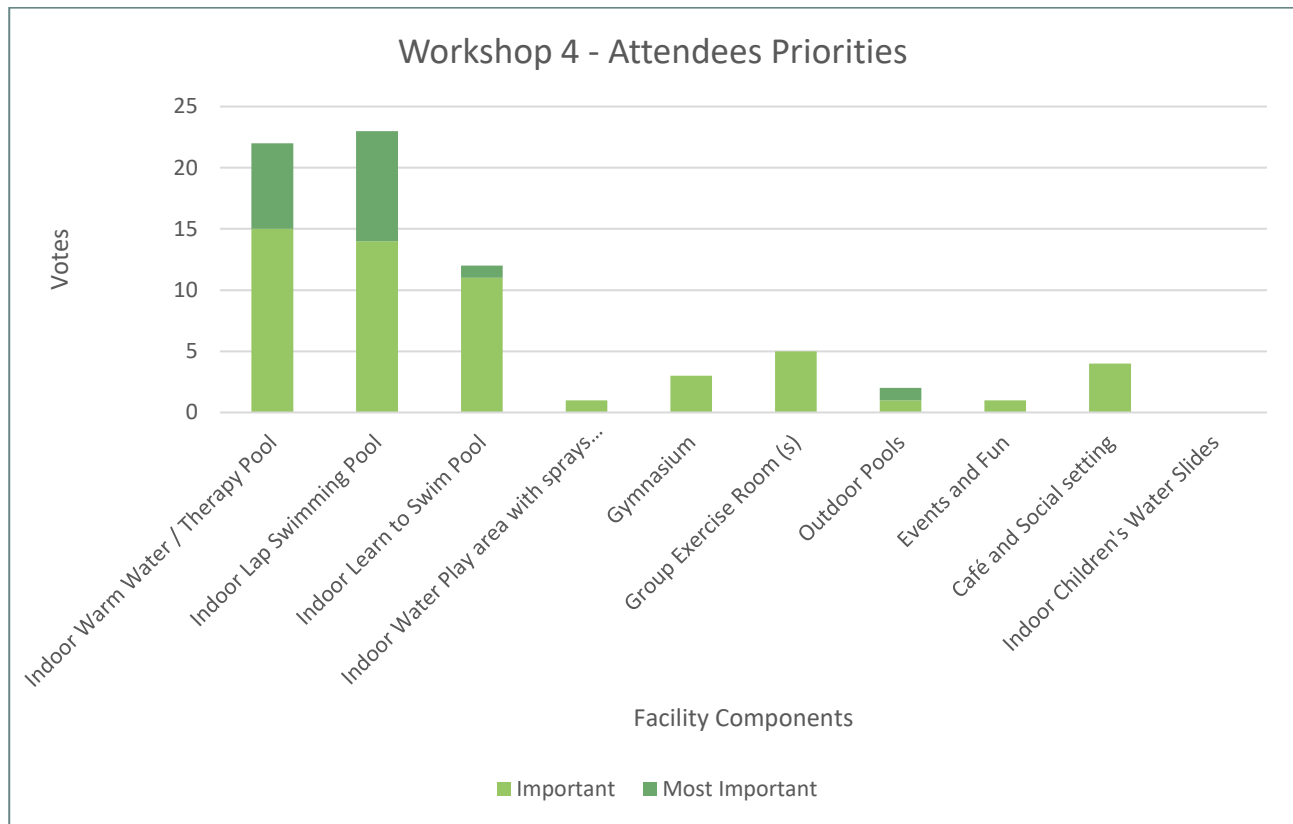


Figure 20: Scamander Workshop – Attendees Priorities

An analysis of the graph indicates:

- The 'most important' components in order were:
 - Indoor lap swimming pool – 9
 - Indoor warm water/therapy pool – 7
 - Indoor learn to swim and outdoor pools both received 1 vote.
- The following components received 'important' votes:
 - Indoor warm water/therapy pool – 15
 - Indoor lap swimming – 14
 - Indoor LTS – 9
 - Group exercise room(s) – 5
 - Café and social setting - 3
 - Indoor water plays areas with sprays – 1
 - Outdoor pools – 1
 - Events and fun – 1.

6.4.2 Community Workshops Key Themes

The key themes from the community workshops are summarised below:

- Access to aquatic facilities to Break O'Day residents is limited to school pools only, unless they are willing to travel outside of the municipality.
- Access to the school pools is limited to seasonal and outside of school operating hours. The process is considered prohibitive in some instances due to the ballot system and cost. Neither pool is DDA compliant, and shower facilities are not accessible. Also, due to their location, some residents are required to travel long distances and through the pass, with transport options and time as factors on affordability.
- Year-round access to aquatic facilities was seen as a high need for the community, with other needs relating to physical, mental, and social wellbeing.

The table below shows the overall total of votes from attendees at all four workshops conducted across the Break O'Day region.

Table 8: Combined total Priority Components

Facility Components	Important	Most Important
Indoor Warm Water/Therapy Pool	50	19
Indoor Lap Swimming Pool	48	30
Indoor Learn to Swim Pool	35	8
Indoor Water Play area with sprays and jets	11	2
Gymnasium	5	0
Group Exercise Room(s)	7	0
Outdoor Pools	3	2
Events and Fun	4	1
Café and Social setting	17	0
Indoor Children's Water Slides	1	0
Spa and wet/dry sauna	1	0
Grass/Landscaping/BBQ/Picnic	2	0

The total combined key priorities highlighted by all workshops can be found in the following figure.

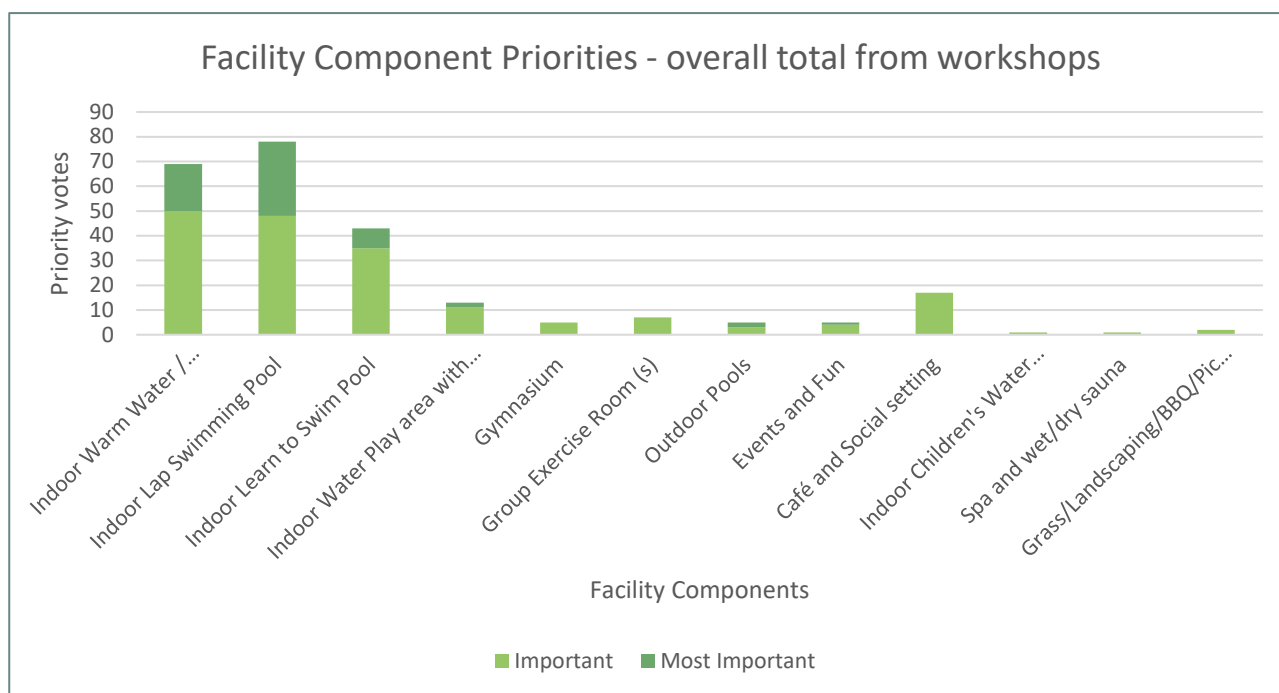


Figure 21: Combined total Priority Components

The above information indicates:

- Lap swimming received the highest number of ‘most important’ votes at 30 across the four workshops.
- Indoor warm water/therapy pool received the second highest votes at 19, followed by indoor learn to swim at 8.
- However, the total votes for attendees who voted on ‘important’ components of a facility, the information indicates 50 votes for indoor warm water/therapy pool, followed very closely by lap swimming at 48 and indoor learn to swim at 35. Café and social setting scored 17 and indoor water play areas with sprays and jets scored 11, rounding out the top five facility components.

6.4.3 Schools

St Marys District School

St Marys District School has approximately 260 students ranging from Kindergarten to Year 12. The School also hosts a Launch Into Learning (LIL) program for 0–5-year-olds.

The aquatic facility, which was community-funded and is located on Department of Education land, is a five-lane, 25m pool with depths ranging from 0.7m to 2.1m. There are entry steps into the shallow end but there are no handrails. The pool is enclosed; however, the building is not temperature-controlled, and the changing facilities are located outside the main pool hall.

The School currently utilises the pool during Terms 1 and 4 for Health and PE classes, short course training on Friday afternoons, and Swimming and Water Safety Education Program for Years 3-5. Squad training is available to interested students three morning sessions per week.

Students from Bicheno Primary School and St Helens District School (deep water activities) also make use of the aquatic facility due to the lack of facilities at their own school.

The School hosts approximately seven (7) carnivals in total annually, including the East/North East School Districts, Bicheno Primary School, St Helens District School (Primary and Secondary).

Due to the operational cost of heating the pool, approximately \$5,000 per month, the School closes the pool from June to September.

When the pool is operational between the end of September to May, the School has implemented a community access program. The details of this are as follows:

- There are 90 keys available – each key holder must hold a valid CPR certification and is responsible for up to five swimmers.
- Available hours are outside of school hours, that being 6am – 8am and 3pm – 10pm weekdays and 6am – 10pm weekends.
- Season pass is \$285 for up to a family of four.
- Agreement signed by each key holder is reviewed annually by the Department of Education.

The School also has a Hire Agreement in place with one private operator, Kerry Clout, who provides learn to swim through to Squad level classes, three times per week between 3:30pm – 5:30pm across two lanes of the pool.

After meeting with representatives of the School, they believe there is a need within the region for access to therapy based aquatic facilities and programs – warm water, controlled ambient air temperature, accessibility, aqua classes etc. They also mentioned that families with younger children find the water depth of 2.1m in the deep end a risk, and that they may benefit from a pool with shallower water. Other issues that have been raised to the School about their community access program is that it is not available year-round.

The School raised they would be willing to work with Council in exploring options to allow easier access to the school pool outside of school hours, but that Council would need to lead these conversations with the Department of Education.

St Helens District High School

St Helens District School has approximately 500 students across their Primary and Secondary campuses. The aquatic facility located on the school grounds is an outdoor two-lane, 15m length pool with shallow depths of 0.9m at each end, sloping to a depth of 1.4m in the middle of the pool. The are entry steps into one end of the pool, with single handrails on either side. The pool is heated to approximately 26-27 degrees Celsius.

The pool is currently utilised by the School during Terms 1 and 4, and not operational between May – September. There are no PE classes during period one each day, however all other periods there is scheduled student use across PE and Health Classes, early years swim program, and the Department of Education Swimming and Water Safety Program for years 3-5.

When the pool is operational between the end of September and May, the School has implemented a community access program which is a ballot system for available sessions. The main key holder must hold a current CPR certification and there is a maximum of 20 people per session.

The following table details the packages available for the ballot system.

Table 9: St Helens ballot system packages

Package	Base Season Pass	Option 1 Add On	Option 2 Add On	Option 3 Add On
Cost	\$220	\$220	\$60	\$50
Number of sessions	26	26	7	6
Time	1 hour per week	1 hour per week	1 hour per week	1 hour per day
When	Before and after school on weekdays and Saturdays 7am – 6pm	Before and after school on weekdays and Saturdays 7am – 6pm	7am – 6pm weekdays and Saturdays during school holidays	24 th , 25 th , 26 th , 31 st December 1 st , 2 nd January
Availability	33 sessions	Dependant on number of base packages sold	21 sessions	4 sessions 8am, 9am, 10am, 11am

In addition to the ballot system above, a local resident, Randall Attard, who is associated with the local Surf Life Saving Club, is paid by the school to supervise the pool at times throughout January. During these sessions, anyone can access the pool for a gold coin donation.

The School also rents the pool to Susan Rigby three mornings per week throughout December and January where Susan leads aqua classes for women. Susan is charged \$80 per hour and has a maximum of 12 people in each class. The classes run for 45 minutes, and each participant pays \$16.

The School representatives believe they would continue to utilise their own pool throughout the summer months, however if a new aquatic facility was located in St Helens, they would either walk or bus their students to the facility year-round to maximise the infrastructure and put less pressure on scheduling swimming across Terms 1 and 4 only.

6.4.4 Allied Health

St Marys Community Health Centre

St Marys Community Health services range from health promotion, through prevention and early detection to assessment, treatment and continuing care. They include:

- Child and family health nursing, including home visiting for all new parents, Early Childhood Health clinics, support with infant feeding and parenting, developmental screening and parenting groups.
- Counselling (group programs by arrangement).
- Speech pathology for children.
- Occupational therapy for children.

Other services located at St Marys Community Health Centre:

- Mental health services.
- Drug and alcohol services.

Community health staff work in partnership with schools, GPs, hospitals, non-government agencies and other organisations to provide care at the centre, in people's homes, other community venues or via virtual care (telehealth).

Representatives advised that patients presenting with weight management issues, arthritis, and hip/knee replacements would benefit from an aquatic facility, as the current school pools are not physically accessible. They saw potential transport issues with accessing a future facility and would see the benefit in subsidised travel to the facility if it was to be located in St Helens.

Local GP

Dr. Michael Fox, a General Practitioner based in St Helens, highlighted the pressing healthcare needs in the Break O'Day region. The lower socio-economic area is characterised by an older demographic with higher incidences of chronic conditions, including:

- Osteoarthritis
- Diabetes
- Heart and liver disease
- Obesity.

Additionally, there is a concerning prevalence of childhood obesity, exacerbated by sedentary lifestyles dominated by gaming activities, and growing mental health challenges among young people.

Barriers to Treatment and Rehabilitation

For many residents, traditional land-based exercise is challenging due to joint and mobility issues. While water-based therapy is beneficial, the region's cold bay water is unsuitable for such programs. Currently, residents face the following limitations:

- Limited rehabilitation options post-hip or knee replacement surgeries.
- Only two private physiotherapists service the area.
- Hospital-run osteoarthritis classes lack access to warm-water therapy facilities.

Proposed Facility Benefits

A warm-water program pool and associated facilities could provide essential support for rehabilitation and chronic disease management. It is also expected to attract more allied health professionals to the area, improving local healthcare services.

Facility Requirements

The proposed facility would include:

- A warm-water pool with ramp access and a range of water depths for therapeutic use.
- Year-round operation to ensure consistent service availability.
- Dry spaces for land-based exercises.
- A gym with 24-hour access to promote physical activity among residents.
- Consideration of a shuttle bus service to improve accessibility for residents of smaller towns.

Preferred Location

St Helens has the larger population base within Break O'Day and is the most suitable site for the facility. Residents from surrounding smaller towns already travel to St Helens for shopping and healthcare services.

The old hospital site, centrally located within St Helens, is a potential location. This site has been unused for approximately five years, though its ownership is unclear.

Additional Opportunities

The GP clinic is exploring potential relocation options. Integrating the clinic within a health and wellness centre could enhance service delivery and align with the facility's broader health goals.

This facility represents a critical opportunity to improve community health, support rehabilitation, and attract allied health professionals to the Break O'Day region. The warm-water pool and associated amenities would address existing service gaps, improve quality of life for residents and foster a healthier, more active community.

Council has an opportunity to collaborate with the Allied Health community and consider a co-located Aquatic, Health and Wellbeing Centre.

6.4.5 Other

Get Swimming St Helens

This facility is a private residential pool located on farmland just outside the town of St Helens. The operator runs the swim program from her parents' magnesium and ozone water treated pool. The pool is 15m x 5m in size, with depth ranges of 1.2m – 2m. The pool is heated to between 30-32 degrees Celsius via electric heat pumps and solar panels. There is no air temperature control in the building.

The swimming program operates year-round throughout the school terms. The operator charges \$18 for group lessons and \$35 for private lessons per 30-minute class and has no more than 2 classes at any one time. The program services between 140 and 160 students per term across 3 afternoons and 2 mornings per week, with an age bracket between 4 months and 14 years old. Families travel from as far as Winnaleah, Fingal and Bicheno to attend classes.

The family has a private agreement with a private provider that allows her to access the pool 3 mornings per week (Monday/Wednesday/Friday) in six block terms to conduct 3 aqua aerobics classes per day at 7:30, 8:15 and 9:00. These classes have maximum occupancies of 15, 12 and 10 respectively. The fee per class for attendees is \$22 for 1 class, \$20 for 2 classes and \$18 for 3 classes per week for term bookings.

Fingal Valley Neighbourhood House

The Fingal Valley Neighbourhood House Inc. (FVNH) services Fingal, Avoca, St Marys, Mathinna, Cornwall and Mangana. A not-for-profit community-based organisation, the goals of the FVNH are to:

- Build community
- Enhance participation choices
- Local governance and management.

FVNH offers a variety of programs and services including:

- Eating with Friends
- Early Childhood Programs (Building Blocks and Play Centre)
- Community Care Advisor
- Active4Life Gym.

The Active4Life Gym has programs in St Marys and St Helens aimed at improving health and wellbeing through physical activity. All ability levels are welcome. The current Active4Life gym in St Marys:

- Is soon to be relocated to the new multi-purpose centre at the St Marys Recreation Ground.
- Is open to members 6am-10pm.

- Uses a fob access system.
- Employs a trainer for the gym.
- Has approximately 70 members.
- Offers a variety of fitness classes including Yoga, boxing, body pump, strength and fitness, group sessions.

After meeting with representatives of the FVNH, they believed that hydrotherapy and learning to swim would be the top priorities for any future aquatic facility in Break O'Day. They also indicated that Active4Life gym users frequently use a local café after a class and that this (i.e. kiosk/café/social area) might present an opportunity in a future aquatic facility.

Building Blocks

The current Manager of the Building Blocks program was consulted to obtain their viewpoint on the current Feasibility Study. In the past, the Manager has worked for Hub for Health, a not-for-profit organisation that was an auspice for previous aquatic feasibility studies and has been the President of the St Marys School Association.

The Manager highlighted the change in demographics that has occurred over the years in the area, and believes that in general, the community is already well serviced through the provision of pools at the local schools. The need for the elderly population to access accessible warm water pools for therapy was noted.

Recent capital investments into the mountain bike trails in the region were welcomed by the community, however since opening, Council has been responsible for the ongoing operating costs, that are ultimately funded by residents. Although the capital investment of State and Federal Government for an aquatic centre would be welcomed by residents, ensuring a social return on investment and ongoing operational costs should be accounted for within the feasibility study.

East Coast Aquatic Committee

The East Coast Aquatic Committee is an active group within the Break of Day area that has been advocating for an aquatic facility within the municipality for years. They have a membership base of over 1000 in their Facebook group, with each membership paying a registration fee of \$2 to cover administration costs. They are active within the community, setting up stalls at local events to rally support for their cause. They will continue to advocate to Council for a comprehensive aquatic facility that delivers a range of pools to service multiple programs and opportunities for a wide range of users, program spaces and areas to encourage physical exercise and social interactions to increase the mental and physical wellbeing of the local community.

6.5 Key Engagement and Consultation Findings

The key findings from the surveys, engagement, workshops and consultation activities are presented below:

6.5.1 Community Surveys and Workshops

The results highlight the need for a centrally located, affordable, and well-equipped facility that caters to health, fitness and family activities, with particular attention to older adults and accessibility.

- **Accessibility:** The absence of a nearby option is a significant barrier to using aquatic facilities. Most respondents will travel 10-30 minutes to a new facility. Accessibility features and proximity are key priorities.

- **Demographics:** The survey reflects strong engagement from older adults (especially those 60-69 years old). Therefore, the new facility should offer aqua-fitness classes and a warm-water pool.
- **Popular activities:** Recreational swimming, lap swimming, water fitness classes, and rehabilitation therapy are the most popular activities. The respondents frequently mentioned features such as affordable membership options, family-friendly areas, heated pools, and therapeutic amenities.
- **Barriers to use:** High travel distances, cost, and time constraints are significant deterrents. Addressing these issues through an accessible location and affordable options will be critical to increasing facility usage.
- **Community concerns:** While most respondents mentioned no concerns, some mentioned operating costs, admission fees, and long-term sustainability as areas of concern.

A review of the community workshops and community survey indicate that the future facility should primarily cater for indoor:

- Warm water therapy
- Lap swimming
- Learn to swim.

These three primary components could be supplemented by café and social seating, with a small range of indoor water play areas with sprays and jets.

6.5.2 Schools

Both schools heavily use their pools for swimming lessons and carnivals, with St Helens also focusing on water safety and PE lessons. Both strongly support a new aquatic facility prioritising accessibility, school-friendly features and year-round usability.

6.5.3 Allied Health

- The survey results recognise a lack of suitable facilities and barriers to accessing warm water therapy in the Break O'Day region.
- While the current referral rate is low, professionals recognise the benefits and foresee increased demand if barriers such as facility accessibility, affordability and quality are addressed.
- Investing in improved local facilities with specialised staff and tailored services would likely enhance the adoption of warm water therapy and its positive impact on patient outcomes.

7. Key Findings and Needs Assessment

This section presents the key findings as they relate to demographics and catchments, existing facility provision, capacity and provision, facility competitors, strategic drivers, engagement and industry trends.

7.1 Key Findings

The following subsections provide the key findings extrapolated from the research and engagement completed:

- Demographic and catchment analysis.
- Existing facility provision, capacity, and condition.
- Competitor facilities.
- Strategic drivers.
- Engagement.
- Industry trends.

These findings provide evidence to guide the recommended future facility components for the proposed Aquatic Centre in Break O'Day.

7.1.1 Demographic and Catchment Analysis

The review of the demographic data for Break O'Day indicates that the resident population growth is relatively limited and experiencing rapid ageing, characterised as hyper-ageing. The limited growth is countered by natural decline, with more deaths than births. Projections indicate that by 2053, individuals aged 85 and older will increase by over 330%, representing 10.1% of the total population. Furthermore, Break O'Day is identified as one of the most disadvantaged communities in Tasmania, displaying lower household income and higher rates of overweight and obesity. St Helens attracts approximately 210,000 to 220,000 visitors each year, predominantly for holidays. Of the 4,850 residential properties in the area, around 65% are occupied by permanent residents, while nearly one-third remain unoccupied, indicating they are not the primary residences of their owners.

Catchment Analysis

The catchment analysis indicates that St Helens is an ideal location for a future Aquatic Centre due to its proximity and accessibility. Specifically, 5,124 residents live within a 40-minute travel radius, with 1,950 living within a 10-minute distance. While Scamander has a slightly larger population in the 0–40-minute travel time catchment (see 2.1.7), the catchment population is more dispersed, and the 0–10-minute primary catchment is only 52% of the size of the St Helens primary catchment. However, potential competition from private entities, notably Get Swimming St Helens, should be considered, along with limited community appeal from current aquatic provisions at local schools.

The ageing catchment is likely to benefit from access to therapy-based aquatic programs. Supporting facilities for these programs may include a warm-water pool for the identified catchment's ageing population.

7.1.2 Existing Facility Provision, Capacity and Condition

Capacity

The local learn to swim provider (Get Swimming St Helens) is at or near capacity and has limited opportunity for growth. The St Helens and St Marys District High Schools, whilst commendably opening their pools for community use, have limited community access and cannot support full access (i.e. access whenever you like) for all residents.

The existing facilities have limited capacity to meet community access needs. A new aquatic facility will improve access to aquatic services and programs for all ages.

Asset Condition

All existing facilities providing aquatic services and programs to the community are non-compliant with contemporary facility design standards and access requirements.

Asset issues observed during site visits to Get Swimming St Helens, and the St Helens and St Marys school facilities include:

- Pool depths not suitable for a wide range of community programs/use.
- Non-complaint pool concourse widths.
- Limited accessibility support (i.e. ramps/hoists) for people with disabilities into and out of pools.
- Non-compliant change facilities.

The design and access of existing aquatic facilities are non-compliant with contemporary standards. A new aquatic facility presents an opportunity to facilitate improved access and increase use.

7.1.3 Competitors

Three facilities would provide varying levels of competition with a future Break O'Day aquatic centre. These facilities are outlined below:

1. The 15m heated pool at **St Helens District High School** has limited capacity for learn to swim. This facility cannot accommodate learn to swim memberships for all residents, is not compliant and was not designed for broad community use. It is considered low competition to a future facility.
2. Although a 25m pool is available at **St Marys District High School**, its location is impractical for meeting the needs of the St Helens resident catchment area, given the considerable distance between the two locations. This facility cannot accommodate learn to swim memberships for all residents, is not compliant, and was not designed for broad community use. It is considered low competition to a future facility. While the St Marys District High School is suitable for lap swimming, its location, design non-compliances and operational limitations make it an impractical solution in its current form for broad-based community use.
3. There is one private learn to swim provider in **St Helens (Get Swimming)** that is operating at or near capacity. This facility does not meet compliance standards and was not designed for broad community use. It is considered medium-level competition for learn to swim programs and low-level competition for other aquatic programs in a future aquatic facility.

One existing facility would provide medium-level competition in the learn to swim market. Otherwise, aquatic competition is considered low for a future facility.

7.1.4 Strategic Drivers

Council has several service planning and strategic documents that are pivotal to the planning and delivery of service infrastructure in Break O'Day. Specifically, there is strategic support to have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes.

Sport and active recreation and aquatic facilities and services are integral to achieving the visions of Break O'Day Council and are recognised as key ingredients to achieving community health and wellbeing. They provide opportunities to be active and deliver social, economic, and health benefits. The key strategic documents that support the proposed facility are:

- Break O'Day Strategic Plan.
- Break O'Day Recreation and Open Space Strategy.

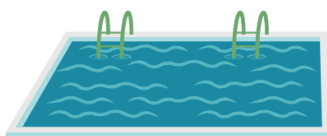
The Council has strategic support aligned with delivering an aquatic centre in Break O'Day.

7.1.5 Engagement



A significant barrier to using aquatic facilities is the absence of a nearby option. Most respondents are willing to travel 10-30 minutes to a new facility. Accessibility features and proximity are key priorities.

The survey reflects strong engagement from older adults (especially 60-69 years). Therefore, services such as aqua-fitness classes and hydrotherapy pool will be important for the new facility to offer.



Recreational swimming, lap swimming, water fitness classes, and rehabilitation therapy are the most popular activities. Features such as affordable membership options, family-friendly areas, heated pools, and therapeutic amenities were mentioned frequently by the respondents.

The engagement identified priority needs for warm water therapy, learn to swim, and lap swimming. Supporting facilities to service these needs may include a program pool (servicing both warm water therapy and learn to swim), a lap swimming pool and a program room.

7.1.6 Industry Trends

Over the last decade, market trends have significantly impacted facility design and planning, primarily due to heightened competition from commercial health and fitness providers and swim operators, which has decreased market share for many council-owned facilities. To remain competitive, local government facilities must cater to a diverse range of users, as only those designed with this focus have succeeded. As both public and private sectors invest more capital, customers have become more discerning, prioritising quality in services and facilities. In response, some councils have heavily invested in upgrading facilities,

leading to heightened expectations from ratepayers in other areas. Aquatic centres that do not offer a suitably scaled range of services and fail to meet quality standards are struggling, resulting in lower participation rates and unsatisfactory financial performance.

Over the past decade, there has been a greater emphasis on the development of a variety of spaces within aquatic centres including:

- Dedicated Program Pools
- Warm water pools
- Water play/leisure water
- Group change areas
- School change areas
- Technology
- Meeting spaces.

7.2 Summary of Key Findings and Assessment Direction

The extensive market research and community consultation have identified a strong demand for an aquatic facility in the Break O'Day area. The community has advocated for a facility for up to twenty years, and the Council has undertaken two previous studies considering the benefits and costs. The following findings have been identified that support the community demand:

- **Demographics:** The area has limited population growth and an ageing population, requiring accessible facilities for therapy and rehabilitation. The area is also one of the most disadvantaged in Tasmania, with lower household incomes and higher rates of overweight and obesity.
- **Access:** The absence of suitable aquatic facilities within a reasonable travel distance creates significant barriers for residents. Existing facilities, including those at local schools and a private provider, are at or near capacity and do not meet contemporary standards. A new aquatic facility would improve access and meet community needs, especially for therapy-based programs for the ageing population
- **Skills Development:** The lack of existing facilities limits opportunities for essential water safety and learn-to-swim programs, which are critical life skills for children residing in coastal areas.
- **Health Challenges:** The community faces high health risk factors, highlighting the need for accessible options for preventative care and low-impact exercise.
- **Year-Round Access:** Existing options do not provide year-round access or warm water, which is essential for rehabilitation and all-season usage.
- **Economic Benefits:** An aquatic facility could stimulate the local economy by creating jobs, supporting the existing tourism market, and fostering community spending.
- **Social Inclusion:** As a community hub, the facility could promote social interaction, inclusivity, and mental wellbeing among diverse demographic groups.
- **Young People:** Providing a recreational outlet for young people can reduce antisocial behaviour and strengthen community cohesion.
- **Partnership Opportunities:** Collaborations with schools, health providers, and regional sports organisations could expand usage and create diverse funding opportunities.
- **Benchmarking** indicated significant capital investment is required to construct aquatic facilities and high annual operating deficits

The low population catchment and high capital and operational costs present challenges; however, the strong community and strategic support highlight the long-term value and identified need.

The table below summarises the key findings and direction assessments to inform the components' schedule, which is presented in the following section.

Table 10: Assessment Directions

Key findings	Assessment Direction and Benefits
The ageing catchment is likely to benefit from access to therapy-based aquatic programs. Supporting facilities for these programs may include a warm-water pool for the identified catchment's ageing population.	The following aquatic components are recommended as a result of the assessment direction: • Indoor program pool to meet older adult and warm water therapy needs for the catchment population. • Improve health outcomes and social connections. • Consideration of a small kiosk/range of food and beverages and meeting area to support social connections.
The existing facilities have limited capacity to meet community access needs. A new aquatic facility will improve access to aquatic services and programs for all ages.	A new aquatic facility will increase accessibility and use for the catchment population. The facility should be designed to comply with all required codes, standards, guidelines and legislative requirements.
Aquatic competition is considered low for a future facility, noting one existing competitor facility would provide medium-level competition in the learn to swim market.	The following aquatic components are recommended as a result of the assessment direction: • An indoor program pool can meet the warm water therapy and learn to swim needs of the catchment population. • An indoor program pool could include a small range of water features (i.e. geysers) coming into the pool. • The learn to swim pool will increase opportunities for adults and children in the catchment population to learn to swim, thereby reducing the risk of drowning.
The Council has strategic support aligned with delivering an aquatic centre in Break O'Day.	Council has Strategic Alignment with key Plans and Objectives to advocate for funding should it pursue opportunities for the Aquatic Facility.
The engagement identified needs for warm water therapy, learn to swim, and lap swimming and to a lesser extent dry programming space. Supporting facilities to service these needs may include a program pool (servicing both warm water therapy and learn to swim), a lap swimming pool and a program room.	The following aquatic components are recommended as a result of the assessment direction: • An indoor program pool can meet the warm water therapy and learn to swim needs of the catchment population. • Dry programming/meeting space to facilitate programs such as yoga, Pilates, stretching and community meetings. • Consideration of a 25m lap swimming pool.

The assessment direction provides the Council with three options for facility components to address the key findings. The three options are presented in the following table.

Table 11: Service direction options

Option	Primary service gap	Key facility components required
One	1. Learn to swim 2. Warm water therapy	• 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.
Two	1. Learn to swim 2. Warm water therapy 3. Lap swimming	• 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.).
Three	1. Learn to swim 2. Warm water therapy 3. Lap swimming	• 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.

Although it is beyond this project's scope, the Council may also consider devising a future aquatic strategy. This could include investing in the enhancement of the St Marys District School pool to better accommodate the community's lap swimming requirements and developing a new aquatic centre elsewhere to address the identified needs for learn to swim programs and warm-water activities.

8. Component Schedule

Aquatic centres are complex facilities that require careful planning and design to ensure they meet the community's needs and are financially sustainable. The cost to construct the facilities is high, often one of the largest infrastructure investments of a council, and the cost to operate and subsidise the facilities can also be significant if the correct balance of high revenue yield components is not provided to offset the high-cost aquatic components. Therefore, solid evidence-based planning must be undertaken to balance community needs, catchment population and financial sustainability.

This component schedule lists facility components and area schedules for the proposed Break O’Day Aquatic Centre. The components outlined in the table below have been developed and aligned with the rationale and needs assessment presented in the previous sections of this report.

8.1 Option One (Learn to Swim and Warm Water)

Table 12: Option One Component Schedule

	Facility components	Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
Indoor Aquatics	Heated Program/ Learn to Swim Pool	• Education • Programs • Rehabilitation/therapy • Infants • Families • Children • Older adults • People with disabilities	• Provide a program pool to support a range of aquatic activities, including learn to swim, aqua aerobics, rehabilitation/therapy.	• Ramp access. • Separate storage 10m². • Drink fountain on concourse. • Teaching ledge located in pool. • Interchangeable lane layout. • Moveable floor.	• Pool - 18m x 15m • Access ramp 1.5m wide • Wet Deck – 0.5m around pool edge • Concourse 3m down sides, 3m at ends • Depth 0.9mm to 1.6m (or variable with moveable floor) • Temperature approx. 30-33°C • Storage room - 10m²	604m ² (27m x 22m, including storage. Excludes ramp.)
	Filtration plant and storage	• Centre staff • Contractors	• Filtration and pool hall mechanical plant room. • To service water spaces.	• Size of plant room is driven by aquatic components (tbc) and related plant and equipment. • The plant room assumes fully electric operations and provides required room for chemical storage.	• Plant room estimated at 200m² • Designed to best practise operational management • Work desk within plant room 5m²	200m ²
	Cleaning	• Centre staff	• Aquatic area and centre cleaning equipment.	• Roller doors for ease of access, space utilisation.	• Cleaning 15m²	15m ²
Total Aquatic Area:						819m²
Health and Wellness Area	Multi-Purpose Room	• Health and fitness • Therapy/rehabilitation • Training	• Provide general program room for dry group fitness activities. • Community meeting space.	• Provision of acoustic treatment to limit sound breakout.	• Multi-Purpose room - 100m² • Stores - 20m²	120m ²

Facility components	Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m²)	
Total Health and Wellness Area:					120m²	
Front of House Areas	Foyer/Reception/ Merchandising	• All customers	• Provide a welcoming entry area that allows users to relax and socialise. • Social area for casual.	• Clear thoroughfare to service desk from air lock. • Merchandise located on wall displays.	• Foyer/lobby and merchandising area - 60m² • Reception - 10m² • Store - 10m² • Comms area/room - 5m² • Airlock - 10m²	95m²
	Kiosk	• All customers and staff	• Provide reception counter area to serve small range of food and beverages to facility users. Small social area with tables/chairs that builds social connection and benefits.	• Linkage to wet activity areas. • Orientation to open spaces and outside. • Consider external delivery of goods, and waste management collection store accessible from service area.	• Dry lounge – included in foyer area • Kiosk servery incl coffee machine and displays- 10m² • Dry store - 5m²	25m²
	Offices/ Administration /Staff Rooms	• Staff	• Provide areas for staff and administration.	• Management model – TBC staff requirements for facility. • Natural light. • Office/work area overlooking indoor pool and adjacent to reception.	• Office/work area - 12m² • Storage – 5m² • Staff tea point - 5m² • Cash/utility room - (off reception) 10m²	32m²
Total Front of House Areas:					152m²	
Amenities /Facility Support	Aquatic Change village	• All aquatic hall users • Families • People with disabilities • Older adults • Special needs • Gender neutral	• Provide range of cubicles to meet needs of community. • Provide modern amenities, easily maintained.	• Natural light. • Located to service indoor aquatic users.	• Change Village including accessible spaces - 40m² • Changing Places -14m²	54m²

	Facility components	Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
	Aquatic change area	- School groups - Events; swim competitions/ carnivals	Provide separate school/group change space.	- Direct access to pool. - Direct access from school entry.	2 areas x 30m² each	60m ²
	First Aid	Users of the Centre	Service area.	First Aid providing direct concourse access and external ambulance access.	15m²	15m ²
Total Amenities/Facility Support:						129m²
Other Areas	General Circulation Allowance	All customers	Includes circulation allowance until design is completed to determine actual circulation.	- Intuitive pathways within facility. - Flow of patrons throughout facility. - Seating/waiting areas.	Allowance 10% of floor area	≈120m ² to be updated once layout is determined
	Dry Plant Room	Service Area	Plantroom.	Size of plant room is driven by components and related plant and equipment. Spatial provision TBC by engineers during the design process.	Plant allowance 170m²	80m ²
	Car Parking	Customers of the proposed Aquatic, Health and Fitness Centre	Provide mix of parking bays for vehicles, motorbikes, bikes including accessible parking.	- Bus parking - E-charge parking bays	Provision of 30 parking spaces	~ 900m ² (approx. 30 x 30m ² per space incl circulation.)
Total Other Areas:						1,100m²
Total Estimated Area:						2,320m²

All areas, pool designs, features and temperatures to be verified and confirmed for compliance with RLSSA Guidelines for Safe Pool Operations, BCA and other regulated requirements in the design stage.

8.2 Option Two (Learn to Swim, Warm Water and Lap Swimming – Two pools)

Table 13: Option Two Component Schedule

	Facility components	Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
Indoor Aquatics	Heated 25 metre pool with four lanes (2.5m wide per lane)	• Education • Competition • Health and fitness • Events • Training • Programs	• Provide activity areas for residents, schools and leisure users. • Provide leisure and fitness activity area.	• Ramp access/pool pod/hoist.	• Pool – 25m x 10m (4 lanes) • Wet Deck – 0.5m around pool edge • Concourse – 3m sides, 3m ends • Water depth 1.2m to 1.6m • Temperature approx. 26-29°C • Storage 30m²	574m ² (32m x 17m, and including storage, excludes ramp)
	<i>Heated Program/ Learn to Swim Pool</i>	• Education • Programs • Rehabilitation/therapy • Infants • Families • <i>Children</i> • <i>Older adults</i> • <i>People with disabilities</i>	• Provide a program pool to support a range of aquatic activities, including learn to swim, aqua aerobics, rehabilitation/therapy.	• Ramp access. • Separate storage 10m². • Drink fountain on concourse. • Teaching ledge located in pool. • Interchangeable lane layout. • Moveable floor.	• Pool - 18m x 15m • Access ramp 1.5m wide • Wet Deck – 0.5m around pool edge • Concourse 3m down sides, 3m at ends • Depth 0.9mm to 1.6m (or variable with moveable floor) • Temperature approx. 30-33°C • Storage room - 10m²	604m ² (27m x 22m, including storage. Excludes ramp.)
	Filtration plant and storage	• Centre staff • Contractors	• Filtration and pool hall mechanical plant room. • To service water spaces.	• Size of plant room is driven by aquatic components (tbc) and related plant and equipment. • The plant room assumes fully electric operations and provides required	• Plant room estimated at 300m² • Designed to best practise operational management • Work desk within plant room 5m²	300m ²

Facility components		Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m²)
				room for chemical storage.		
	Cleaning	• Centre staff	Aquatic area and centre cleaning equipment.	• Roller doors for ease of access, space utilisation.	• Cleaning 25m²	25m²
Total Aquatic Area:						1,503m²
Health and Wellness Area	Multi-Purpose Room	• Health and fitness • Therapy/ rehabilitation • Training	• Provide general program room for dry group fitness activities. • Community meeting space.	• Provision of acoustic treatment to limit sound breakout.	• Multi-purpose room -100m² • Stores - 10m²	120m²
Total Health and Wellness Area:						120m²
Front of House Areas	Foyer/Reception/ Merchandising	• All customers	• Provide a welcoming entry area that allows users to relax and socialise. • Social area for casual.	• Clear thoroughfare to service desk from air lock. • Merchandise located on wall displays.	• Foyer/lobby and merchandising area - 60m² • Reception - 10m² • Store - 10m² • Comms area/room - 5m² • Airlock - 10m²	95m²
	Kiosk	• All customers and staff	• Provide reception counter area to serve small range of food and beverages to facility users. • Small social area with tables/chairs that builds social connection and benefits.	• Linkage to wet activity areas. • Orientation to open spaces and outside. • Consider external delivery of goods, and waste management collection store accessible from service area.	• Dry lounge – included in foyer area • Kiosk servery including coffee machine and displays - 10m² • Dry store - 5m²	25m²
	Offices/ Administration /Staff Rooms	• Staff	• Provide areas for staff and administration.	• Management model – TBC staff requirements for facility. • Natural light.	• Office/work area - 12m² • Storage – 5m² • Staff tea point - 5m² • Cash/utility room - (off reception) 10m²	32m²

Facility components		Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m²)
				Office/work area overlooking indoor pool and adjacent to reception.		
Total Front of House Areas:						152m²
Amenities /Facility Support	Aquatic Change village	- All aquatic hall users - Families - People with disabilities - Older adults - Special needs - Gender neutral	- Provide range of cubicles to meet needs of community. - Provide modern amenities, easily maintained.	- Natural light. - Located to service indoor aquatic users.	- Change Village including accessible spaces - 50m² - Changing Places -14m²	64m²
	Aquatic change area	- School groups - Events; swim competitions/ carnivals	Provide separate school/group change space.	- Direct access to pool. - Direct access from school entry.	2 areas x 40m² each	80m²
	First Aid	Users of the Centre	Service area.	First Aid providing direct concourse access and external ambulance access.	15m²	15m²
Total Amenities/Facility Support:						159m²
Other Areas	General Circulation Allowance	All customers	Includes circulation allowance until design is completed to determine actual circulation.	- Intuitive pathways within facility. - Flow of patrons throughout facility. - Seating/waiting areas.	Allowance 10% of floor area	≈120m² to be updated once layout is determined
	Dry Plant Room	Service Area	Plantroom.	Size of plant room is driven by components and related plant and equipment. Spatial provision TBC by engineers during the design process.	Plant allowance 170m²	100m²
	Car Parking	Customers of the proposed Aquatic,	Provide mix of parking bays for vehicles,	- Bus parking - E-charge parking bays	Provision of 35 parking spaces	~ 1,050m² (approx. 35 x 30m² per

Facility components		Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
		Health and Fitness Centre	motorbikes, bikes including accessible parking.			space incl circulation.)
Total Other Areas:						1,180m²
Total Estimated Area:						3,114m²

All areas, pool designs, features and temperatures to be verified and confirmed for compliance with RLSSA Guidelines for Safe Pool Operations, BCA and other regulated requirements in the design stage.

8.3 Option Three (Learn to Swim, Warm Water and Lap Swimming – One pool)

Table 14: Option Three Component Schedule

	Facility components	Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
Indoor Aquatics	Heated 25 metre pool with six lanes (2.5m wide per lane)	• Education • Competition • Health and fitness • Events • Training • Programs • Rehabilitation/therapy • Families • Children • Older adults • People with disabilities	• Provide activity areas for residents, schools and leisure users. • Provide leisure and fitness activity area • Provide a program pool to support a range of aquatic activities, including learn to swim, aqua aerobics, rehabilitation/therapy.	• Ramp access/pool pod/hoist. • Separate storage 10m². • Drink fountain on concourse. • Teaching ledge located in pool. • Interchangeable lane layout. • Moveable floor	• Pool – 25m x 15m (6 lanes) • Wet Deck – 0.5m around pool edge • Concourse – 3.0m sides, 3.0m ends • Water depth 1.2m to 1.6m (or variable with moveable floor) • Temperature approx. 28-30°C • Storage 30m² • Access ramp 1.5m wide	734m ² (32m x 22m, and including storage, excludes ramp)
	Filtration plant and storage	• Centre staff • Contractors	• Filtration and pool hall mechanical plant room. • To service water spaces.	• Size of plant room is driven by aquatic components (tbc) and related plant and equipment. • The plant room assumes fully electric operations and provides required room for chemical storage.	• Plant room estimated at 300m² • Designed to best practise operational management • Work desk within plant room 5m²	300m ²
	Cleaning	• Centre staff	Aquatic area and centre cleaning equipment.	• Roller doors for ease of access, space utilisation.	• Cleaning 25m²	25m ²
	Total Aquatic Area:					1,059m²
Health and Wellness Area	Multi- Purpose Room	• Health and fitness • Therapy/rehabilitation • Training	• Provide general program room for dry group fitness activities. • Community meeting space.	• Provision of acoustic treatment to limit sound breakout.	• Multi-purpose room - 100m² • Stores - 20m²	120m ²

Facility components		Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m²)
Total Health and Wellness Area:						120m²
Front of House Areas	Foyer/Reception/ Merchandising	• All customers	• Provide a welcoming entry area that allows users to relax and socialise. • Social area for casual.	• Clear thoroughfare to service desk from air lock. • Merchandise located on wall displays.	• Foyer/lobby and merchandising area - 60m² • Reception - 10m² • Store - 10m² • Comms area/room - 5m² • Airlock - 10m²	95m²
	Kiosk	• All customers and staff	• Provide reception counter area to serve small range of food and beverages to facility users. • Small social area with tables/chairs that builds social connection and benefits.	• Linkage to wet activity areas. • Orientation to open spaces and outside. • Consider external delivery of goods, and waste management collection store accessible from service area.	• Dry lounge – incl in foyer area • Kiosk servery incl coffee machine and displays- 10m² • Dry store - 5m²	25m²
	Offices/ Administration /Staff Rooms	• Staff	• Provide areas for staff and administration.	• Management model – TBC staff requirements for facility. • Natural light. - Office/work area overlooking indoor pool and adjacent to reception.	• Office/work area - 12m² • Storage – 5m² • Staff tea point - 5m² • Cash/utility room - (off reception) 10m²	32m²
Total Front of House Areas:						152m²
Amenities /Facility Support	Aquatic Change village	• All aquatic hall users • Families • People with disabilities • Older adults	• Provide range of cubicles to meet needs of community. • Provide modern amenities, easily maintained.	• Natural light. • Located to service indoor aquatic users.	• Change Village including accessible spaces - 50m² • Changing Places -14m²	64m²

Facility components		Target market/ Intended User	Facility objectives	Other features to consider	Area Schedules	Total Area (m ²)
		• Special needs • Gender neutral				
	Aquatic change area	• School groups • Events; swim competitions/ carnivals	• Provide separate school/group change space.	• Direct access to pool. • Direct access from school entry.	• 2 areas x 40m² each	80m ²
	First Aid	• Users of the Centre	• Service area.	• First Aid providing direct concourse access and external ambulance access.	• 15m²	15m ²
Total Amenities/Facility Support:						159m²
Other Areas	General Circulation Allowance	• All customers	• Includes circulation allowance until design is completed to determine actual circulation.	• Intuitive pathways within facility. • Flow of patrons throughout facility. • Seating/waiting areas.	• Allowance 10% of floor area	≈120m ² to be updated once layout is determined
	Dry Plant Room	• Service Area	• Plantroom.	• Size of plant room is driven by components and related plant and equipment. Spatial provision TBC by engineers during the design process.	• Plant allowance 170m²	100m ²
	Car Parking	• Customers of the proposed Aquatic, Health and Fitness Centre	• Provide mix of parking bays for vehicles, motorbikes, bikes including accessible parking.	• Bus parking • E-charge parking bays	• Provision of 35 parking spaces	~ 1,050m ² (approx. 35 x 30m ² per space incl circulation.)
Total Other Areas:						1,180m²
Total Estimated Area:						2,670m²

In the design stages, all areas, pool designs, features, and temperatures must be verified and confirmed for compliance with the RLSSA Guidelines for Safe Pool Operations, BCA, and other regulated requirements.

9. Site Assessment

This section assesses the possible locations of a future Break O'Day aquatic facility.

9.1 Site locations

The two locations identified throughout the engagement activities with supporting land planning details provided by the Council that could be considered to develop an aquatic centre in Break O'Day were:

1. St Helens Sport Complex
2. Scamander Sports Complex.

St Marys was not included in the site assessment due to its low primary catchment population.

The location of the St Helens Sports Complex land is on the corner of Tully and Young Streets as shown below.

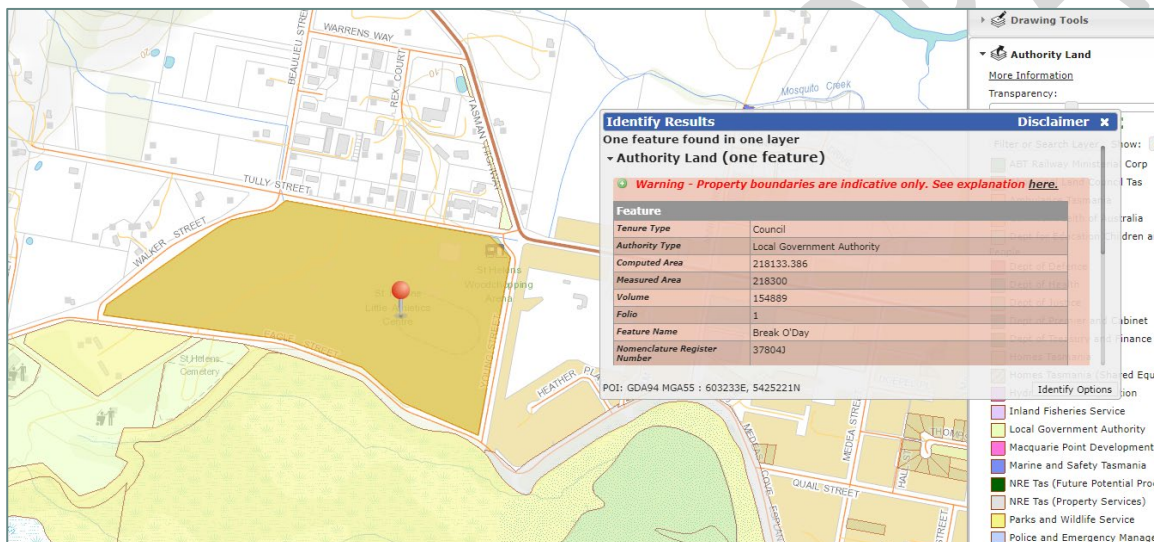


Figure 22: St Helens Sports Complex land (Corner Tully and Young Streets)

The location of the Scamander Sports Complex land is on Coach Road as shown below.

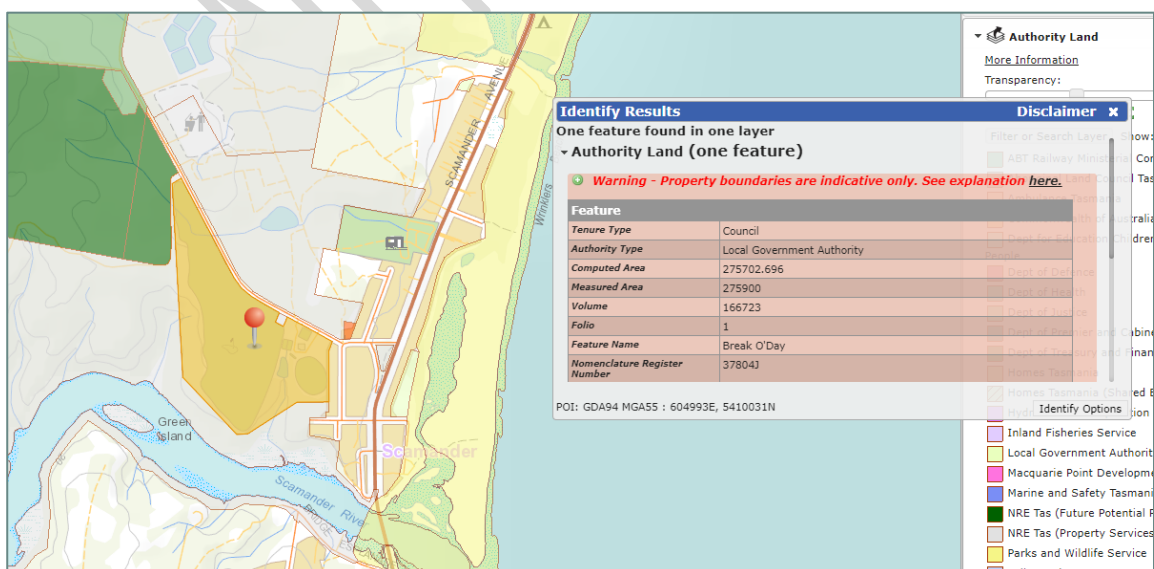


Figure 23: Scamander Sports Complex land (Coach Road)

9.2 Aquatic Site Assessment

Otium Planning Group have developed a tailored site assessment tool to assess sites against the following primary and secondary criteria.

- **Primary selection criteria** - this helps to shortlist all sites into potential and non-potential sites.
- **Secondary selection criteria** – shortlisted sites undergo a more detailed assessment to determine final priority site(s) for more detailed investigation.

It should be noted that the site assessment tool has been successfully used by both (Victorian) State Government and other local government authorities to determine preferred sites for various sport and leisure facility developments.

The following explains both the primary and secondary criteria. As there are only two sites, both have been assessed against the primary and secondary criteria.

Stage One Primary Selection Criteria

Of all the main success factors for high use community and leisure facilities (based on industry trends) the following eight are regarded as primary site selection criteria. The last two, people and place, relate to transformative place making.

1. **Location to Catchment Population**
 - Central location to maximise use and caters for the current and projected population (Primary and Secondary catchment zones).
 - The site does not overlap catchments.
2. **Size of Site Meets Development Requirements**

The site is of sufficient size to accommodate facility requirements.
3. **Public and Active Transport Access**

The site is accessible by public transport and has active transport options (shared use trails/footpath).
4. **High Visibility of Site**

The site is in major traffic zones, high profile corner site or road, with prominent street frontage and/or high volume of pedestrian traffic.
5. **Land Suitability**

The site should be relatively flat, have suitable stable soil conditions and be able to be protected from floods, high water table and not have a previous landfill or fill site history.
6. **Place (Transformative Place Making Criteria 1)**
 - Contributes to the productivity and sustainability of the local area through improved economy, community, diversity, connection and sustainability.
 - The site is abutting or in close proximity to other existing and clustered social infrastructure.
 - The site has the potential to act as a catalyst for revitalisation of an existing Town Centre or place.
7. **People (Transformative Place Making Criteria 2)**
 - Contributes to the wide engagement of people together in one place through being walkable, safe, vibrant and welcoming.
 - The site is abutting an existing community or civic public space.
8. **Access to Land and Timing of Development**

The site is available to develop in the short term and has no known land tenure or occupancy agreement constraints.

Stage Two Secondary Selection Criteria

Sites that meet all the Stage Two primary selection criteria are then categorised as priority sites, and these are assessed across a range of secondary site selection criteria, including:

1. **Site Services**

Major services are available on site or close by including:

- Electrical
- Water
- Gas
- Sewer
- Storm water.

2. **Site Geology**

Site geology affects overall design and construction costs. A flat site with good soil conditions and no history of rubbish deposits or poor drainage is essential.

3. **Site Access**

Capacity to access the site by a range of transport options.

4. **Impact on Current Users**

Impact of the development on other existing users of the site.

5. **Compatibility of Site**

Is the proposed development compatible with existing site use or infrastructure.

6. **Future Facility Expansion Capability**

Does the site have land available for future facility expansion?

7. **Planning/Zoning**

Capability of site to meet all current and proposed planning requirements.

8. **Environmental Impact**

The site can potentially complement or enhance its local environment and cultural heritage.

9. **Steep site contours**

Does the development assist with improving the overall site image?

10. **Site contamination**

Does the site have any known contaminants?

11. **Value of Site**

What is the capital cost to purchase the site?

12. **Capital Cost of Development**

Which site provides the project with the lowest development capital cost?

Each identified potential site was assessed against the detailed site criteria to determine the preferred site for the future aquatic centre. The table below summarises the site selection criteria and scoring. Further detail on the site assessment can be found at **Appendix 3**.

Table 15: Site Assessment Summary

Criteria	Site 1 St Helens Sports Complex	Site 2 Scamander Sports Complex
1. Location to Catchment Population	9	7
2. Size of Site Meets Development Requirements	10	10
3. Public and Active Transport Access	8	7
4. High Visibility/Prominent Site	9	5
5. Land Suitability	9	9
6. Transformative/Place – contribution to the local area	9	9
7. Transformative/People - contributes to the wide engagement of people.	9	9
8. Access to Land and Timing of Development	10	10
9. Utility Infrastructure (Electrical, Water, Gas, Sewer and Storm Water)	8	8
10. Site Geology	5	5
11. Site Access and Traffic impacts	7	6
12. Impact on Current Users	10	10
13. Compatibility of Site	9	9
14. Future Facility Expansion Capability	8	7
15. Consistent with current zoning	10	10
16. Environmental constraints	9	9
17. Steep site contours	10	9
18. Site contamination	10	10
19. Value and ownership of site	10	10
20. Capital Cost of Development*	0	0
Score	169	159

9.3 Site Assessment Outcome

As the major town in the Break O'Day area and the East Coast, and following the site assessment, St Helens is considered the best site for any future aquatic centre as:

1. St Helens is more highly and densely populated in the primary catchment. St Helens has the largest population within proximity and travel time (0-10 mins) to the township, where most users are expected to be drawn from.
2. Active transport is more favourable in the St Helens location.
3. The St Helens location (on the Tasman Highway/Tully Street/Young Street corner) is more visible/prominent.
4. The St Helens location has greater future facility expansion capability.

St Helens also features a hospital, numerous accommodation options, a District High School offering kindergarten to grade 12, a Trade Training Centre, a Neighbourhood House, a Business Enterprise Centre, a Regional Jobs Hub, Residential Aged Care, numerous restaurants and cafés and retail outlets.

While Scamander has a slightly larger population in the 0–40-minute travel time catchment (see 2.1.7), the catchment population is more dispersed, and the 0–10-minute primary catchment is only 52% of the size of the St Helens primary catchment.

10. Project Funding Opportunities

Several government policy documents and operational frameworks define the provision of sport and active recreation infrastructure. The construction and ongoing operational cost of sport and recreation facilities comes from both government and private sources. From a government perspective, the cost of sport and active recreation facilities is justified by the outcomes delivered – social capital, community development, employment, health and education outcomes, tourism, etc.

Government funding of public access sports facilities in Australia generally comes from departments/agencies overseeing infrastructure. Depending upon location, funding may be supported by either urban or regional planning strategies.

Grants from either state and/or federal governments to local government authorities focus on infrastructure and economic development but may be justified as having multiple community benefits – public health, community development, employment, tourism, education, etc. Facility planning may be linked to sport and active recreation programming since the delivery of programs may require an investment in facilities.

Each State/Territory generally has three streams of sport/recreation facility planning:

1. A major sports facility strategy that aligns with other policy areas (employment, tourism, transportation, etc.).
2. Departments of Education prioritise facility plans as part of capital investment in schools.
3. Departments of Sport and Recreation have funding programs/strategies to help Local Government authorities or State Sporting Organisations to develop facilities.

The following table summarises Government funding opportunities.

Table 16: Funding Program Opportunities

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed	Past Recipients
Tasmanian Active Infrastructure Grants Program*	TAS	- A further round in 2024-2025 will deliver an additional \$5 million. - Grants of \$25,000 to \$70,000 will be provided through the small grants stream. - Grants of \$70,001 to \$500,000 will be provided through the large grants stream.	- Projects that construct new or upgrade existing physical infrastructure that is used for sport and active recreation. Eligible projects may include (but are not limited to) change rooms, toilets and shower facilities, accessibility, lighting, security, fencing, drainage, and other civil construction works. - Where applicable, proposed works should cater for inclusive access, providing access for people of all abilities, ages, and genders.	Applicants must commit at least 20 per cent towards the total project cost. Higher priority may be given to projects demonstrating higher levels of support.	https://active.tas.gov.au/data/assets/pdf_file/0003/522822/2023-24_Tasmanian_Active_Infrastructure_Grant_Program_-_Successful_applicant_list.pdf
State Grants Program*	TAS	\$1.622 million in 2023-24	The State Grants Program (the Program) is open to sport and active recreation providers and services who meet the eligibility for funding requirements. These organisations include: - State Sporting Organisations (SSOs). - State Disability Sports Organisation (SDSOs). - State Sector Service Providers (SSSPs). - State Active Recreation Providers (SARPs).	N.A.	https://active.tas.gov.au/data/assets/pdf_file/0006/417345/2023_State_Grants_recipients.pdf
Community Support Levy	TAS	25% of the gross profits from gaming machines in hotels and clubs in Tasmania for the benefit of sport and recreation clubs.	Communities, Sport and Recreation has responsibility for the CSL distribution and activities associated with the funding, through the Major and Minor Grants Programs.		
Tasmanian Community Fund	TAS	\$5,000 to \$50,000	A maximum of two years (awarded amount can be split across this	A minimum of 10% cash contribution (of the amount being sought from the	https://www.tascomfund.org/what-we-fund/previous-

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed	Past Recipients
			timeline in accordance with the needs of the project). - Projects that are tailored for the Tasmanian community programs, including pilot programs infrastructure and equipment that remove barriers to enable 8–19-year-olds to stay engaged and connected to learning. - Projects that include community or organisation collaboration are strongly encouraged.	TCF) from the applicant or another funding partner.	recipients/support-connect-and-rebuild-all-funded
Play Well Participation Grant Program*	Federal	\$10,000 to \$300,000	- Must partner with a State or Local sporting organisation and/or university to deliver at least one sport listed on the ASC's Sport Directory. - The Project must be held within the boundaries of the primary applicant's Local Government Area (LGA).	- Stream 1 to support national sport and peak physical activity organisations to deliver programs across at least three Australian states or territories (two for snow sport projects). Projects should focus on driving lifelong involvement in sport and physical activity. - National Pilot Projects between \$50,000 and \$100,000. - National Expansion Projects between \$100,000 and \$300,000 - Project Evaluation funding up to \$20,000 awarded to up to five organisations to receive additional funding to undertake an independent evaluation. - Stream 2 to support Local Government Councils to form partnerships to deliver Projects that	https://www.sportaus.gov.au/grants_and_funding/play-well-participation/successful-applicants

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed	Past Recipients
				address local barriers to involvement in sport. – Community Projects between \$10,000 and \$40,000.	
Play Our Way Program	Federal	The program will provide funding for local initiatives and ideas to address participation barriers faced by women and girls.		Grants will be available in two streams: - Facilities: For projects that establish and improve sporting facilities that are designed for women and girls and further encourage them to take part in sport and physical activity by better meeting their needs. - Participation and equipment: For programs that encourage women and girls to participate and remain involved in sport and physical activity for life, by tackling barriers such as disadvantage or lack of equipment, and for programs that will lead to sustained cultural change in sport.	https://ministers.pmc.gov.au/gallagher/2024/over-55-million-grants-offered-organisations-support-women-and-girls-play-our-way#:~:text=The%20grants%20represent%20the%20participation%20stream%20of%20funding,%20the%20first
Regional Precincts and Partnerships Program	Federal	Stream 1: Precinct development and planning: \$500,000 to \$5 million Stream 2: Precinct delivery: \$5 million to \$50 million	- The proposed project must be in a regional, rural or remote location, delineated as entirely outside the Australian Bureau of Statistics' Greater Capital City Statistical Areas (GCCSA). - Have at least \$500,000 in eligible expenditure. - Eligible activities must directly relate to the project and may include scoping, planning, design and consultation activities for the proposed precinct; development, formalisation and operation of partnership relationships and		https://www.infrastructure.gov.au/department/media/publications/regional-precincts-and-partnerships-program-announced-projects

Program	Government	Max Funding	Key Outcomes required	Phase funding will be assessed	Past Recipients
			responsibilities; business cases and feasibility studies.		
Advancing Renewables Program (ARP)	Federal	Grants awarded to Activities under the Program are expected to be between \$100,000 and \$50 million.	• ARP is currently continuously open. • Merit Criterion A – how well does the Activity contribute towards the Program Outcomes. • Merit Criterion B – assesses the capability and capacity of the applicant and activity partners to deliver the activity. • Merit Criterion C -how well is the activity designed and articulated, risks assessed and compliance with program requirements. • Merit Criterion D – what is the applicant’s financial capacity to deliver the activity, is the activity commercially viable without funding, what are the total costs. • Merit Criterion E – the value of the knowledge generated by the activity, how well that knowledge is targeted to specific audiences, how the applicant will capture, store, and disseminate the data, information, and lessons learned from the activity.	Applicants typically expected to at least match the funding	https://arena.gov.au/funding/advancing-renewables-program/

* Grant programs that have been offered in the past and are likely to be available again in the future.

The funding sources and programs for the Scottsdale, Oatlands and Smithton Aquatic Centres are summarised in the table below.

Table 17: Funding Sources

Centre	Funding	Source
Scottsdale Aquatic Centre	Total Funding: \$7 million • State Government: \$3 million (Tasmanian Government election commitment). • Local Government: \$4 million (Dorset Council contributions). • Federal Funding: No federal funding was identified. Grant Program: State Government election commitment.	https://northeasternadvertiser.com/featured-articles/new-pool-popular
Oatlands Aquatic Centre	Total funding: \$10 million • Federal Funding: \$2 million • State government: \$2 million • Local government: \$5 million (Southern Midlands Council) Grant Program: Premier's Fund for Children and Young People: \$50K	https://www.nationaltribune.com.au/oatlands-aquatic-centre-open-to-community
Smithton Wellbeing Indoor Recreation Leisure	Total Funding: Approximately \$12 million • Federal Government: \$3,822,750. • State Government (Tasmania): \$3,500,000. • Circular Head Council: \$4,539,295.	https://www.circularhead.tas.gov.au/resources/files/media-release/2017/construction-starts-at-circular-head-community-wellbeing-centre

11. Indicative Capital Costs

Turner and Townsend Quantity Surveyors have developed indicative cost plans based on the proposed component schedules. The cost estimates are summarised in the table below, and the detailed cost plans are shown in **Appendix 4**.

Table 18: Summary of Indicative Cost Plans for an Aquatic Centre in Break O'Day

Item	Costs (rounded)		
	Option One	Option Two	Option Three
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

It is important to highlight the indicative cost plans:

- Are in today's dollars (April 2025).
- Assume buildings are single storey.
- Assume a conventional gas-powered plant – no allowance for all-electric or other plant.
- Use the Oatlands Aquatic Centre general building height and finishes as a guide.

Council should read through the attached Cost Plans in **Appendix 4** to note the specific inclusions, exclusions and assumptions.

12. Financial Operating Model

This section summarises the operational and financial performance of the proposed facility (three options) in Break O'Day.

The Otium Analytics Financial Operational Model assesses a facility's anticipated operations and utilisation. The model considers the facility's catchment, anticipated revenue streams, programming, membership, staffing structure, overhead expenses, and additional costs (such as pre-opening expenses and oncosts) and accounts for CPI and business growth over a 10-year period.

The 10-year financial model software was established in collaboration with KPMG via the Business Case for Melbourne Sports and Aquatic Centre (MSAC) in 1996/97. Over the last 25 years, the model has been used and refined for over 250 aquatic, sport, health, and leisure facility projects and is recognised by local, state, and federal governments as a reputable and reliable business financial forecasting and operational tool.

The key model inputs include:

1. Anticipated revenue sources, which could include class income, membership, leases, admission fees etc.
2. Programming of spaces.
3. Overhead expenses and distribution.
4. Staffing levels and wages.
5. Business growth.

The model outputs include:

1. Overall operating position, income per activity space, expenses per activity space.
2. Total anticipated visitors per activity space.
3. Revenue and expense per visitor.
4. Total FTE and wages.

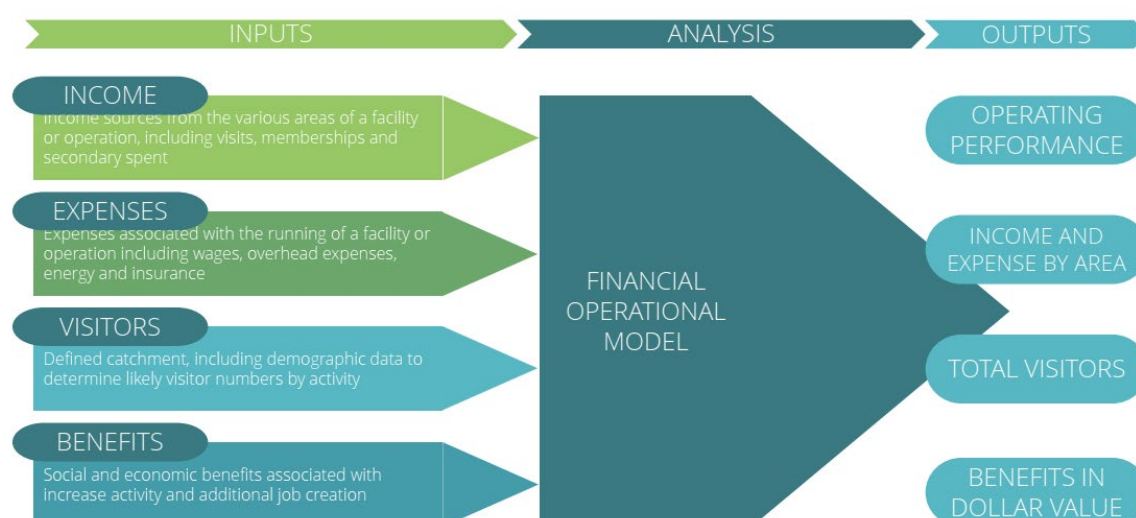


Figure 24: Otium Analytics Financial Operational Model

12.1 Financial Model Assumptions

Forecasting operating results at this project planning stage carries risks and should be treated as indicative only. The projected performance will depend on a range of factors, including, but not limited to, the following:

1. Assumptions applied to current-day revenue and expenses to extrapolate these to the commencement year (currently assumed as July 1, 2026).
2. Final staffing structures, salaries, and wages, including the assumption that the facility will be externally managed.
3. The ability of management to effectively market, attract and retain members and casual usage.
4. The ability of Council and management to implement a market-competitive pre-sales and opening strategy to optimise business operations in year 1.
5. Final design and contract specification decisions and their impact on revenue and expenditure.

This section summarises the facility's global impacts and financial operational model assumptions.

The 10-year projections for each model are developed using the following global impact assumptions.

12.1.1 Global Impacts

Industry trends indicate it takes up to three (3) years to establish a new facility's usage and business.

Therefore, the financial models assume average business and usage in year three (3). These figures are impacted by reduced business and use in year one (1) at 4% less and year two (2) at 2% less (than in year three (3)). From year three (3) onwards, it is assumed that business growth will increase until year seven (7) then be tempered by facility maintenance and renewal and possibly increased market competition.

Table 19: Business Growth

Year									
1	2	3	4	5	6	7	8	9	10
96%	98%	100%	100.5%	101.0%	101.5%	102.0%	102.00%	102.0%	102.0%

12.1.2 Price Growth/Increases

Fees for accessing the Centre and programs and services price growth are set at 0.7% annually from year two (2) onwards.

12.1.3 Consumer Price Index (CPI)

An annual CPI increase impacts the financial model. This has been set at 2.5% from year two (2) to year ten (10). An additional 0.5% is provided every year to account for salary increases. Every year, an extra 2.0% is provided for some expenses that may increase above CPI, such as utilities.

12.2 Business Assumptions

The following business and management assumptions impact the financial model.

12.2.1 Revenue

Operating Hours

The facility is estimated to be open 72 hours weekly for 52 weeks, excluding Christmas Day and Good Friday. The general facility opening hours would vary between 7 am and 7 pm Monday through Friday and 10 am and 4 pm on weekends. Should the Council reduce the assumed operating hours, expenditures, particularly labour costs, could be reduced.

Entry Charges

Entry fees charges are based on costs at similar centres, include GST and are extrapolated to 2026/27. The key fees in the first year of operation are assumed as detailed in the table below.

Table 20: Key fee assumptions

Product	2027/28 - Year 1 (GST inclusive)
Adult Swim	\$8.20
Child Swim	\$6.20
Family Entry	\$22.50
10 Visit Pass Adult	\$68.70
10 Visit Pass Child	\$53.10
Learn to Swim	\$17.90 per class

Usage Assumptions

Usage assumptions have been estimated using AusPlay participation trends, actual market penetration data from similar centres in Tasmania, visits per head of population benchmark comparisons and forecast population growth.

Sponsorship

No allowance for sponsorship has been included in this model. There may be an opportunity to attract sponsorship as the project develops further.

12.2.2 Expenditure

Recurrent Operating Expenditure

Most recurrent operating expenditures, including utilities, administration, marketing, maintenance, and cleaning, are based on industry benchmarks for *similar* facilities.

Staffing costs align with the proposed centre staffing structure using current industry award rates projected to the commencement year.

Utility assumptions, including water and air volumes and temperatures, will depend on council supply contracts and confirmation of the final design. Aquatic engineers and ESD experts should test and update these assumptions at the business case stage.

Maintenance Allocation

Industry trends indicate that high-use aquatic centres usually require an annual programmed maintenance allowance to be presented at a high standard. To compensate for this, an average annual programmed maintenance, is provided for as follows:

- Option One: \$51,000
- Option Two: \$67,200
- Option Three: \$52,000.

The model assumes that the Council will be responsible for Capital Expenditures (Capital Asset Replacement/ Renewal/Upgrade), and the operator will be responsible for annual Operational Maintenance, including proactive and reactive maintenance costs.

Asset Management

The model includes a straight-line depreciation rate noted below the operating line. Depreciation for each model is detailed in the table below.

Table 21: Depreciation Assumptions

Depreciation Category	Option One	Option Two	Option Three
Building depreciation (2.0% p/a over 40 years)	\$207,727 p/a	\$322,951 p/a	\$245,403 p/a
Plant and equipment depreciation (10% depreciation p/a over 10 years)	\$129,900 p/a	\$166,900 p/a	\$161,900 p/a

The model assumes full external funding, so there are no loan repayments in the modelling. Capital asset renewals and upgrades are also excluded.

Insurance

The model includes an allowance (\$10,000 average p/a) for public liability. Building insurance is assumed to come under the Council-wide building insurance cover.

Food and Beverage/Merchandising

Due to the large number of visitors to the Centre, the model assumes secondary spend income based on a percentage per spend per visitor. The model assumes the operator will be responsible for the café and merchandise, and that the receptionist is also the café attendant (i.e. the range of food and beverage is offered from one central reception counter).

The assumptions for secondary spending include the following:

- Kiosk/café - \$4.00 per spend with a 25% penetration.
- Merchandise - \$2.00 per spend with a 5% penetration.

Any changes to the assumed staffing model or assumptions about operating hours may impact the secondary spend modelling.

Management/Staffing

Management is assumed to be under contract with an external management company. All options use the same staffing structure, detailed below, and both the centre manager and assistant manager complete 0.8FTE hours per week in service delivery.

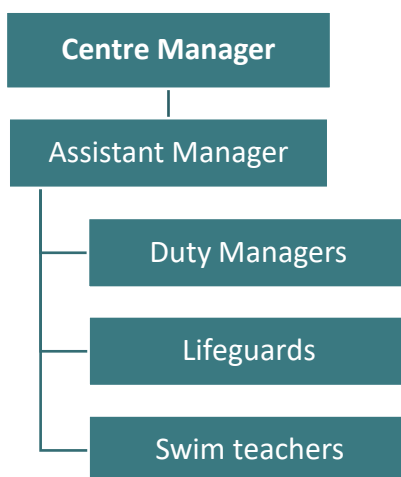


Figure 25: Proposed Staff Structure

A key staffing assumption is that all options will be designed to accommodate a minimal staffing model consisting of two staff members: one stationed at reception and one on the pool deck. The design configuration should support or improve this model, ensuring clear sight lines and prompt responses to emergencies across all aquatic areas.

12.3 Financial Models

The following section details the 10-year business projections for the three options.

12.3.1 Option One – 10-Year Financial Models

Option One Base Case Model

Table 22: Option One Base Case – 10 Year Operational Business Projections

Category	Years										Average per Annum (M)
	1 (M)	2 (M)	3 (M)	4 (M)	5 (M)	6 (M)	7 (M)	8 (M)	9 (M)	10 (M)	
Revenue	\$0.162	\$0.171	\$0.18	\$0.186	\$0.193	\$0.2	\$0.207	\$0.214	\$0.221	\$0.226	\$0.196
Expenditure	\$0.611	\$0.628	\$0.669	\$0.687	\$0.706	\$0.726	\$0.745	\$0.766	\$0.787	\$0.808	\$0.713
Operating Surplus/Deficit	\$-0.449	\$-0.457	\$-0.489	\$-0.501	\$-0.513	\$-0.525	\$-0.538	\$-0.552	\$-0.566	\$-0.582	\$-0.517
Total Depreciation	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338	\$0.338
Net Surplus/Deficit	\$-0.786	\$-0.795	\$-0.827	\$-0.839	\$-0.851	\$-0.863	\$-0.876	\$-0.889	\$-0.904	\$-0.92	\$-0.855
Visitations (000's)	0.011	0.011	0.012	0.012	0.012	0.012	0.012	0.012	0.012	0.012	0.012

Note: Does not include development costs such as capital cost repayments, land tax, and Council rates.

The 10-year base case business projections indicate the following:

- Revenue is expected to increase annually, ranging from \$162,106 in year one (1) to \$226,000 by year ten (10).

- Expenditure is expected to increase annually, ranging from \$611,000 in year one (1) to \$808,000 in year ten (10).
- The Centre is expected to operate at an average annual operating deficit of approximately \$517,000 per annum.
- Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit of -\$855,000.
- Centre attendances are expected to average 12,000 annually.

12.3.2 Option One Business Scenario Comparisons

The table below provides a comparison of the average operational performance over the 10 years of each business scenario model based on the following:

1. Optimistic Case = 10% more use
2. Base Case = Average predicted use
3. Conservative Case = 10% less use.

Table 23: Option One - Business Scenario Comparisons

Item	Facility Business Scenario (M)		
	Conservative Case 10% Less Use Average Over 10 years	Base Case (Average Use) Average Over 10 years	Optimistic Case 10% More Use Average Over 10 years
Revenue	\$0.177	\$0.196	\$0.215
Expenditure	\$0.711	\$0.713	\$0.716
Operating Surplus/Deficit	\$-0.534	\$-0.517	\$0.501
Total Depreciation	\$0.338	\$0.338	\$0.338
Net Surplus/Deficit	\$0.872	\$-0.855	\$0.838
Visitations (000's)	0.011	0.012	0.013

The business scenario annual average projected business performance targets, include:

1. Revenue is projected to range from \$177,000 to \$215,000.
2. Expenditure is projected to range from \$711,000 to \$716,000.
3. Operational profit/(loss) is projected to range from -\$501,000 to -\$534,000.
4. Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit ranging from -\$838,000 to -\$872,000.
5. Visitations are projected to range from 11,000 visits to 13,000 visits.

12.3.3 Option Two – 10-Year Financial Models

The following tables detail the 10-year business projections for the three options.

Option Two Base Case Model

Table 24: Option Two Base Case – 10 Year Operational Business Projections

Category	Years										Average per Annum (M)
	1 (M)	2 (M)	3 (M)	4 (M)	5 (M)	6 (M)	7 (M)	8 (M)	9 (M)	10 (M)	
Revenue	\$0.283	\$0.298	\$0.314	\$0.325	\$0.337	\$0.35	\$0.362	\$0.374	\$0.386	\$0.396	\$0.343
Expenditure	\$0.765	\$0.786	\$0.823	\$0.845	\$0.867	\$0.89	\$0.914	\$0.938	\$0.963	\$0.988	\$0.878
Operating Surplus/Deficit	\$-0.482	\$-0.487	\$-0.509	\$-0.52	\$-0.53	\$-0.541	\$-0.552	\$-0.564	\$-0.577	\$-0.592	\$-0.535
Total Depreciation	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49	\$0.49
Net Surplus/Deficit	\$-0.972	\$-0.977	\$-0.999	\$-1.01	\$-1.02	\$-1.031	\$-1.041	\$-1.054	\$-1.067	\$-1.082	\$-1.025
Visitations (000's)	0.022	0.022	0.023	0.023	0.023	0.023	0.023	0.023	0.023	0.023	0.023

Note: Does not include development costs such as capital cost repayments, land tax, and Council rates.

The 10-year base case business projections indicate the following:

- Revenue is expected to increase annually, ranging from \$283,000 in year one (1) to \$396,000 by year ten (10).
- Expenditure is expected to increase annually, ranging from \$765,000 in year one (1) to \$988,000 in year ten (10).
- The Centre is expected to operate at an average annual operating deficit of approximately \$535,000 per annum.
- Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit of \$1,025,000.
- Centre attendances are expected to average 23,000 annually.

12.3.4 Option Two Business Scenario Comparisons

The table below provides a comparison of the average operational performance over the 10 years of each business scenario model based on the following:

1. Optimistic Case = 10% more use
2. Base Case = Average predicted use
3. Conservative Case = 10% less use.

Table 25: Option Two - Business Scenario Comparisons

Item	Facility Business Scenario (M)		
	Conservative Case 10% Less Use Average Over 10 years	Base Case (Average Use) Average Over 10 years	Optimistic Case 10% More Use Average Over 10 years
Revenue	\$0.308	\$0.343	\$0.377
Expenditure	\$0.875	\$0.878	\$0.881
Operating Surplus/Deficit	\$-0.566	\$-0.535	\$-0.505
Total Depreciation	\$0.49	\$0.49	\$0.49
Net Surplus/Deficit	\$-1.056	\$-1.025	\$-0.994
Visitations (000's)	0.021	0.023	0.025

The business scenario annual average projected business performance targets, include:

1. Revenue is projected to range from \$308,000 to \$377,000.
2. Expenditure is projected to range from \$875,000 to \$881,000.
3. Operational profit/(loss) is projected to range from -\$505,000 to -\$566,000.
4. Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit ranging from -\$994,000 to -\$1,056,000.
5. Visitations are projected to range from 21,000 visits to 25,000 visits.

12.3.5 Option Three – 10-Year Financial Models

The following tables detail the 10-year business projections for the three options.

Option Three Base Case Model

Table 26: Option Three Base Case – 10 Year Operational Business Projections

Category	Years										Average per Annum (M)
	1 (M)	2 (M)	3 (M)	4 (M)	5 (M)	6 (M)	7 (M)	8 (M)	9 (M)	10 (M)	
Revenue	\$0.239	\$0.252	\$0.265	\$0.275	\$0.285	\$0.295	\$0.306	\$0.315	\$0.325	\$0.334	\$0.289
Expenditure	\$0.675	\$0.694	\$0.734	\$0.754	\$0.774	\$0.795	\$0.816	\$0.838	\$0.861	\$0.884	\$0.783
Operating Surplus/Deficit	\$-0.436	\$-0.442	\$-0.469	\$-0.479	\$-0.489	\$-0.5	\$-0.511	\$-0.523	\$-0.536	\$-0.55	\$-0.494
Total Depreciation	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407	\$0.407
Net Surplus/Deficit	\$-0.843	\$-0.849	\$-0.876	\$-0.887	\$-0.897	\$-0.907	\$-0.918	\$-0.93	\$-0.943	\$-0.957	\$-0.901
Visitations (000's)	0.018	0.018	0.019	0.019	0.019	0.019	0.019	0.019	0.019	0.019	0.019

Note: Does not include development costs such as capital cost repayments, land tax, and Council rates.

The 10-year base case business projections indicate the following:

- Revenue is expected to increase annually, ranging from \$239,000 in year one (1) to \$334,000 by year ten (10).
- Expenditure is expected to increase annually, ranging from \$675,000 in year one (1) to \$884,000 in year ten (10).
- The Centre is expected to operate at an average annual operating deficit of approximately \$494,000 per annum.
- Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit of \$901,000.
- Centre attendances are expected to average 19,000 annually.

12.3.6 Option Three Business Scenario Comparisons

The table below provides a comparison of the average operational performance over the 10 years of each business scenario model based on the following:

1. Optimistic Case = 10% more use
2. Base Case = Average predicted use
3. Conservative Case = 10% less use.

Table 27: Option Three - Business Scenario Comparisons

Item	Facility Business Scenario (M)		
	Conservative Case 10% Less Use Average Over 10 years	Base Case (Average Use) Average Over 10 years	Optimistic Case 10% More Use Average Over 10 years
Revenue	\$0.26	\$0.289	\$0.318
Expenditure	\$0.78	\$0.783	\$0.785
Operating Surplus/Deficit	\$-0.519	\$-0.494	\$-0.468
Total Depreciation	\$0.407	\$0.407	\$0.407
Net Surplus/Deficit	\$-0.927	\$-0.901	\$-0.875
Visitations (000's)	0.017	0.019	0.021

The business scenario annual average projected business performance targets, include:

1. Revenue is projected to range from \$260,000 to \$318,000.
2. Expenditure is projected to range from \$780,000 to \$785,000.
3. Operational profit/(loss) is projected to range from -\$468,000 to -\$519,000.
4. Once building and plant and equipment depreciation are accounted for, the Centre is expected to return an annual net deficit ranging from -\$875,000 to -\$927,000.
5. Visitations are projected to range from 17,000 visits to 21,000 visits.

12.3.7 Base Case Business Scenario Comparisons

The following table compares the average operational performance over the 10 years of each base case option.

Table 28: Base Case – Comparisons

Item	Facility Business Scenario (Base Case - \$M)		
	Option One Average Over 10 years	Option Two Average Over 10 years	Option Three Average Over 10 years
Revenue	\$0.196	\$0.343	\$0.289
Expenditure	\$0.713	\$0.878	\$0.783
Operating Surplus/Deficit	\$-0.517	\$-0.535	\$-0.494
Total Depreciation	\$0.338	\$0.490	\$0.407
Net Surplus/Deficit	\$-0.855	\$-1.025	\$-0.901
Visitations (000's)	0.012	0.023	0.019

The annual average business performance projections include:

1. Revenue is projected to be between \$0.196M (Option One) to \$0.343 (Option Two).
2. Expenditure is projected to be between \$0.713M (Option One) to \$0.878 (Option Two).
3. Operational loss is projected to range from -\$494,000 (Option Three) to \$535,000 (Option Two).
4. Visitations are projected to be 12,000 (Option One) to 23,000 (Option Two).

13. Economic and Social Benefits Assessment

Economist Michael Connell and Associates completed the economic impact analysis for this project. 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 three 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.

Following is a summary of the report, the full report is attached to this report at **Appendix Five**.

13.1 Construction Phase

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

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

13.2 Operations Phase

Aquatic Centre Users

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

Economic and Social Benefits

- **Option One** 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 Two** 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 Three** 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).

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.

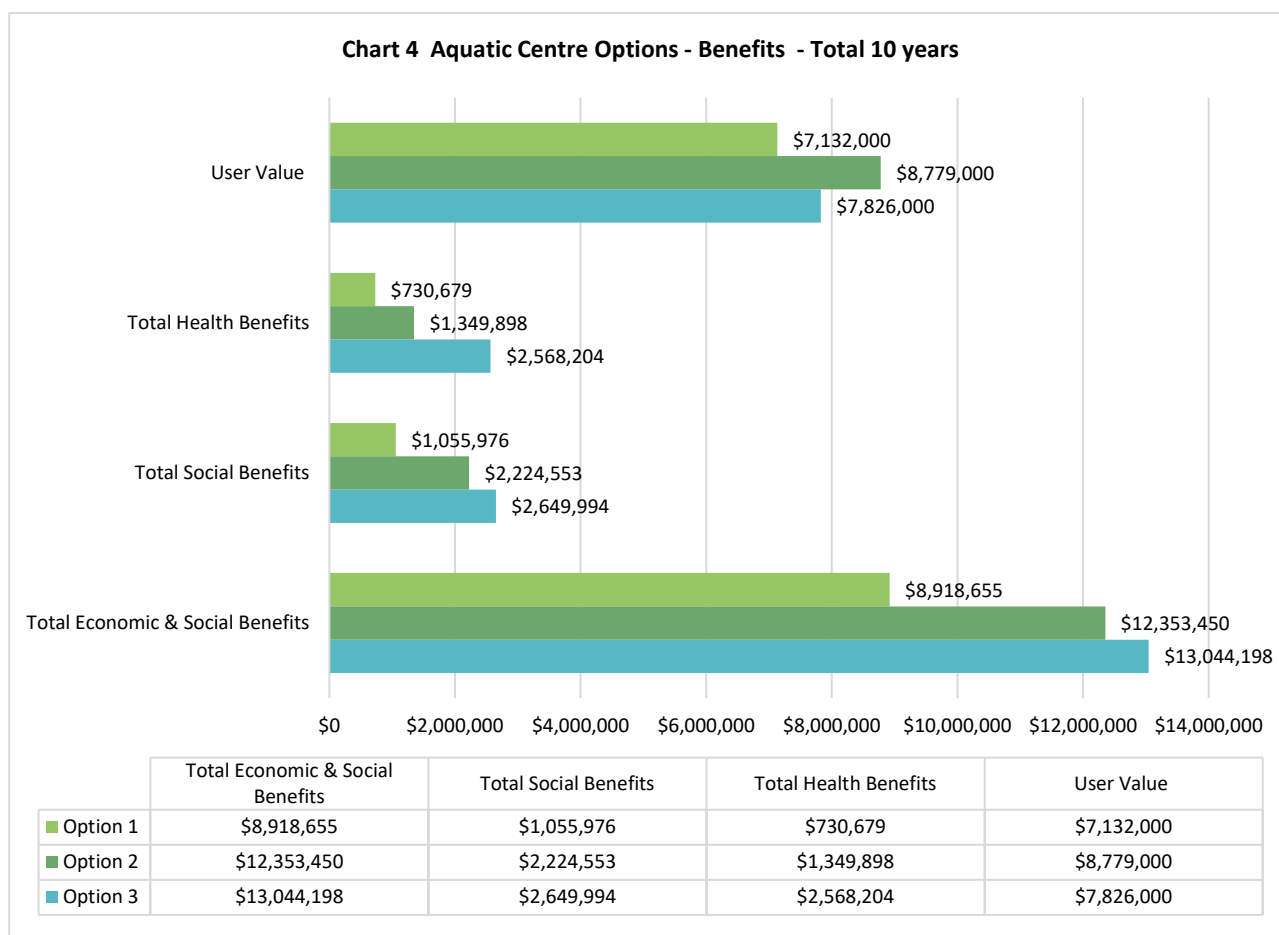


Figure 26: Aquatic Centre Options – Benefits

13.3 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.

Visitor Spending

The following shows estimates of other spending in the town while visiting the Aquatic Centre. Estimates are for each of the three 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.

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.

Option 2 - Program Pool and 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.

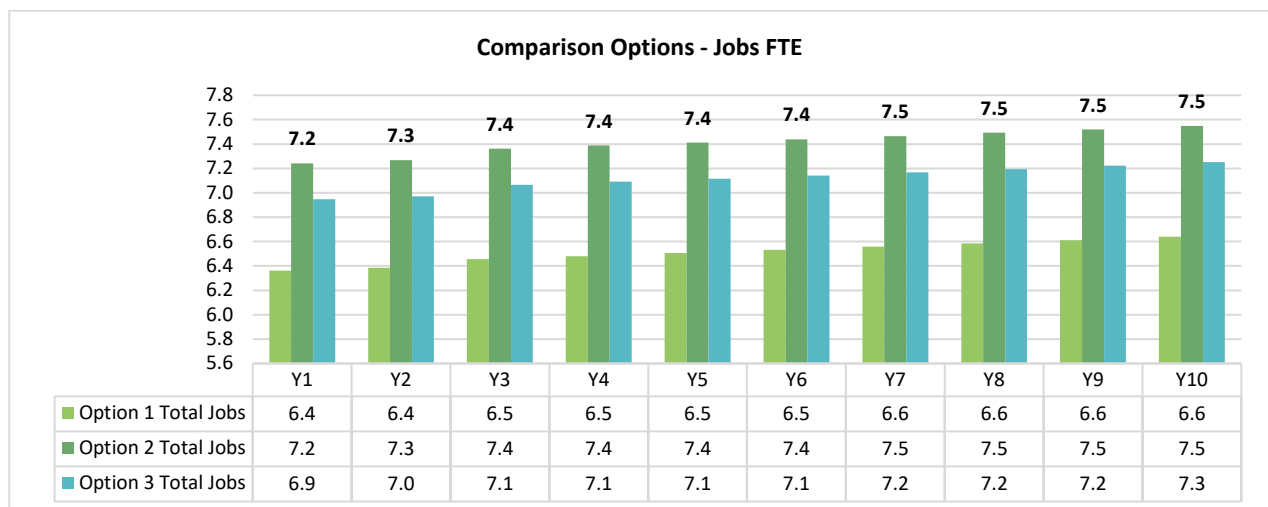
Option 3 - Program Pool and Lap Pool

- **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.

Comparisons of Options

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

Comparison Options - Jobs FTE



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

Figure 27: Comparison Options – Jobs FTE

Comparison Regional Income (\$2025 prices)

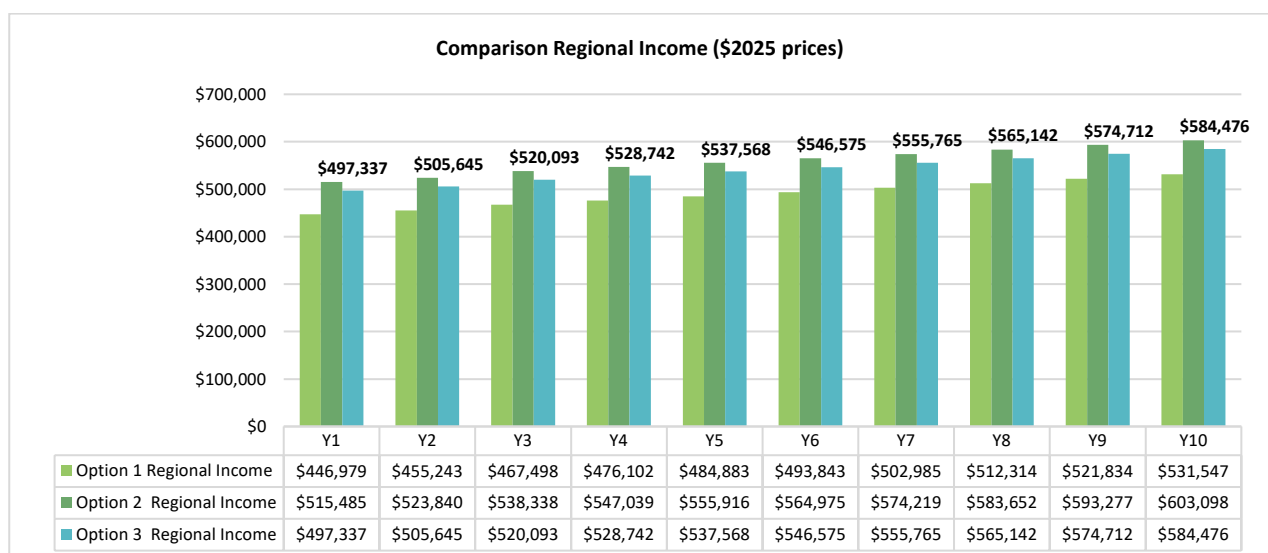


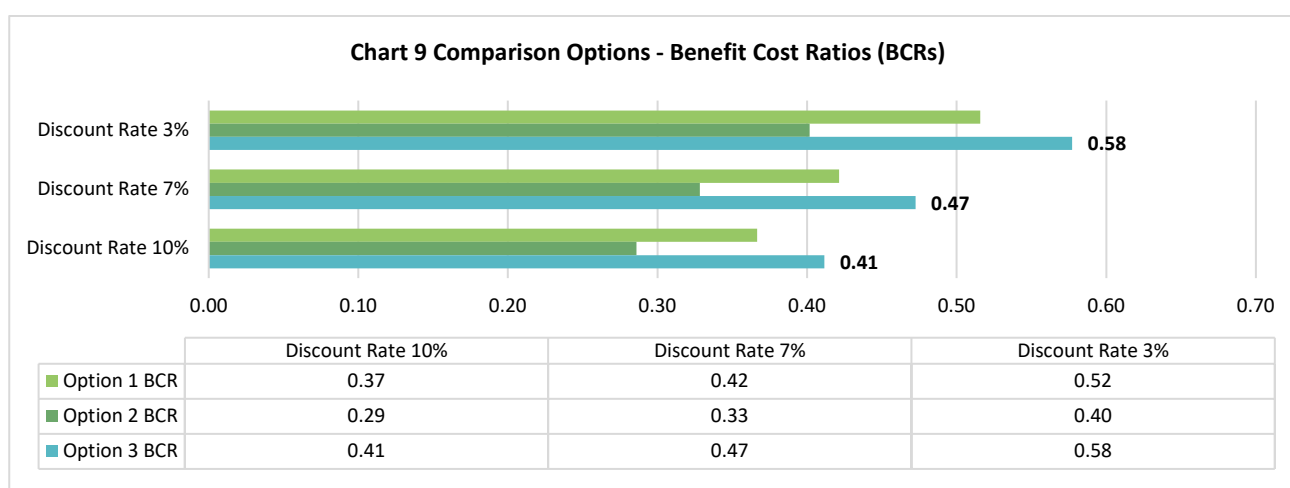
Figure 28: Comparison Regional Income

13.4 Benefit Cost Analysis

This section provides a cost benefit analysis for each of the three 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 the measured economic and social benefits.

The following table compares the results for the three Options for a 7% discount (where 7% is the central estimate and 3% and 10% are used for sensitivity testing). 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 three Options and discount rates (3%, 7%, 10% detailed in the full report), the BCRs are all substantially below 1. This occurs because for each pool option, capital costs are high, and the number of annual users is low due to the population size and demographics of Break O Day LGA.



Source: MCa analysis , August 2025

Figure 29: Comparison Options BCRs

Table 29: Benefit Cost Analysis Comparison of Options

Summary (7% discount rate)	Option 1	Option 2	Option 3
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
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
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

In addition to the quantified benefits above, Aquatic centres offer a wide range of **social benefits** that positively impact individuals and communities. The social benefits derived are described below.

Community Engagement & Inclusion

- Aquatic centres serve as community hubs, fostering social interaction across diverse groups
- Features like accessible pool entries (e.g., zero-entry, pool lifts) promote inclusivity, especially for seniors and people with disabilities

Social Connection & Mental Wellbeing

- Participation in group activities at aquatic centres enhances bonding with family and friends, improving social wellbeing
- Group-based aquatic programs are more effective than solo activities in reducing stress, anxiety, and improving self-esteem

Educational Uplift & Skill Development

- Centres provide platforms for swimming lessons, water safety education, and lifeguard training, which are vital life skills
- They support volunteer opportunities and community service, contributing to educational and civic engagement

Youth Development & Crime Reduction

- Structured aquatic programs offer positive role models and safe environments for youth, helping reduce anti-social behaviour

Cultural & Recreational Value

- These centres often host community events, swim meets, and recreational activities that build community pride and identity

14. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group Pty Ltd (Otium) has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary, to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability, as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium nor any member or employee of Otium undertakes responsibility arising in any way whatsoever to any persons other than the client in respect to this report for any errors or omissions herein arising through negligence or otherwise caused.

Appendix 1: Demographic Profile and Population Trends

The following section of the report reviews the demographic profile of the Break O'Day area based on information obtained from .id, an online company that completes a demographic analysis of ABS Census data.

The population trends indicate that between 2011 and 2016, the population of the Break O'Day Council area increased from 6,198 people to 6,933 people. This equates to an approximate growth of 11.8% of the population (+735 residents).

Age Group Population Profile

The age profile of residents in 2021 compared to the Northern Tasmanian Region and the 2016 Census data was estimated as follows:

Table 30: Population Age Profile of Break O'Day Shire

	2021			2016			Change 2016 to 2021
	Number	%	Northern Tasmania Region %	Number	%	Northern Tasmania Region %	
0 to 4	254	3.8	5.0	262	4.3	5.5	-8
5 to 9	295	4.4	5.5	321	5.2	6.1	-26
10 to 14	327	4.8	6.0	286	4.7	5.9	+41
15 to 19	221	3.3	5.5	283	4.6	6.3	-62
20 to 24	214	3.2	5.6	170	2.8	6.2	+44
25 to 29	216	3.2	6.7	171	2.8	5.3	+45
30 to 34	270	4.0	6.1	214	3.5	5.4	+56
35 to 39	331	4.9	5.8	256	4.2	5.3	+75
40 to 44	313	4.6	5.4	300	4.9	6.0	+13
45 to 49	353	5.2	5.9	368	6.0	6.8	-15
50 to 54	472	7.0	6.6	480	7.8	7.0	-8
55 to 59	593	8.8	6.7	591	9.7	7.3	+2
60 to 64	765	11.3	7.1	671	11.0	6.9	+94
65 to 69	734	10.9	6.6	665	10.9	6.7	+69
70 to 74	606	9.0	6.0	471	7.7	5.1	+135
75 to 79	414	6.1	4.2	288	4.7	3.5	+126
80 to 84	229	3.4	2.8	170	2.8	2.4	+59
85 and over	155	2.3	2.5	153	2.5	2.4	+2
Total population	6,762	100	100	6,120	100	100	+642

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

Analysis of the five-year age groups of Break O'Day Council area in 2021 compared to Northern Tasmania Region shows that there was a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups (65+).

Overall, 13.0% of the population was aged between 0 and 15, and 31.6% were aged 65 years and over, compared with 16.5% and 22.0% respectively for Northern Tasmania Region.

The major differences between the age structure of Break O'Day Council area and the Northern Tasmania Region were:

- A *larger* percentage of persons aged 65 to 69 (10.9% compared to 6.6%).
- A *larger* percentage of persons aged 60 to 64 (11.3% compared to 7.1%).
- A *larger* percentage of persons aged 70 to 74 (9.0% compared to 6.0%).
- A *smaller* percentage of persons aged 25 to 29 (3.2% compared to 6.7%).

From 2016 to 2021, Break O'Day Council area's population increased by 642 people (10.5%). This represents an average annual population change of 2.02% per year over the period. The largest changes in age structure in this area between 2016 and 2021 were in the age groups:

- 70 to 74 (+135 persons).
- 75 to 79 (+126 persons).
- 60 to 64 (+94 persons).
- 35 to 39 (+75 persons).

Gender Population Profile

The following table details the gender comparison of the Break O'Day residents in 2021 compared to 2016 and Northern Tasmania Region.

Table 31: Break O'Day Resident Population Gender Comparison

Population group	2021			2016			Change 2016 to 2021
	Number	%	Northern Tasmania Region %	Number	%	Northern Tasmania Region %	
Males	3,453	51	49.2	3,096	50.7	48.9	+357
Females	3,312	49	50.8	3,008	49.3	51.1	+304

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 (Usual residence). Compiled and presented in profile.id by .id (informed decisions).

There are more males than females in the Break O'Day Council (51% compared to 49%) which is different than the ratio in Northern Tasmania Region (49.2% versus 50.8%).

Country of Birth

The percentage of the population that is born overseas and the diversity of their country of origin can give an indication of how diverse the population is within a community.

Analysis of the country of birth of the population in Break O'Day Council area in 2021 compared to Northern Tasmania Region shows that there was a smaller proportion of people born overseas. Overall, 13.0% of the population was born overseas, compared with 14.1% for Northern Tasmania Region. The major difference between the countries of birth of the population in Break O'Day Council area and Northern Tasmania Region was:

- A *larger* percentage of people born in United Kingdom (5.8% compared to 4.2%).

The following table details the country of birth of residents in 2021 and 2016 as well as being compared against the population in Northern Tasmania Region.

Table 32: Most Common Overseas Countries of Birth

	2021			2016			Change 2021 to 2016
	Number	%	Northern Tasmania Region %	Number	%	Northern Tasmania Region %	
United Kingdom	395	5.8	4.2	411	6.7	4.4	-16
New Zealand	110	1.6	1.0	84	1.4	0.9	+26
Germany	43	0.6	0.3	33	0.5	0.4	+10
Philippines	35	0.5	0.4	23	0.4	0.3	+12
Netherlands	28	0.4	0.5	30	0.5	0.5	-2
United States of America	26	0.4	0.3	27	0.4	0.3	-1
South Africa	21	0.3	0.3	13	0.2	0.3	+8
Thailand	19	0.3	0.1	7	0.1	0.1	+12
Canada	19	0.3	0.2	10	0.2	0.2	+9
Nepal	19	0.3	1.0	0		0.2	+19
Switzerland	15	0.2	0.1	7	0.1	0.0	+8
India	14	0.2	0.9	16	0.3	0.3	-2

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

The table below summarises the languages spoken at home by the residents in the Break O'Day area.

Table 33: Languages Spoken at Home

	2021			2016			Change 2021 to 2016
	Number	%	Northern Tasmania Region %	Number	%	Northern Tasmania Region %	
Speaks English only	6,108	90.2	87.8	5,522	90.4	88.4	+586
Non-English total	206	3.0	7.1	122	2.0	4.7	+84
Not stated	456	6.7	5.1	462	7.6	6.9	-6
Total Population	6,770	100.0	100.0	6,106	100.0	100.0	+664

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

Analysis of the language used at home by the population of Break O'Day Council area in 2021 compared to Northern Tasmania Region shows that there was a larger proportion of people who used English only, and a smaller proportion of those using a non-English language (either exclusively, or in addition to English).

Overall, 90.2% of the population used English only, and 3.0% used a non-English language, compared with 87.8% and 7.1% respectively for Northern Tasmania Region.

The dominant language used at home, other than English, in Break O'Day Council area was German, with 0.4% of the population, or 28 people using this language at home.

Residents Income Levels

The following table presents the personal weekly income levels of Break O'Day residents.

Table 34: Weekly Income Gross Income Levels for the Break O'Day area

Break O'Day Council area - Persons aged 15+ (Usual residence)		2021	
Weekly gross income	Number	%	Northern Tasmania Region %
Negative Income/ Nil income	364	6.2	6.8
\$1 - \$149	187	3.2	3.3
\$150 - \$299	462	7.8	5.8
\$300 - \$399	929	15.8	10.4
\$400 - \$499	899	15.3	10.6
\$500 - \$649	561	9.5	9.1
\$650 - \$799	505	8.6	8.3
\$800 - \$999	423	7.2	8.9
\$1,000 - \$1,249	399	6.8	9.4
\$1,250 - \$1,499	178	3.0	6.0
\$1,500 - \$1,749	141	2.4	4.8
\$1,750 - \$1,999	122	2.1	3.4
\$2,000 - \$2,999	157	2.7	4.4
\$3,000 - \$3,499	43	0.7	0.8
\$3,500 or more	47	0.8	1.4
Not stated	478	8.1	6.5
Total persons aged 15+	5,895	100	100

Analysis of individual income levels in Break O'Day Council area in 2021 compared to Northern Tasmania Region shows that there was a lower proportion of people earning a high income (those earning \$2,000 per week or more) and a higher proportion of low-income people (those earning less than \$500 per week).

Overall, 4.2% of the population earned a high income, and 48.2% earned a low income, compared with 6.6% and 36.9% respectively for Northern Tasmania Region.

The major differences between Break O'Day Council area's individual incomes and Northern Tasmania Region's individual incomes were:

- A *larger* percentage of persons who earned \$300 - \$399 (15.8% compared to 10.4%).
- A *larger* percentage of persons who earned \$400 - \$499 (15.3% compared to 10.6%).
- A *smaller* percentage of persons who earned \$1,250 - \$1,499 (3.0% compared to 6.0%).
- A *smaller* percentage of persons who earned \$1,000 - \$1,249 (6.8% compared to 9.4%).

Vehicle Ownership

The number of vehicles per household is detailed in the following table.

Table 35: Vehicle Ownership

	2021		
	Number	%	Northern Tasmanian Region %
No motor vehicles	140	4.2	5.5
1 motor vehicle	1,170	35.3	33.3
2 motor vehicles	1,106	33.4	33.8
3 or more motor vehicles	677	20.5	22.3
Not stated	217	6.6	5.2
Total households	3,310	100.0	100.0

A household's ownership of vehicles can be used as an indicator of an individual's ability to independently access leisure facilities without the reliance on public transport or utilising other modes of transport.

Analysis of the car ownership of the households in the Break O'Day Council area in 2021 compared to the Northern Tasmania Region shows that 89.2% of the households owned at least one car, while 4.2% did not, compared with 89.4% and 5.5%, respectively, in Northern Tasmania Region.

Of those that owned at least one vehicle, there was a larger proportion who owned just one car, a similar proportion who owned two cars, and a smaller proportion who owned three cars or more.

Overall, 35.3% of the households owned one car, 33.4% owned two cars, and 20.5% owned three cars or more, compared with 33.3%, 33.8%, and 22.3%, respectively, for the Northern Tasmania Region.

Future Population Predictions

The following data has been acquired from *the Tasmanian government's Population projections for Tasmania and local government areas (LGAs)*. The population within the Break O'Day area is expected to increase by 862 from 2021 to 2053.

Table 36: Projected Population Growth 2021 - 2053

	Forecast Year				
	2021	2026	2031	2036	2,053
Population	6,933	7,157	7,342	7,492	7,795
Change in population (5yrs)		224	185	151	302
Average annual change		0.64%	0.50%	0.40%	0.24%

Source: Population projections for Tasmania and local government areas (LGAs) (medium series). Tasmanian Government

The following table highlights the likely change in the population age profile between 2021 and 2053.

Table 37: Break O'Day Council Future Population Age Profile

Years	2021 Number	2026 Number	2031 Number	2036 Number	2053 Number	Change b/w 2021 and 2053
0–4	268	239	246	242	229	-39
5–9	302	274	263	264	251	-51
10–14	337	289	241	231	218	-119
15–19	227	255	209	182	164	-63
20–24	227	177	180	162	139	-88
25–29	231	173	180	191	167	-64
30–34	270	248	220	231	219	-51
35–39	344	341	328	297	300	-44
40–44	316	369	378	369	346	+30
45–49	363	352	391	403	370	+7
50–54	485	466	440	489	468	-17
55–59	613	606	586	559	628	+15
60–64	792	733	701	675	762	-30
65–69	736	816	779	751	799	+63
70–74	618	700	778	749	726	+108
75–79	413	565	623	693	627	+214
80–84	230	329	466	519	595	+365
85+	161	224	331	485	786	+625
TOTAL	6,933	7,157	7,342	7,492	7,795	

Source: Population projections for Tasmania and local government areas (LGAs) (medium series). Tasmanian Government

In 2021, the dominant age group for residents in the Break O'Day area was between 60 and 64, accounting for 11% of the total population. The dominant age group is predicted to change in 2036 to the 70-74 age group. The age bracket predicted to experience the largest increase in population is the 85+ age group, which is expected to increase by 464 residents, indicating an ageing population.

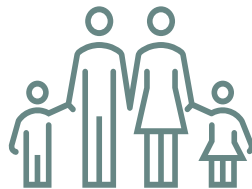
The percentage of the population in their most active years (5 – 49 years of age) is predicted to fall from 42% in 2021 to 34% in 2036.

Appendix 2: Community Survey Findings

This section summarises the key findings from the community/survey conducted online and in-person through Council’s Community Engagement Page in November 2024. A total of 686 people completed the survey. The following information provides details on who responded to the survey.



The majority (79%) of respondents were female while 20.3% were male and 0.6% preferred not to specify their gender.



Age group that represents the highest percentage of the respondents is 60 to 69 years (25.8%) followed by 50 to 59 years (18.6%) and 40 to 49 years (18.4%).



The predominant postcodes where respondents lived were St Helens and surrounds (56.3%) followed by Scamander/ Beaumaris (21.8%).

Figure 30: Respondent Characteristics

Respondent Profile

The following tables summarise the user survey respondents’ sample for the Break O’Day Council.

Table 38: User Survey Respondent Sample

Category	Sub-group	Number	%
Gender	Female	79%	478
	Male	20.3%	123
	Non-binary	0%	0
	Prefer not to specify	0.6%	4
Age Range	10 years and under	0.0%	0
	11 to 19 years	0.9%	6
	20 to 29 years	7.4%	45
	30 to 39 years	15%	91
	40 to 49 years	18.4%	112
	50 to 59 years	18.6%	113
	60 to 69 years	25%	152
	70 years plus	13.3%	81
	I’d rather not say	0.9%	6

Table 39: User survey population statistics

Suburb	Count	% of the survey respondents
Mathinna	0.1%	1
Four Mile - Falmouth/ Four Mile Creek	1.6%	9
Fingal	1.2%	7
Cornwall	0.1%	1
Ansons Bay	0.8%	5
Binalong Bay	8.1%	46
Scamander/ Beaumaris	21.2%	120
St Marys	5.3%	30
St Helens and surrounds	56.3%	318
Other (please specify)	4.7%	27

A review of the survey respondents indicates that:

- A higher percentage of females (79%) participated in the survey compared to males (20.3%). And 0.4% preferred not to specify their gender.
- Most respondents fell within the 60 to 69 years age group, representing 25% of the total sample. This was followed by those aged 50 to 59 years (18.6%) and 40 to 49 years (18.4%), while 0.9% of respondents preferred not to disclose their age.
- Most respondents were from St Helens and surrounds (56.3%), followed by Scamander/ Beaumaris (21.2%).

Use of Council Aquatics Facilities

Of the total respondents, 423 (61.6%) reported using an aquatic facility in the past twelve months, while 263 (38.3%) indicated they had not. It should be noted that the proportion of those who have not used an aquatic facility is above average, indicating the high priority for a more accessible aquatic facility for residents.

The respondents who had not visited an aquatic centre were asked to indicate their reasons. Following graph illustrates the results:

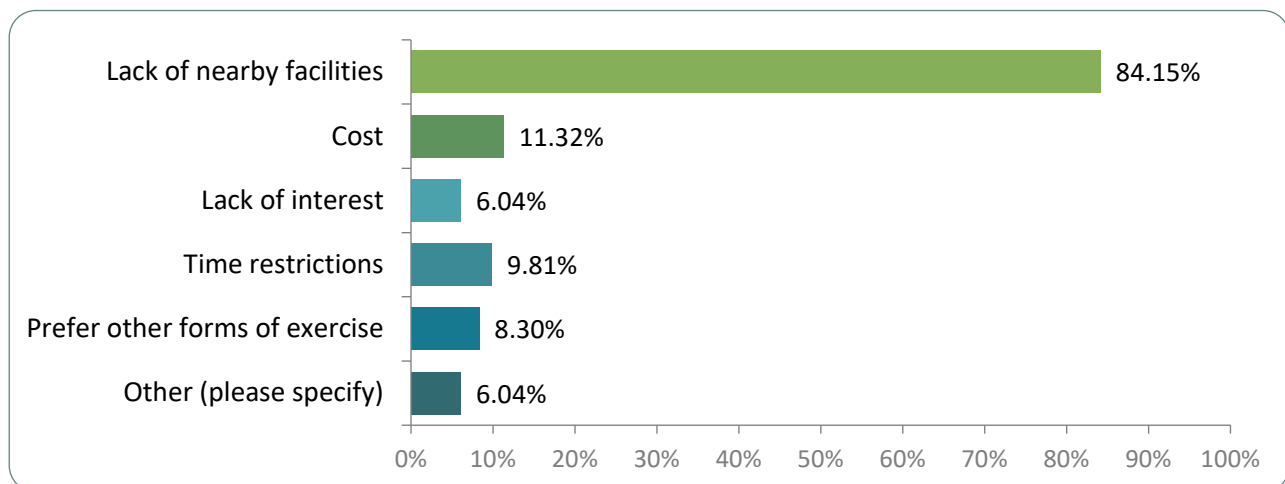


Figure 31: Reasons to not visit an aquatic facility

The results show that the prominent reason for not visiting an aquatic facility is the absence of one nearby reported by 223 respondents. This is followed by cost and time constraints, mentioned by 30 and 26 respondents, respectively.

Following sections analyses responses from residents who indicated that they have attended an aquatic facility in the last twelve months.

Visitation to the aquatic facilities

Facilities used by respondents

Respondents were asked which facilities they used the most Following graph illustrates the answers.

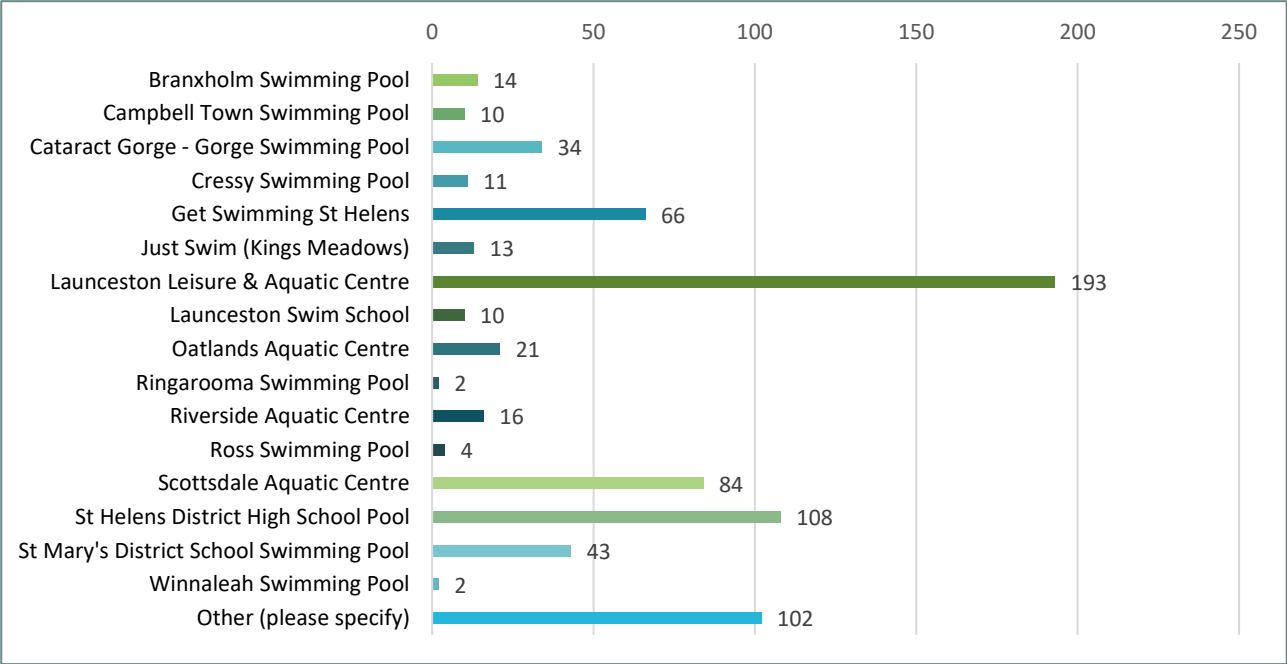


Figure 32: Aquatic facilities visited

The graph above indicates that Launceston Leisure and Aquatic Centre was most visited, as mentioned by 193 respondents, followed by St Helens District High School pool (108 respondents) and Scottsdale Aquatic Centre (84 respondents). Other facilities included swimming pools in Hobart and private pools at friends or family houses.

Frequency of Visitation

The following figure summarises the frequency of visits to the facilities.

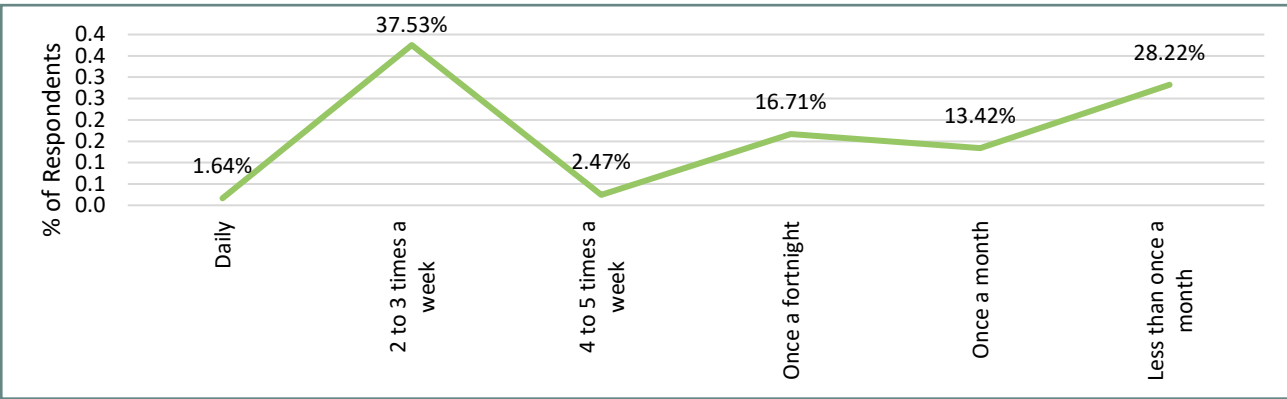


Figure 33: Frequency of Visitation

The results indicate that almost half of the respondents (41.6%) use aquatic facilities once a week or more with the most common being “2 - 3 times per week” (37.5%). However, there was a large group of respondents (28.2%) that attended an aquatic facility less than once a month, likely due to the long travel times to the nearest facility.

Visit duration

The following figure summarises the visit duration to the facilities.

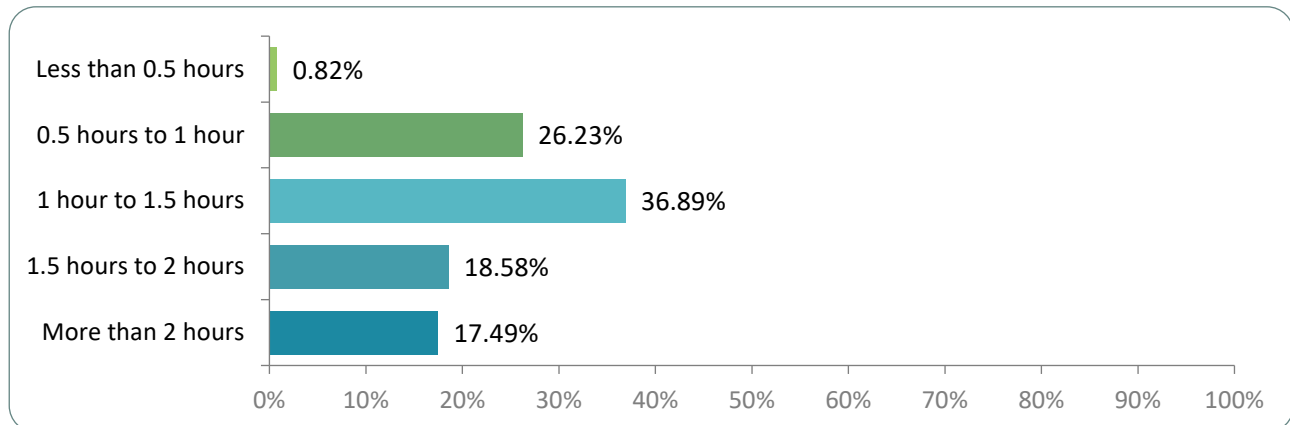


Figure 34: Visit duration

Results indicate that most patrons (36.8%) spend between 1 to 1.5 hours when visiting an aquatic facility, followed by 26.6% patrons who visit between 30 minutes and 1 hour indicating they may be there for swimming or aqua-fitness lessons.

Reasons for visiting a particular pool

Respondents provided a range of reasons why they chose which pool to visit. The key reasons were:

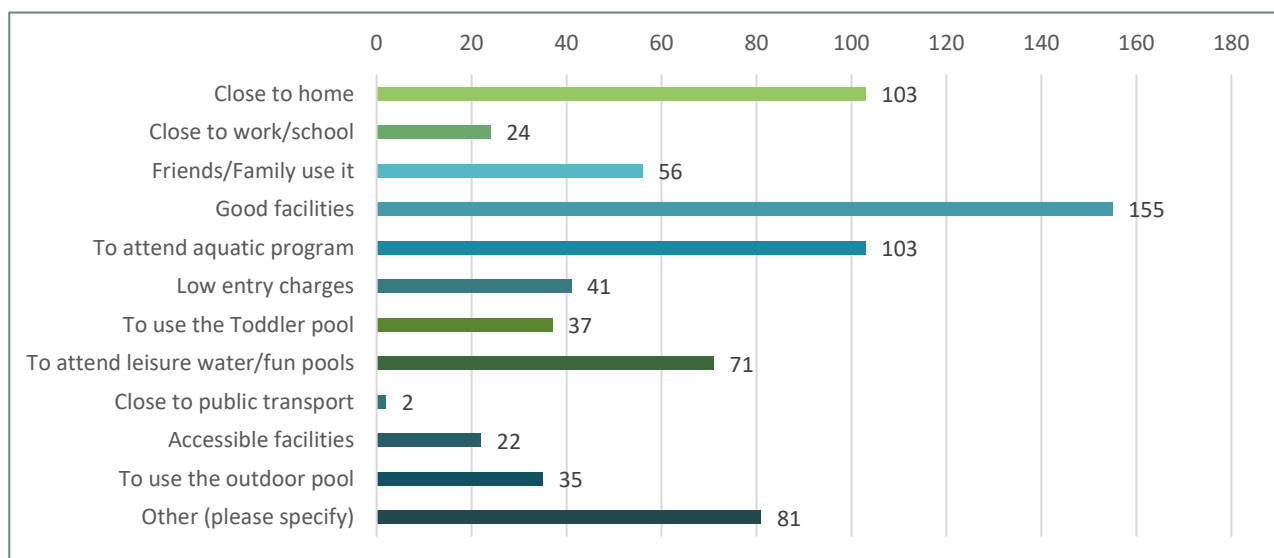


Figure 35: Reason for visiting aquatic facility

The graph shows:

- The main reason for respondents to choose which pool to visit is quality of the facilities (155) followed by proximity of the facilities (103) and availability of learn to swim lessons (103).
- Other reasons included accessibility, with many mentioning it as the closest or only available option, especially in areas like St Helens with limited facilities.

- Health, fitness, and family needs are also major factors, including exercise, rehabilitation, swimming lessons, and family enjoyment.
- Additionally, features like heated pools, therapeutic amenities, and year-round access were also mentioned by the respondents.

Main activities during visit

The main activities at the aquatic centres included the following:

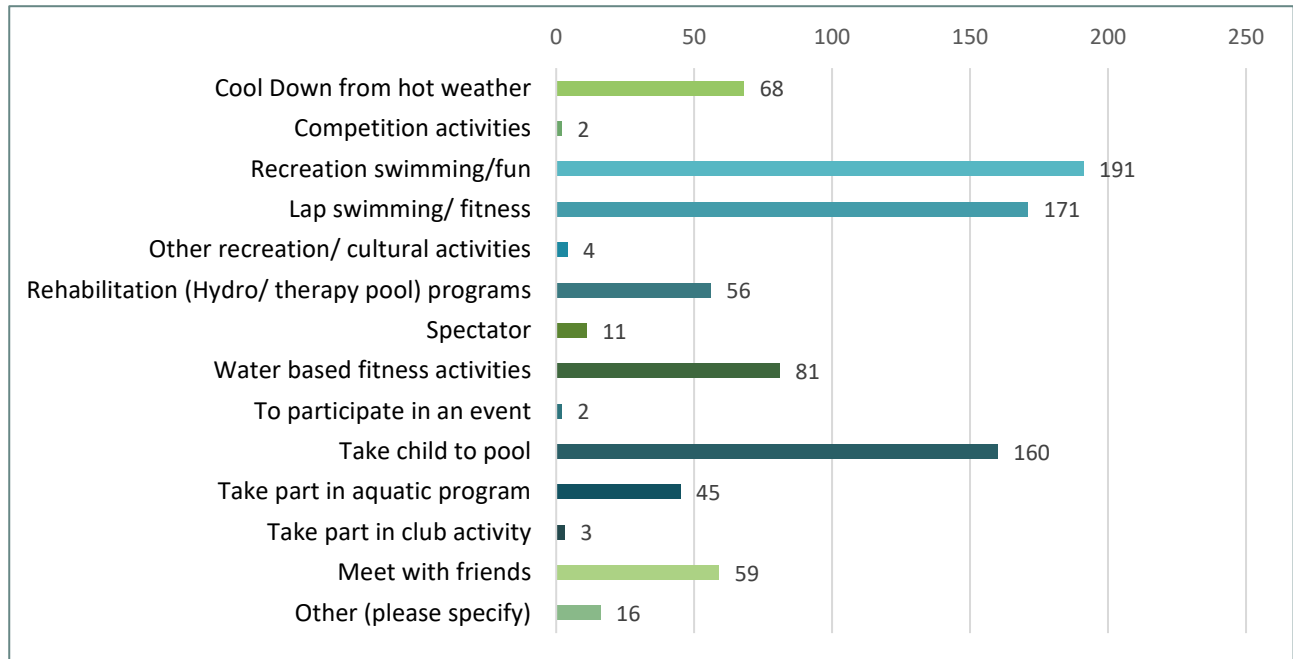


Figure 36: Main activities at aquatic facilities

The table above indicates that recreation swimming/fun is the main activity (191 respondents), followed by lap swimming (171 respondents) and taking children to the pool (160 respondents). Aqua-fitness activities and rehabilitation/hydrotherapy were also mentioned by respondents.

Future aquatic facility

Almost all respondents, 94.8%, indicated that they would like to see a new aquatic facility in Break O'Day.

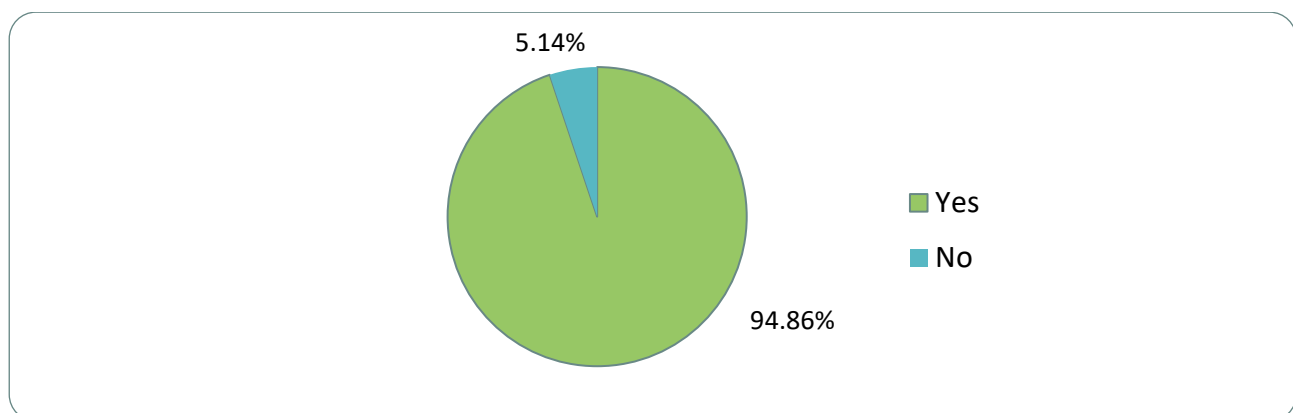


Figure 37: Support for new facility in Break O'Day

Preferred activities or services

When asked about the activities or services that they respondents would like to see in a new facility, following were the results.

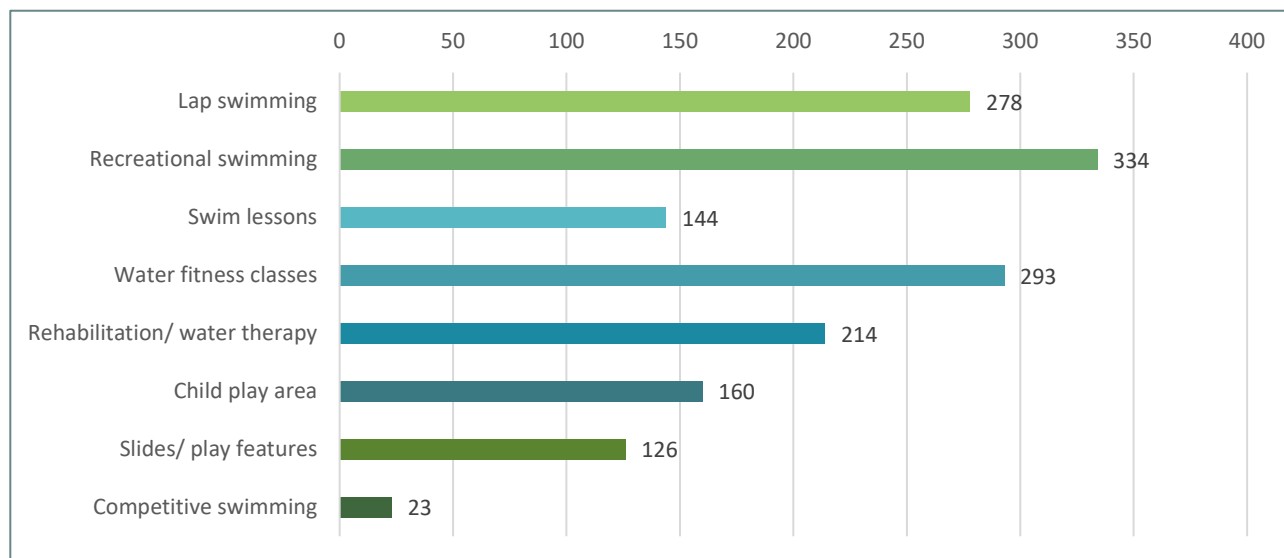


Figure 38: Preferred activities or services

The results indicate that recreational swimming (334 responses) and water fitness classes (293 responses) would be the most popular activities in the new centre, followed by lap swimming (278 responses) and rehabilitation/water therapy (214 responses).

Features of new aquatic facility

Respondents were asked to rate services for the new facility from Extremely Important to Not Important. Following were the results.

Table 40: Features of new facility

	Extremely Important	Very Important	Moderately Important	Slightly Important	Not Important
Water safety classes	265	130	80	38	51
Swim lessons	280	127	78	31	46
Fitness classes	220	156	144	23	26
Accessibility features	313	143	66	17	26
Family-friendly areas	334	130	58	19	22
Affordable membership options	382	121	49	8	5
Rehabilitation/ Water therapy	292	152	88	18	18

The table indicates that affordable membership options (382 respondents), family-friendly areas (334 respondents), accessibility features (313 respondents) and rehabilitation/ water therapy facilities (292 respondents) are most important to the residents.

Visitation time and travel times

Respondents were asked what time they would most prefer to visit and how far they would be willing to travel. Following were the results.

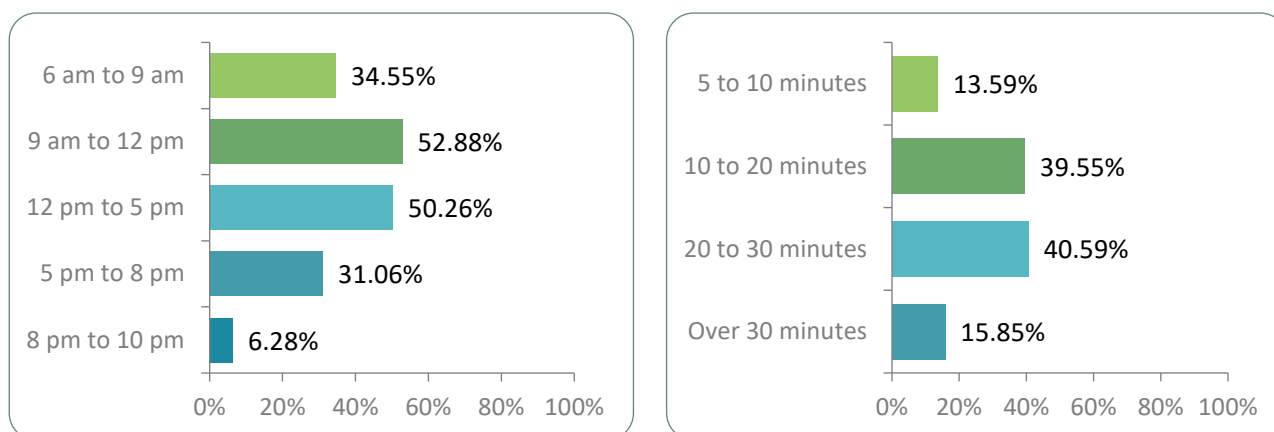


Figure 39: Visit duration and travel times

As the graph indicates, the most popular times were between 9.00 am and 12.00 pm (52.8%) and 12.00 pm to 5.00 pm (50.2%). Respondents are willing to travel between 10 to 30 minutes (80%) to a new aquatic facility.

Concerns with development of the new facility

Respondents were asked to mention any concerns they may have with the new facility. Following were the results.

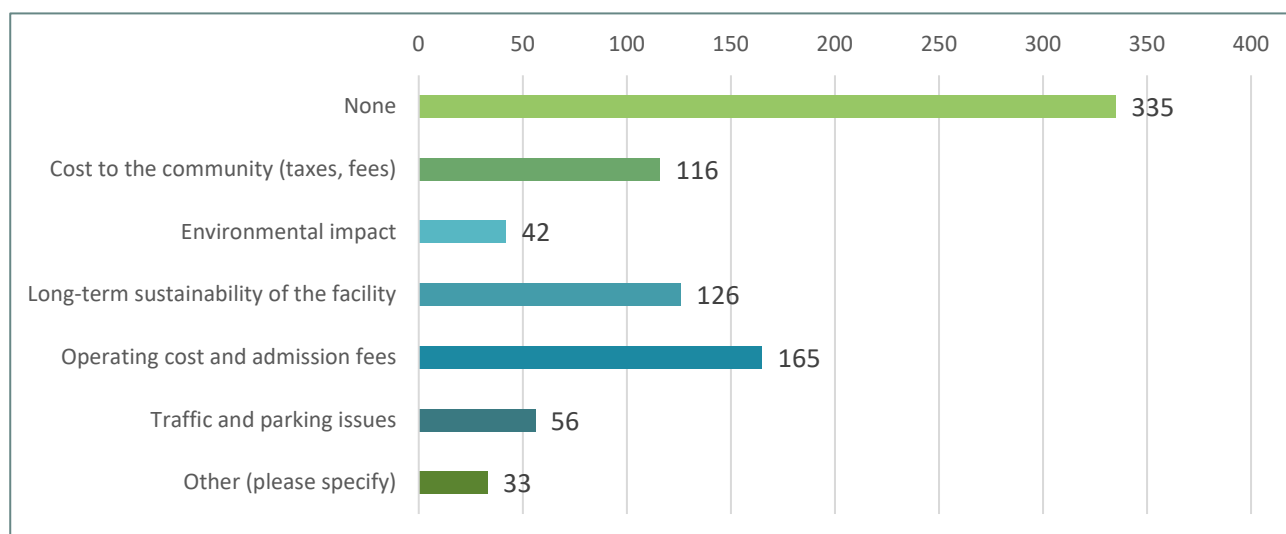


Figure 40: Concerns with new facility

A large proportion of the respondents (335 respondents) did not foresee any issues with the new facility. 165 respondents had concerns about the operating cost and admission fees and 126 had concerns about long-term sustainability of the facility.

Key summary

Following analysis summarises the survey results.

- **Accessibility:** A significant barrier to using aquatic facilities is the absence of a nearby option. Most respondents are willing to travel 10-30 minutes to a new facility. Accessibility features and proximity are key priorities.
- **Demographics:** The survey reflects strong engagement from older adults (especially 60-69 years). Therefore, services such as aqua-fitness classes and hydrotherapy pool will be important for the new facility to offer.

- **Popular activities:** Recreational swimming, lap swimming, water fitness classes, and rehabilitation therapy are the most popular activities. Features such as affordable membership options, family-friendly areas, heated pools, and therapeutic amenities were mentioned frequently by the respondents.
- **Barriers to use:** High travel distances, cost, and time constraints are significant deterrents. Addressing these issues through an accessible location and affordable options will be critical to increasing facility usage.
- **Community concerns:** While most respondents mentioned no concerns, operating costs, admission fees, and long-term sustainability were mentioned by some respondents as areas of concerns.

The results highlight the need for a centrally located, affordable, and well-equipped facility that caters to health, fitness, and family activities, with particular attention to older adults and accessibility.

Appendix 3: Site Assessment

Detailed Site Criteria		Potential Sites			
		Site 1 St Helens Sports Complex		Site 2 Scamander Sports Complex	
	Score	Comments	Score	Comments	
Suitability of site for facility development					
1. Location to Catchment Population	9	Location in largest township and densest population area within the 10 min travel time area, where most users are expected to be drawn from.	7	Central to catchment, however 0-10 min travel time catchment, where most users are expected to be drawn from, is not as highly or densely populated,	
2. Size of Site Meets Development Requirements	10	Approx 5,000 m2. Likely to be sufficient pending confirmation of components (see below)	10	Approx 4,000 m2. Likely to be sufficient pending confirmation of components.	
3. Public and Active Transport Access	8	Adjacent to St Helens Sporting Precinct with active walking paths and connections to town centre	7	Adjacent to Scamander Sporting Precinct with no connection to active transport. On steep hill for active walking.	
4. High Visibility / Prominent Site	9	On corner of Tasman Hwy/Tully/Young St. Major thoroughfare into St Helens from the North/North-West. Clear sightlines from Tasman Hwy to the proposed site.	5	Located on a residential road. No line of sight from major arterial.	
5. Land Suitability	9	Some existing buildings on site. Assume construction suitable; however detailed Geotechnical work is required to understand impact of pool shell construction	9	Mostly clear site. Assume construction suitable; however detailed Geotechnical work is required to understand impact of pool shell construction	
6. Transformative / Place – contribution to the local area	9	Contributes to a transformative place with linkages to the Sports Precinct.	9	Contributes to a transformative place with linkages to the Sports Precinct.	
7. Transformative / People - contributes to the wide engagement of people.	9	Contributes to a transformative place with linkages to the Sports Precinct.	9	Contributes to a transformative place with linkages to the Sports Precinct.	
8. Access to Land and Timing of Development	10	Council ownership. Immediate access to land	10	Council ownership. Immediate access to land	

Detailed Site Criteria	Potential Sites			
	Site 1 St Helens Sports Complex		Site 2 Scamander Sports Complex	
	Score	Comments	Score	Comments
9. Utility Infrastructure (Electrical, Water, Gas, Sewer and Storm Water)	8	Existing services on-site. Detailed site services assessments required to confirm capacity.	8	Existing services adjacent to site. Detailed site services assessments required to confirm waste discharge including from pool backwashing and pool and amenities water needs
10. Site Geology	5	Geo-tech investigations required for any proposed aquatic centre development.	5	Geo-tech investigations required for any proposed aquatic centre development.
11. Site Access and Traffic impacts	7	Access via major arterial Highway. Large space for off-road car parking if desired.	6	Access via Campbell St/Coach Rd. Small impact on residential amenity. Some space for off-road car parking if desired.
12. Impact on Current Users	10	No relocation required as site location not in use. Assume minor impact on adjacent Complex users.	10	No relocation required as site location not in use. Assume minor impact on adjacent Complex users.
13. Compatibility of Site	9	Location adjacent to and compatible with existing Sports Complex.	9	Location adjacent to and compatible with existing Sports Complex.
14. Future Facility Expansion Capability	8	Future expansion possible given vacant adjacent sites	7	Constrained future expansion given site size
15. Consistent with current zoning	10	Recreation Zone	10	Recreation Zone
16. Environmental impact	9	No matters of known environmental significance on or closely surrounding the site. Requires confirmation.	9	No matters of known environmental significance on or closely surrounding the site. Requires confirmation.
17. Steep site contours	10	The site is predominantly flat.	9	Rise and fall present. Pending exact location within available site some excavation may works may be required.

Detailed Site Criteria	Potential Sites			
		Site 1 St Helens Sports Complex		Site 2 Scamander Sports Complex
	Score	Comments	Score	Comments
18. Site contamination	10	No identified soil chemistry analysis for the site. Requires geotechnical analysis for confirmation.	10	No identified soil chemistry analysis for the site. Requires geotechnical analysis for confirmation.
19. Value of Site	10	Council owned; no capital purchase required	10	Council owned; no capital purchase required
20. Capital Cost of Development*	0	To be determined following estimated cost plan from Quantity Surveyor. Will require further revisions following completion of geo-tech, utility infrastructure assessments etc	0	To be determined following estimated cost plan from Quantity Surveyor. Will require further revisions following completion of geo-tech, utility infrastructure assessments etc
Result	169		159	
Summary Comments				

** Capital cost estimates can be confirmed following independent cost plan advice from a qualified Quantity Surveyor*

The site selection scoring system is based on:

- 10 points = Meets every criterion.
- 8 to 9 points = Meets most criteria 80% to 90%.
- 6 to 7 points = Meets 60% to 70% of criteria.
- 4 to 5 points = Meets only 40% to 50% of criteria.
- 2 to 3 points = Meets only 20% to 30% of criteria.
- 1 point = Meets 10% or less criteria.
- 0 points = does not meet any criteria.

Using the 2021 Break O'Day Local Government Area: Profiling the population and change 2004 to 2034 (Dr Lisa Denny), we know that over half the Break O'Day population live in 3 towns; St Helens (33.8%), St Marys (11.2%) and Scamander (10.5%)

Using the latest released (2021) Suburbs and Localities data on the ABS Census website, research was undertaken to compare population sizes between St Helens, Scamander and St Marys. As the table below shows, St Helens has the largest total population in terms of suburbs and localities.

Table 41: Break O'Day Suburb and Localities Population (2021)

Area	Population
St Helens	2,206
Scamander	803
St Marys	738

St Helens and its surrounding areas (at the SA1 level) also have a higher population density than Scamander and St Marys.

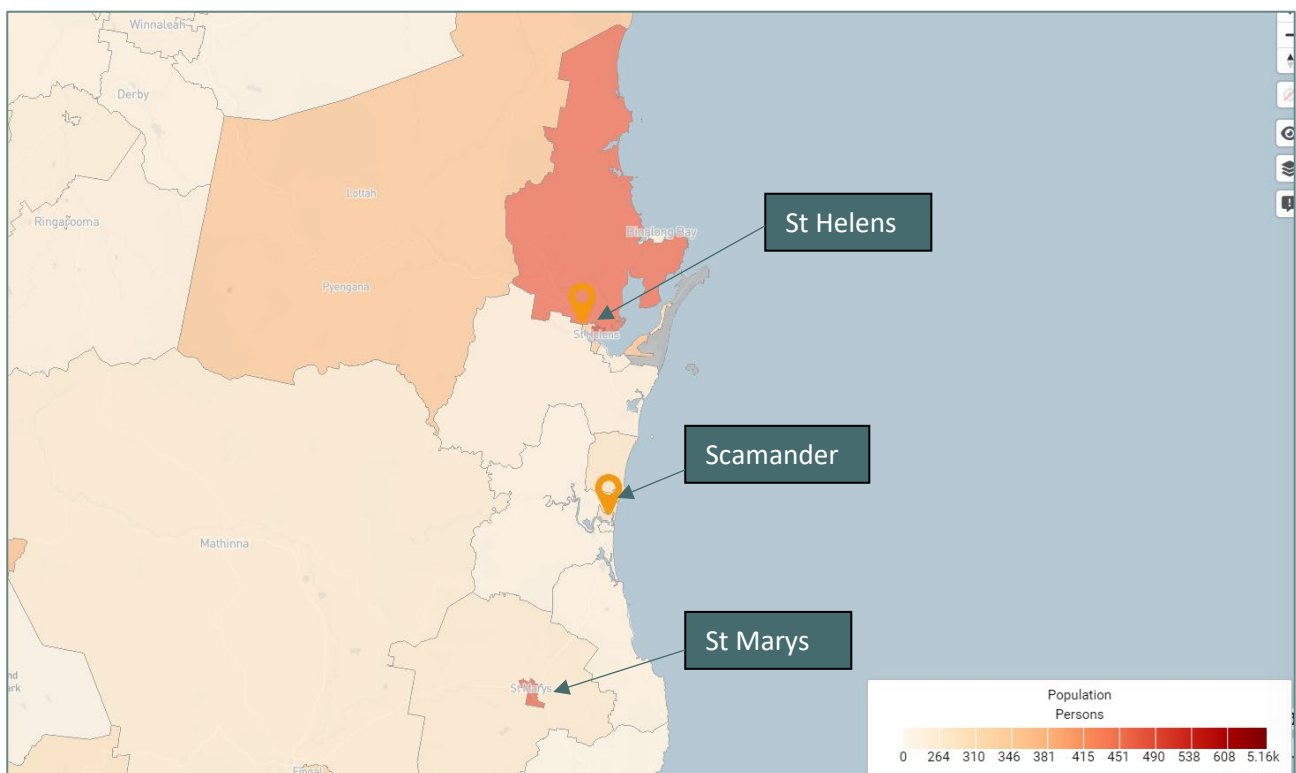


Figure 41: Population by Persons SA1 Level

St Helens is more highly and densely populated than the Scamander location (and St Marys). It has the largest population within proximity and travel time (0-10 mins) to the township, where most users are expected to be drawn from.

Appendix 4: Indicative Cost Plans

Refer separate attachment.

Appendix 5: Social and Economic Impact

Refer separate attachment.