



# Indoor Sports Plan for Surf Coast Shire

## Final Report

April 2016



Prepared by SGL Consulting Group Australia Pty Ltd.



**sgl**

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APPENDIX TWO:	QUANTITY SURVEYORS COST REPORT

# 1 Introduction

## 1.1 Background

The Surf Coast Shire Council has identified the benefits of physical activity and that participation in sport and recreation is a fundamental way to improve the physical and mental health of individuals. Council is committed, through its plans, strategies and facility provision, to improve the health and wellbeing of its residents.

Providing for indoor sports is seen as one way to achieve positive health and wellbeing outcomes. Council has undertaken a number of studies that has identified the need for an additional indoor sports facilities in the Torquay area to meet the needs of residents. The purpose of this study was to test the assumptions and recommendations in light of current demands, participation levels and facility trends.

### 1.1.1 Project Aims and Objectives

#### **The aim of the project is to:**

- Provide clear evidence on the available options for indoor sports provision within Surf Coast Shire including recommendations relating to a future indoor sports stadium should this be required.
- To provide recommendations regarding relevant operating models – inclusive of financial models for the development and ongoing management of such facilities.

#### **The objectives of the project are:**

- To identify and assess current provision and usage of indoor sport facilities, including education and community facilities in Torquay, which is a major growth node for Surf Coast Shire.
- To assess current and future demands for indoor court provision in light of local area demographic changes, changing sport participation patterns and planned non-Council facilities.
- To assess the effectiveness, efficiency and value (to the service provider and customer) of the current indoor facility management model(s) at Surf Coast Shire and make any recommendations for improvement to the current provision model(s).
- To provide a recommendation on the future requirement of the Surf Coast Sport and Recreation Centre (Stadium) currently located in the Surf City Precinct, should a new facility be required.

#### **Should a new facility be required:**

- Determine the most appropriate management and operational model for such a facility including the provision of likely revenue and usage model for the first 10 years of operations. To provide information about the market's capacity and likely willingness to operate the facility.
- To provide facility options and a concept plan for preferred infrastructure provision including a design and components brief. (Noting that one option may include a future Aquatic and Health Centre).

- To provide Quantity Surveyor costs for infrastructure development.
- To provide information concerning funding options, staged expenditure and construction timelines.
- To provide recommendations for resource allocation to facilitate participation and investment outcomes.

## 1.2 Project Methodology and Assessment

SGL developed a task orientated staged methodology and the project has included an assessment of:

*Table 1.1 Project Methodology*

Stage	Task
<b>Project Initiation</b>	Brief Project Plan
	Project Inception Meeting
<b>Stakeholder Consultation</b>	Stakeholder Engagement Plan
	Demographic Review
	Demand Mapping
	Benchmarking Analysis
	Key Stakeholder Consultation
	Market Analysis
	Management Operations and Occupancy Review
	School Survey
	Discussion with State Government and State Sporting Associations
<b>Strategic Direction</b>	Summary of Key Issues and Needs
	Location Analysis
	Values and Vision Workshop
	Design Standards and Guidelines
	Scope of Works/Facility Component Schedule
	Facility Concept Options
	Indicative Capital cost Assessment
	Management / Operational Mode
	Financial Modeling / Business Case Development
	Funding Review
<b>Draft Report</b>	Draft Report
	Review and Feedback on Draft Report
<b>Final Report</b>	Final Indoor Sports Plan

## 2 Project Area

### 2.1 Demographic and Catchment Review

The following provides a summary of the demographic profile of the Surf Coast Shire and identifies key characteristics and catchment data that will impact on the usage of any indoor sporting facility.

#### 2.1.1 Surf Coast Shire population overview

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the extended Geelong Ring Road. The Surf Coast Shire is a popular destination for intra and interstate holiday makers, international visitors, or those looking to make a permanent sea change. The Shire includes the townships of Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea and a significant rural population including farming and rural residential communities.

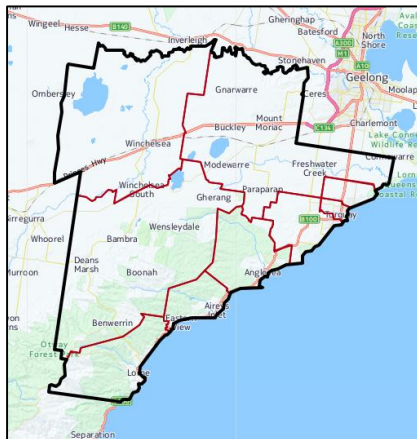


Figure 1 Surf Coast Shire Map

The following provides a summary of the key population characteristics:

- In 2014 Surf Coast Shire's population was **28,481**. This is the latest available official figure from the *Australian Bureau of Statistics* and is called the Estimated Resident Population.
- The population is estimated to be 29,346 in 2016 (Forecast .id)
- The permanent population has grown from 20,008 since 2001
- The population is forecast to grow to **43,763** by 2036, representing a 54% increase 2014-36
- 7,323 new households are forecast between 2011-2036
- Approximately 50% of the Shire's permanent population live in Torquay-Jan Juc
- The **major drivers** of strong forecast growth include:
  - The high amenity lifestyle including the natural environment
  - The large pool of baby boomers entering retirement age
  - Improved access with opening of the Geelong Ring Road
  - Proximity to Geelong and Melbourne and for a variety of services and social, educational and employment prospects for all age groups



- Limited development capacity in other Victorian coastal areas within two hours of Melbourne for residential development (e.g. Mornington Peninsula) also increases Surf Coast Shire’s attraction for traditional city to coast retirement
- Armstrong Creek will impact on Surf Coast Shire demand (Source: forecast .id)
- **Part time populations** and peak populations are also significant including holiday home owners, seasonal visitors, event populations and day trippers
- The Shire’s peak overnight population (estimated on a peak night such as new year’s eve) December 2012/January 2013 was estimated at 83,654 (*Economic Indicators Bulletin Geelong*).

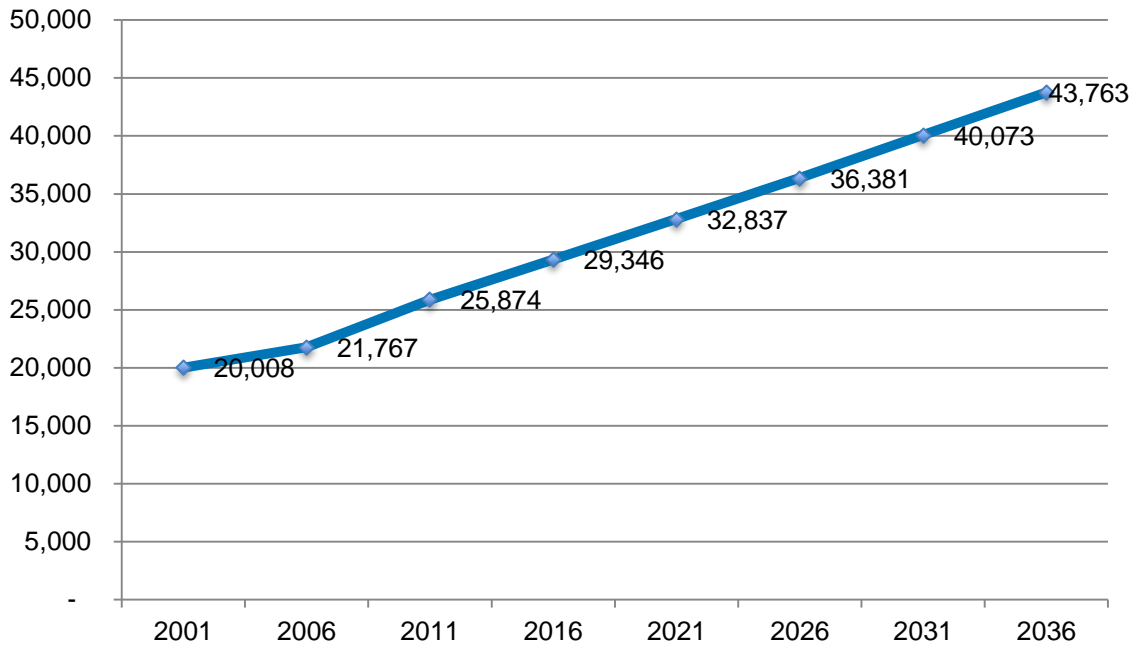


Figure 2 Past, current and forecast population, Surf Coast Shire, 2001 - 2031

Source: 2001-2011 Estimated Resident Population, Australian Bureau of Statistics, Cat. No. 3218.0, Regional Population Growth, 2013. 2016 onwards Forecast .id.

**Data note:** forecasts are only as good as the assumptions they are based on, and .id works closely with the council to ensure detailed information about current and planned residential development activity. The forecasts are however updated on a rolling cycle to take into account changes in the real world, such as economic factors that may impact on the pace of development and population growth (forecast .id).

Table 2.1 Peak Population All Towns, Surf Coast Shire, December 2012 – January 2013

	Permanent Population 2012	Peak Overnight Population *	Permanent to peak multiplier	% of Shire permanent	% of Shire peak
<b>Torquay/Jan Juc/Bellbrae/Bells Beach</b>	<b>15,447</b>	<b>36,257</b>	<b>2.3</b>	<b>57.5</b>	<b>43.3</b>
Aireys Inlet/Fairhaven/Moggs Creek	1,052	8,060	7.7	3.9	9.6
Anglesea	2,487	14,739	5.9	9.3	17.6
Deans Marsh	336	831	2.5	1.3	1.0
Lorne and District	1,499	15,954	10.6	5.6	19.1
Winchelsea (and Winchelsea South)	2,238	3,112	1.4	8.3	3.7
Surf Coast Rural Towns	3,807	4,701	1.2	14.2	5.6
<b>Total Surf Coast Shire</b>	<b>26,866</b>	<b>83,654</b>	<b>3.1</b>	<b>100.0</b>	<b>100.0</b>

**Data notes:** The data should be considered indicative only however as it is not directly comparable to other population data in this paper for the following 2 reasons: 1. City of Greater Geelong undertake their own permanent population estimates in the smaller areas in 2012 to allow comparison with peak data for the 2012/13 season. 2. Definitions of areas/methodology differs from those in figures using the .id Consultant data.

## 2.1.2 Torquay Catchment Population

Leisure and sporting facility trends and benchmarking generally indicate that local or municipal recreation or sporting facilities have a primary catchment radius of 5km and a secondary catchment radius of 10km. In general approximately 75% to 85% of users will reside within a 0km to 5km radius of a facility with the remaining 15% to 25% coming from areas within the 5km to 10km radius of the facility. In rural areas these catchments may be slightly larger depending on the distribution and availability of facilities and the secondary catchment may extend to up to 20km particularly for people wishing to access specific programs

Based on this definition, the Torquay catchment area within approximately 10km of Torquay includes Torquay, Jan Juc, Bellbrae and Bells Beach. Figure 4 represents the closest match of readily available Census and forecast geographies/data within the 10 km radius from Torquay. The only population not captured by this methodology is about 200 people in the Freshwater Creek area and about 250 in Breamlea area, so analysis of Torquay, Jan Juc, Bellbrae and Bells Beach (as defined by this map) is a good representation of the catchment.

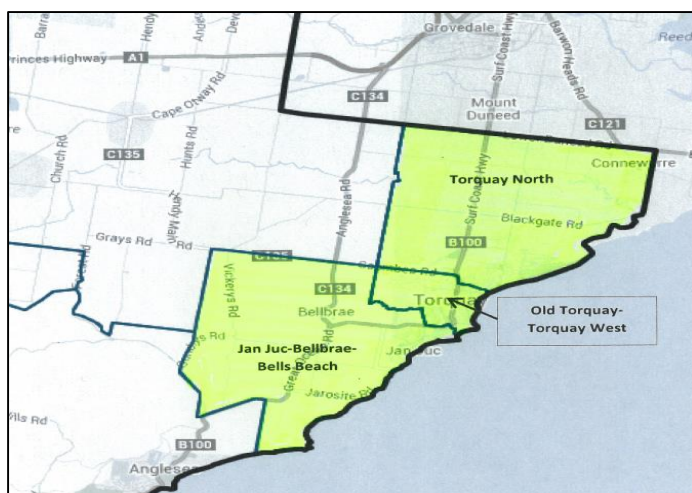


Figure 3 Torquay Catchment Area Torquay - Jan Juc - Bellbrae - Bells Beach

The following provides a summary of the key catchment population issues:

- The Torquay catchment (within approximately 10km of Torquay) includes Torquay, Jan Juc, Bellbrae and Bells Beach and had a population of 14,657 in 2011 and about 17,000 in 2013.
- This Torquay catchment area is forecast to increase to about 23,000 in 2026 and 30,000 in 2036.
- Other potential catchment populations:
  - **Armstrong Creek:** consideration was given to inclusion in the catchment area of part of Armstrong Creek's forecast growth. Any facility may draw users from this area,
  - **Anglesea:** while any facility will draw some users from Anglesea for specific programs, this population could not be relied on as it falls well outside the 10km catchment, located about 20kms from Torquay. Anglesea's population is estimated at 2,522 in 2013 with little growth forecast through to 2031 and an older age profile than the primary catchment.
- Inclusion of part time populations in the catchment was considered however capturing detailed data on these populations is difficult and it is unclear how these translate into usage of an indoor sporting facility. More evidence would be required to include peak population data in the catchment.

Table 2.2 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031

	2011	2016	2021	2026	2031	2036	Total Change 2011-2036
Torquay North	5,378	6,714	8,307	10,287	12,323	13,786	8,408
Old Torquay – Torquay West	4,779	5,899	6,809	7,641	8,431	9,566	4,787
Jan Juc – Bellbrae – Bells Beach	4,500	4,839	5,309	5,517	5,845	6,374	1,874
<b>Torquay Catchment Area</b>	<b>14,657</b>	<b>17,4520</b>	<b>20,425</b>	<b>23,445</b>	<b>26,599</b>	<b>29,726</b>	<b>15,069</b>

Source: id Consulting Forecast. [http://www.surfcoast.vic.gov.au/My\\_Council/Population\\_Information](http://www.surfcoast.vic.gov.au/My_Council/Population_Information)

### 2.1.3 Age Profile Torquay catchment

The key age profile of the Torquay catchment indicates:

- The Surf Coast Shire age structure in 2011 included a larger than regional Victorian and G21 Region average proportion of 'primary schoolers' (0-11 year olds) and 'Parents and homebuilders' (35 to 49 year olds) and a smaller proportion of 'tertiary independent' (18-24 year olds) and 'young workforce' (18 -34 year olds) and people in the 70 years and over age groups.
- The Torquay/Jan Juc/Bellbrae/Bells Beach area (base Torquay catchment) between 2011 and 2036 shows growth across all age groups, including strong family growth, which is unusual for a regional area where ageing populations are the norm.
- The number of people under 40 in the Torquay catchment area is expected to increase from 7,890 in 2011 to 13,360 in 2036.
- The proportion of people under 40 however decreases from 53.8% of the population to 44.9%. This reflects the fact that despite the attraction of the catchment for young families, the catchment population is still ageing.
- With significant growth in the "baby boomers" over 50s and 60s the industry is re-visiting this population usage profile. They represent however smaller numbers than the under 40 year olds in the base Torquay catchment area.
- In the Torquay catchment area the number of people 65 years and over will increase from 1,726 in 2011 to 5,996 in 2031 reflecting baby boomers ageing in place and in migration of those seeking coastal retirement.
- The proportion of people aged 65 years and over will increase from 11.8% of the base Torquay catchment area population in 2011 to 20.2% in 2036.

## 2.1.4 Older Age Profile

The following graph details the age profile of older residents.

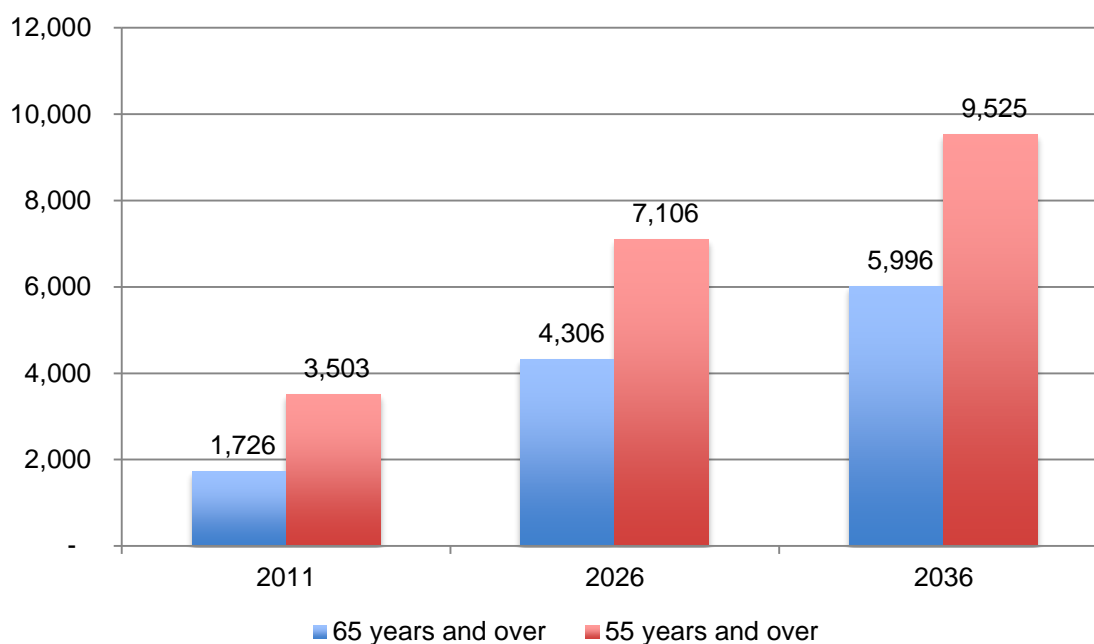


Figure 4 Number of 55 and 65 years and over Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011 - 2036

Source: .id Consulting Forecast. [http://www.surfcoast.vic.gov.au/My\\_Council/Population\\_Information](http://www.surfcoast.vic.gov.au/My_Council/Population_Information)

## 2.1.5 Other population characteristics

### Key points:

- An active community with a higher proportion of people in Surf Coast Shire compared with Victoria meeting physical activity guidelines.
- A lower proportion, than the Victorian average, of people in the Shire with sedentary behaviour
- Higher income levels are a positive indicator in terms of ability to pay for services provided.
- Income levels in the Torquay/Jan Juc/Bellbrae/Bells Beach area are higher than Surf Coast Shire overall, G21 Region and Victoria.
- Higher proportion than comparison areas earning \$1,000 a week or more and a lower proportion earning under \$400 a week.
- Transport access to any facility is important. 91% of households in the Surf Coast Shire in 2011 have one or more vehicles representing a higher proportion than Victorian average (86%).
- Linkages with public transport will also be an important issue that will need to be addressed if indoor sporting facilities were developed.

Table 2.3 Indicators of physically active community

Indicator	Surf Coast Shire	Victoria	Year	Source
People who met physical activity guidelines	69.8%	63.9%	2011-12	Department of Health, Victorian Population Health Survey 2011/12
Sedentary behaviour (sitting > 7 hours per day)	28.0%	32.6%	2011	VicHealth Indicators Survey 2011, <a href="http://www.vichealth.vic.gov.au/Research/Vichealth-Indicators/LGA-Profiles.aspx">http://www.vichealth.vic.gov.au/Research/Vichealth-Indicators/LGA-Profiles.aspx</a>

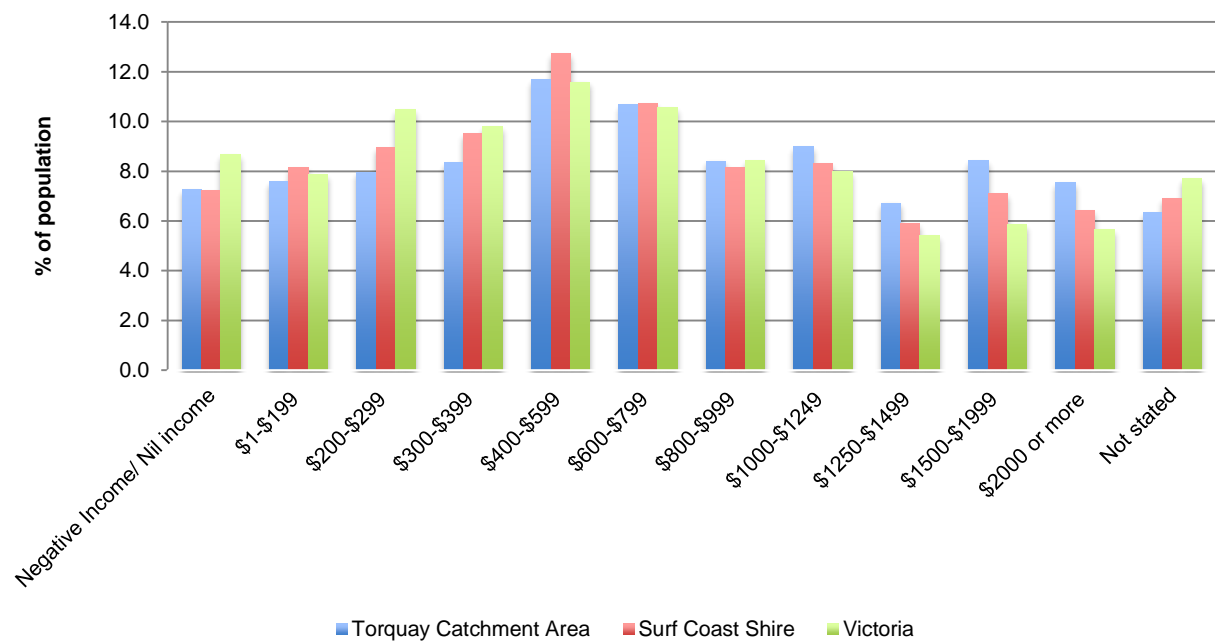


Figure 5 Individual Weekly Gross Income, Proportion of the Population (15 years and over) in each income bracket, Torquay/Jan Juc/Bellbrae/Bells Beach and selected comparison areas, 2011

Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Usual residence count (see glossary) Profile.id

## 2.1.6 Strengths and Weaknesses of the Torquay catchment

The following provides a summary of the key strengths and weaknesses of the Torquay population that will impact on the provision of indoor sporting facilities:

### Strengths

- A very physically active community that is likely to result in a high usage of indoor sporting facilities and visits per capita.
- The age profile of the catchment with 53.8% of residents under the age of 40 in 2011. This is the demographic that are the most active users of indoor facilities.
- Forecast growth will enhance future viability.
- Increasing share of Surf Coast Shire’s population in catchment area forecast through to 2036.

### Weaknesses

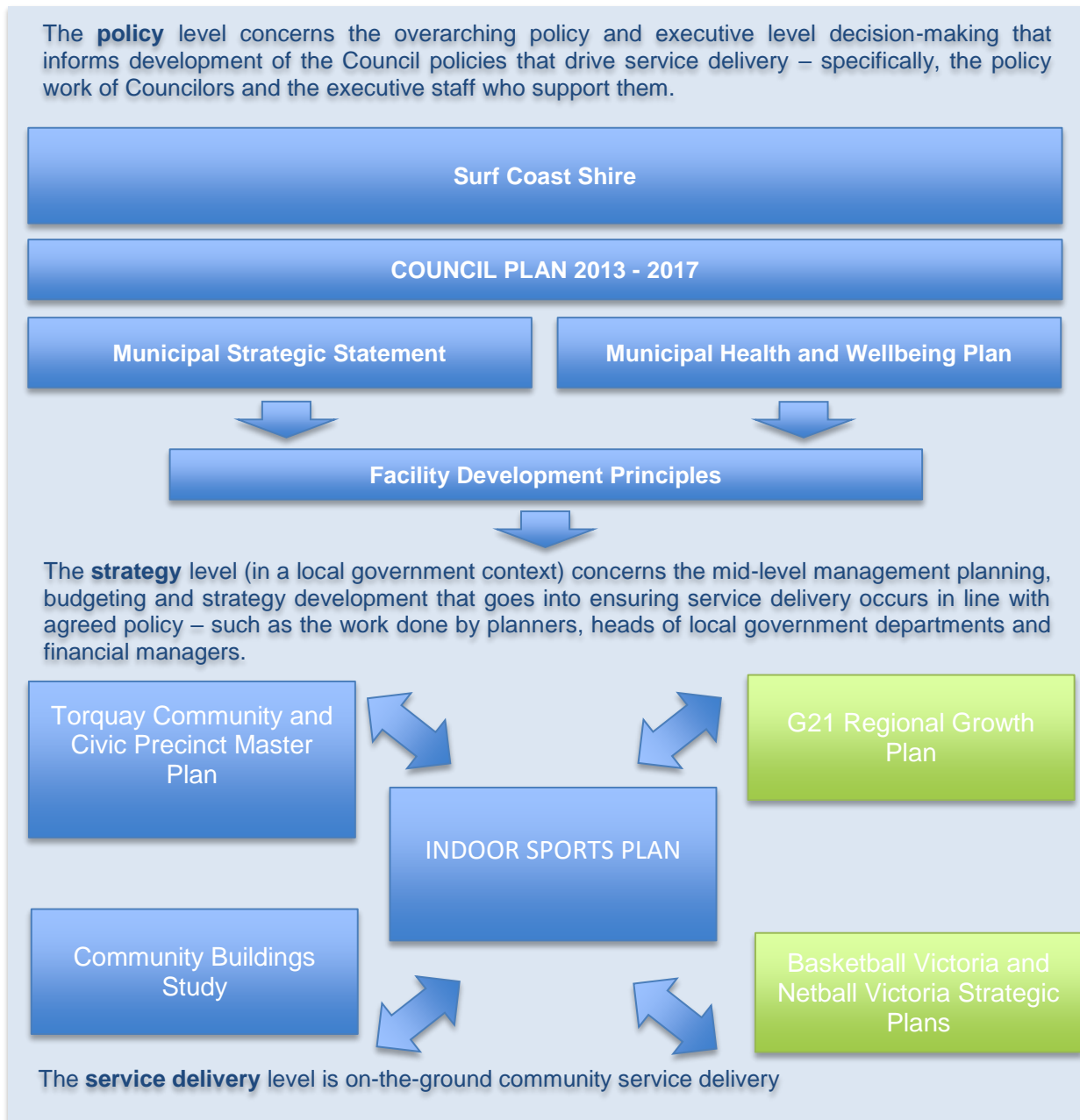
- Proximity to City of Greater Geelong facilities.
- Future planned indoor courts in the City of Greater Geelong region.

## 2.2 Strategic Context

There are a large number of policies, strategies and plans produced by both Council and external bodies that were relevant to the development of the Surf Coast Indoor Sports Plan. The Council Plan 2013 - 2017 sets the clear vision for the Shire and forms the guiding document for all Council activity. The following strategies and policies are incorporated into the Indoor Sports Plan for the Surf Coast Shire.

The Council Plan 2013 – 2017, the municipal strategic statement and the Municipal Health and Wellbeing Plan 2013 – 2017 articulate Council’s vision and the overarching framework used to make key decisions and deliver service priorities.

The following provides a summary of the key issues identified within these strategic documents that may impact on the leisure and facilities services review.



### 2.2.1 Torquay Community and Civic Precinct Plan

From 2009 – 2014, Council planned for and has partially completed the Community and Civic Precinct located in Torquay North. This precinct comprises of new Council offices surrounded by playing fields of 2 x AFL Ovals, 3 x football (soccer) pitches, 4 x netball courts and a major community hub.

The recreation component of the Community Precinct is still being delivered and a new housing estate along with students from the Surf Coast Secondary College will use these facilities. The Precinct was planned on the principles of a regional facility providing for the broader Surf Coast Shire area. In 2011, an Opportunity Study was commissioned for the Community and Civic Precinct which included provision for an indoor sports facilities.

Since the 2011 Study, a new Surf Coast Secondary School has been built which includes the single purpose stadium with change rooms. The School through the Department of Education Training have negotiated a 20 year Joint Use Agreement for Council to use the Stadium after school hours and the school population in turn, can access and use the Community and Civic Precinct facilities. In addition, the provision of a new stadium at Torquay North Primary is planned for 2018.



## 2.2.2 Proposed funding for an Aquatic and Health Centre, Torquay

In November 2009, Council completed a Feasibility Study for a proposed Aquatic and Leisure Centre in Torquay. The report provided a concept plan, financial operating and construction costs and a number of site options. The consultant's report recommended that Council should not consider the development of such a facility until at least the end of 2015 financial year. In 2012, Council resolved to set aside a parcel of land in the Community and Civic Precinct for a future Aquatic and Health Centre. This parcel of land is notionally set aside close to the proposed 3 x indoor court stadium.

In 2013, Council resolved to revisit the 2009 feasibility study and establish a "Taskforce" for a six month period to update the 2009 report and advise Council. In December 2014, Surf Coast Shire Council considered a report on the Aquatic and Health Centre proposal. After reviewing the more than 1,000 submissions received through the "Testing the Water" process Council adopted the following recommendation:

That Council:

1. *Note and acknowledge the extensive feedback provided by members of the community on Council's proposed model for an aquatic and health facility.*
2. *Note that whilst the development and operation of an aquatic and health centre would offer benefits to some in the community, the majority of people's views indicate that a facility is not desired at this time and that Council should focus on other priorities.*
3. *Having considered all views in the community do not undertake any further planning for an aquatic and health centre at this time.*
4. *Note that no allowance is made for an aquatic and health centre in Council's long-term financial plan.*

5. *Mindful of the potential to consider a facility in the longer-term, retain sufficient land for an aquatic and health centre within the Community and Civic Precinct in North Torquay.*
6. *Remain open to proposals from private parties to develop and operate an aquatic and health centre on Council-owned land.*
7. *Note the feedback received through the consultation process that Council should work closely with the City of Greater Geelong in considering the development of future aquatic infrastructure that will potentially serve communities in both municipalities.*
8. *Allocate \$5,000 from the Accumulated Unallocated Cash Reserve to participate in the City of Greater Geelong's refresh of its Aquatic Strategy to develop a shared-view of the longer-term aquatic and health needs of communities in the growth areas of Torquay, Winchelsea and Armstrong Creek.*



## 3 Current Indoor Stadium Provision

Previous research and industry trends indicate that the range of facilities that are located within the primary catchment area may affect the need and future viability of indoor stadiums. The following section details the current provision of indoor sports stadiums in the Surf Coast and the surrounding southern region.

### 3.1 Indoor Sporting Facility Catchments

Leisure and sporting facility trends and benchmarking generally indicate that local or municipal recreation or sporting facilities have a primary catchment radius of approximately 5 km and a secondary catchment radius of 10 km. In general approximately 75% to 85% of 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. Regional facilities providing unique facility components and a larger number of courts will draw users from a much wider catchment than a local/municipal facility.

The size and shape of the catchment area will be influenced by a number of factors including the range and quality of facilities and services offered, natural and built barriers i.e. freeways, travel times and the availability of competing facilities.

A review of the usage patterns of Surf Coast indoor stadiums indicates that the catchments of the facilities are within industry trends. However due to the lack of representative basketball competitions in the Surf Coast area, some players are travelling to Geelong to participate in the higher level of competition.

### 3.2 Current Facility Provision

A review of indoor stadiums within the Surf Coast area indicates that there are a total of seven indoor sports stadiums providing a total of eight indoor sports courts that are available for community sporting groups. Of the seven facilities, four are community facilities and three are part of a primary or secondary educational institution.

There are currently three venues used for indoor sports in Torquay. These include: Surf Coast Sport and Recreation Centre, Torquay, (part of the Surf City Complex and adjoins the Torquay VIC and Australian National Surfing Museum), a Joint Use Agreement with Torquay Primary School on Grossman's Road Torquay and use of the Indoor Stadium at Surf Coast Secondary College, Torquay (close to the Community and Civic Precinct).

The table below details the current Surf Coast indoor sports facility provision.

*Table 3.1 Current Surf Coast Indoor Sports Court Provision*

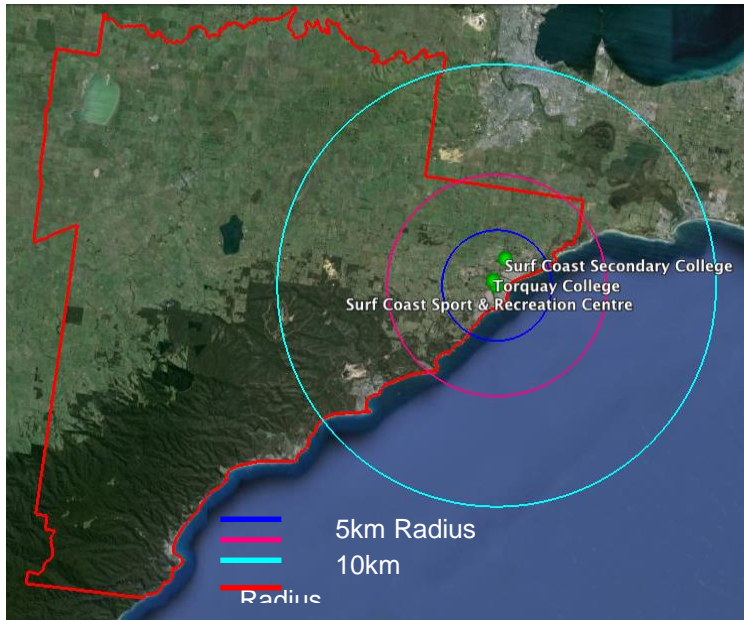
Facility Name	Number of Courts	Ownership
<b>Council owned</b>		
Surf Coast Sport & Recreation Centre	1 indoor court	SCS
Lorne Leisure Centre	1 indoor court	SCS
Anderson Road Knight Reserve	1 indoor court	SCS
<b>Subtotal Community Facilities</b>	<b>3 Facilities = 3 Indoor Courts</b>	
<b>School Facilities</b>		
Surf Coast Secondary College	1 indoor court	DET
Torquay College	2 indoor court	DET
Winchelsea Primary School	1 indoor court	DET
Winchelsea Leisure Time Centre	1 indoor court	DET
<b>Subtotal School facilities</b>	<b>4 Facilities = 5 indoor courts,</b>	
<b>TOTAL NUMBER OF COURTS</b>	<b>7 FACILITIES = 8 INDOOR COURTS</b>	

### 3.2.1 Torquay Indoor Sports Facilities

Within the Torquay area residents have access to the following three key facilities:

- Surf Coast Sport and Recreation Centre
- Surf Coast Secondary College
- Torquay Secondary

The following map indicates the location of the three key facilities.



*Figure 6: Torquay Indoor Sporting Facilities*

#### (i) Surf Coast Sport and Recreation Centre

The Surf Coast Sport and Recreation Centre is located Perkins Place, Torquay and includes one indoor sports court. The Centre is used for a large range of sporting and recreation programs. The facility is managed by Council and includes the following facilities.

- 1 x Indoor Sports Stadium
- Multi-Purpose Room
- Commercial Kitchen

It should be noted that the current court run offs at this facility do not meet netball standards (3.05m) and would be extremely tight for basketball run offs.



*Figure 7: Surf Coast Sport and Recreation Centre*

## (ii) Surf Coast Secondary College

The Surf Coast Secondary College is located on 75 White St, Torquay and includes one indoor sports court. The Centre is used by the school during school hours and community sporting groups after school hours. The community sporting use of the stadium is under a Joint Use Agreement between the Department of Education and Training and Council.



Figure 8: Surf Coast Secondary College

## (iii) Torquay Secondary College

The Torquay Secondary College is located on Grossmans Rd, Torquay and includes two indoor sports courts. The Centre is used by the school during school hours and community sporting groups after school hours. The community sporting use of the stadium is under a Joint Use Agreement between the Department of Education and Training and Council.



Figure 9: Torquay Secondary College

## 3.3 Occupancy Review

The following provides a review of the occupancy of the key indoor sports stadiums used by the basketball and netball associations in the Torquay area.

Industry trends indicate that peak usage for indoor sports courts is typically between the hours of 4.00pm to 11.00pm Monday to Friday and 8.00am to 8.00pm on Saturdays and Sundays. These times will alter slightly if the facilities are based at a school. Occupancy tables for the main three main indoor facilities used by the basketball and netball associations are detailed in **Appendix One**. The following provides a summary of the occupancy of the facilities:

### 3.3.1 Surf Coast Sport and Recreation Centre

The following provides a summary of the current usage of the Surf Coast Sport and Recreation Centre single indoor court.

The single indoor court is currently available for use for 89 court hours per week based on the following times:

#### **Weekdays (Monday to Friday)**

- Off Peak = 35 hours
- Peak= 30 hours

#### **Weekends (Saturday and Sunday)**

- Saturday = 12 hours
- Sunday = 12 hours

#### **Total available hours = 89 hours**

- The stadium is occupied 57.5 hours per week (peak and off peak) which represents a current occupancy rate of (65.3%) for community sporting club use of the total 89 court hours available.
- Weekday peak usage accounts for 23.5 hours (78%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (30 hrs. per week) Monday to Friday.
- During the off peak weekday the facility is used for 21.5 hours which represents an occupancy rate of (53.75%) of total off peak use hours.
- During the weekend the facility is currently used for a total of 12.5 hours, which represents an occupancy rate of (44.6%) of total weekend use hours. It should be noted however that during weekends the stadium is not use for basketball or netball activities.
- These figures indicate that the facility is relatively well used for a single court facility and has some capacity for additional usage. There is capacity to increase weekday off peak usage for mid-week competitions however the current lack of a crèche limits this opportunity.

### 3.3.2 Surf Coast Secondary College

The following provides a summary of the current usage of the Surf Coast Secondary College single indoor court.

The single indoor court is currently available for use for 89 court hours per week based on the following times:

#### **Weekdays (Monday to Friday)**

- Off Peak = 35 hours – exclusive school use
- Peak= 30 hours

#### **Weekends (Saturday and Sunday)**

- Saturday = 12 hours
- Sunday = 12 hours

#### **Total available hours = 89 hours**

- The stadium is occupied 64.5 hours per week (peak and off peak), which represents a current occupancy rate of (73.3%) for community sporting club use of the total 89 court hours available.
- Weekday peak usage accounts for 16 hours (53.3%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (30 hrs per week) Monday to Friday.
- The school uses weekday off peak usage exclusively, with limited community access.
- Weekend use accounts for 8.5 hours (30%) of total weekend use hours. This usage represents basketball training activities, as there is no competition conducted during the weekend periods.

These figures indicate that the facility is nearing capacity during weekday peak usage times with some limited capacity for additional use.

### 3.3.3 Torquay Secondary College

The two indoor courts are currently available for use for 176 court hours per week based on the following times:

#### Weekdays (Monday to Friday)

- Off Peak = 70 hours – exclusive school use
- Peak = 60 hours

#### Weekends (Saturday and Sunday)

- Saturday = 24 hours
- Sunday = 24 hours

#### Total available hours = 176 hours

- The stadium is occupied 55 hours per week (peak and off peak), which represents a current occupancy rate of (31.25%) for community sporting club use of the total 176 court hours available.
- Weekday peak usage accounts for 15 hours (25%) of total peak use hours. This is between the hours of 4.00 pm to 10.00 pm (60 hrs per week) Monday to Friday.
- The school uses weekday off peak usage exclusively, with limited community access.
- During the weekends the courts are not use for any sporting activities.
- These figures indicate that the facility has some capacity for additional use.

### 3.3.4 Weekend Use of Courts

The review indicates limited use of the three venues over the weekend periods. This is a consistent trend across rural Victoria. Discussions with the key indoor sporting organisations indicates that basketball competition is not scheduled on weekends as it conflicts with other sporting activities i.e. football, soccer and outdoor netball. As a result the majority of training and all competitions occur across weekdays.

The Torquay Basketball Club does not currently enter teams in the representative competition which is held on Friday evenings across the state. As a result minimal usage of the courts occurs on a Friday evening. There are a number of players however that participate in the representative program as part of the Geelong Basketball Association and travel to Geelong for training and to various locations across the state for competitions.

## 3.4 Regional Facility Provision

A review of indoor stadium facility provision in the following neighbouring municipalities has been completed to identify key issue or facility developments that impact facilities in the Surf Coast Council. The neighbouring municipalities included:

*Table 3.2 Regional Indoor Sports Facility Provision*

Council Area	Facility	Address	Number of Courts	Map Ref
Colac Otway Shire	Blue Water Fitness Centre	118 Hearn St, Colac 3250	2	1.
Golden Plains Shire Council	Bannockburn Community Sports Stadium	32 High St, Bannockburn 3331	1	2.
	Bannockburn Recreation Centre	132 Milton St, Bannockburn 3331	2	3.
	Haddon Recreation Centre	396 Sago Hill Rd, Haddon 3351	1	4.
	Linton Recreation Reserve Stadium	9 Brooke St, Linton 3360	1	5.
	Smythesdale (Woody Yaloak) Recreation Reserve	55 Heales St, Smythesdale 3351	1	6.
City of Greater Geelong	Barwon Valley Activity Centre	1 Barwon Heads Rd, Belmont 3216	1	7.
	Deakin YMCA Geelong	75 Pigdons Rd, Waurin Ponds	2	8.
	Try Boys Stadium	478 Ryrie St, Geelong	2	9.
	Geelong Arena	110 Victoria St, North Geelong 3215	4	10.
	Life Be In It	1 Crown St, South Geelong	4	11.
	East Geelong Primary School	184 Boundary Rd, East Geelong	1	12.
	Leopold Indoor Neighbourhood Centre	Kensington Rd, Leopold	1	13.
	Corio Leisuretime Centre	Anakie Rd, Norlane 3214	4	14.
	St Ignatius College	Peninsula Dve, Drysdale 3222	1	15.
	Bellarine Aquatic and Sports Centre	70 Shell Rd, Ocean Grove 3226	2	16.
Newtown Stadium	25 Riversdale Rd, Newtown 3220	2	17.	
<b>Total</b>	<b>17 facilities and 32 courts</b>			

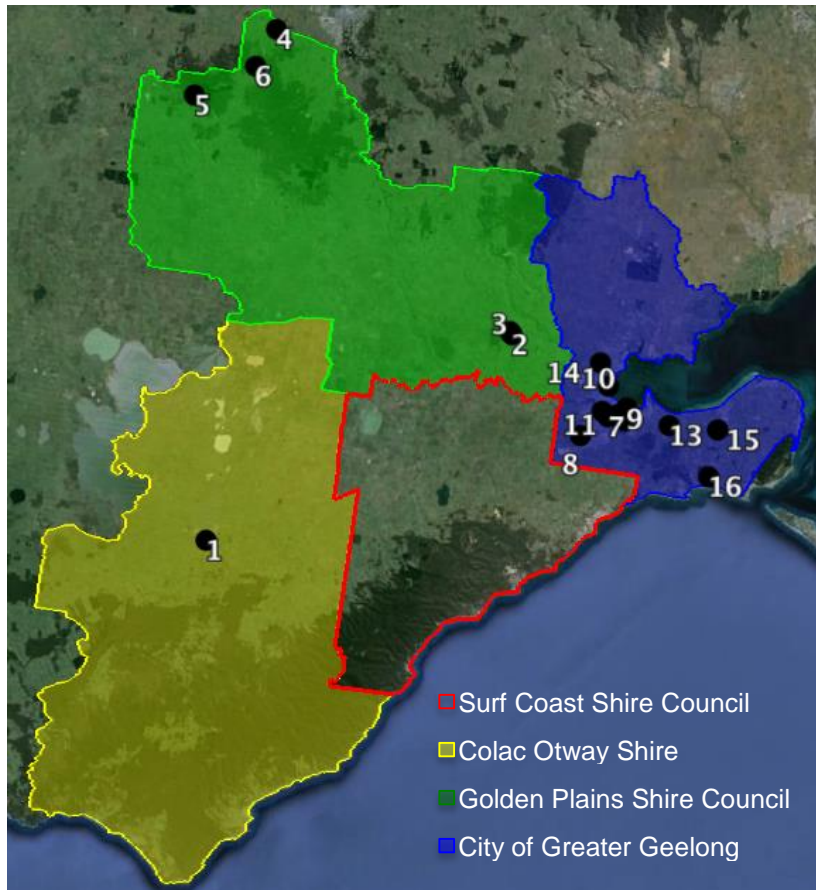


Figure 10: Regional Indoor Sports Facility Provision Map

The review indicates that there are a total of 17 indoor sporting facilities providing 32 indoor sports courts within municipalities that border the Shire of Surf Coast of these facilities twelve are owned by local government, three are located on state school land owned by the Department of Education and Training, three are privately owned and one is located at Deakin University.

City of Greater Geelong has an indoor stadium strategy that identifies the development of a 6 to 10 court facility in Marshall, a 4 court facility in Armstrong Creek and the possible closure of the Barwon Valley Activity Centre.

## 4 Market Research and Consultation

This section summarises the key findings identified through the study's market research and consultation and includes:

- Interviews with key stakeholders
- Interviews with State Sporting Associations
- Indoor sport facility trends

### 4.1 Interviews with Key Stakeholders

The following provides a summary of the key issues identified through discussions with the key stakeholders identified by the Project Steering Committee.

### 4.2 Torquay Basketball Club

#### Participation

The Torquay Basketball club commenced in 2011 after a group of interested residents formed the club. In 2011 the club had approximately five teams (35 players) and over the first twelve months grew to approximately 17 teams (135 players). In 2015 the club had approximately 31 teams and 250 players under the following categories:

- 1 x senior men's – 8 players
- 1 x under 23 – 10 players
- 29 junior teams – 20 male teams and 9 female teams – 232 players

As the juniors age the number of senior teams will increase. The club estimates the growth of participation is approximately 10% per annum.

As a result of the large number of families moving into the area the children are joining the club rather than participating in the local competition organised at the Sport and Recreation Centre.

Each of the teams are training in one of the Torquay facilities once a week which is placing demand on these facilities to access training times.

The club does not have teams in the Victorian Junior Basketball League representative program. However a number of the juniors play in representative teams in Geelong. This requires them to travel to Geelong twice a week for training and to various venues for the game on a Friday evening. There are approximately 25 players competing in the VJBL competition. The local competition is therefore not providing a pathway of sport participation.

Within the Torquay area there are no trained referees or coaches.

The club is working with Basketball Victoria and Council to form an Association, which will provide a higher level of competition. The club are interested in the concept however are concerned about how the administration will be resourced.



## Facilities

As the participation increases, access to courts for competition and training is becoming a problem.

Currently there is a problem accessing weeknight training times that are suitable for juniors. The girls program is currently multi aged i.e. year 4, 5, 6 and 7 all competing together. Once the age groups are separated there will be a need for additional courts times.

Ideally the club would like to access a multi-court facility including 4 indoor courts, spectator seating, function/meeting room, administration area and storage.

## 4.3 Torquay Netball Club

The Torquay Netball Club train and compete on the two-flexi pave courts at Spring Creek Reserve. The club is part of the Football Netball League competition with the Barwon Ballerine Football League.

The Club has a current membership of approximately 200 players under the following categories:

- U19 x 2 teams
- U17 x 3 teams
- U15 x 5 teams
- U13 x 6 teams
- U11 x 3 teams

The club does not operate a Net Set Go Program development program for juniors.

The club train on the courts located within the Civic Precinct but do not compete on them due to wind that crosses the courts.

The indoor courts are used for training but cannot but used as part of the Leagues competition.

Some participants of the club participate in the indoor competition at the Leisure Centre.

If a new indoor court was developed the netball club would use it for training.

Council and the club have submitted a funding application to State Government for the development of a small club rooms and amenities for the Spring Creek Reserve site.

## 4.4 Internal Council Workshop

The Council Sport and Recreation Team are responsible for the management of the Surf Coast Sport and Recreation Centre and the after hour use of the courts at the Torquay Secondary College and the Surf Coast Secondary College.

Council directly runs competitions for basketball, netball, soccer and social badminton.

### Basketball

Council has a strong relationship with the Torquay Basketball Club. Council is working with Basketball Victoria and the Club to form an association. Council has offered 12 month support to the Club to assist with setting up the association and the competition structure.

The current basketball competition includes the following teams:

*Table 4.1 Council Basketball Program*

Age Groups	Summer Teams	Winter teams
U10 Mixed	4	8
Girls grade 4,5 and 6	6	7
U12	10	9
U14	7	4
U16	5	5
Women's	5	7
Men's	17	29
<b>Total Players</b>	<b>432</b>	<b>552</b>
Aussie Hoops (development program)	100	80
<b>TOTAL PARTICIPANTS</b>	<b>532</b>	<b>632</b>

The participation has grown each year and it is now difficult to find courts for the mens competitions.

### **Netball**

The netball program is conducted at the Sport and Recreation Centre and Torquay Secondary College.

The current netball competition includes the following teams

- Junior division one (grades 5, 6 & 7) – 8 teams (64 players)
- Junior division two (grades 3 & 4) – 4 teams (32 players)
- Senior women's – 14 teams

All teams are registered with Netball Victoria.

The Torquay Netball Club are based at the Spring Creek Reserve outdoor courts. There is a current application through the SRV Funding Program for the development of change rooms to support the outdoor courts.

The four flexi pave netball courts located within the Civic Centre are underutilised.

Council receives ad hoc requests from both the Anglesea and Torquay Netball Clubs to use the indoor courts for training activities.

It appears that a number of the junior players want to play in both the indoor and outdoor netball competition. As the population increases the demand for indoor netball competitions will also increase.

### **Soccer**

The soccer competition is primarily an indoor men's social competition that includes six teams which equates to approximately 36 players. The competition is held at the Torquay Secondary College courts.

A new competition with 8 teams (56 players) is commencing in May 2016. There is significant demand for indoor soccer however the lack of available court time is restricting the growth of the sport.

### **Badminton**

The badminton program run at the Sport and Recreation Centre is primarily a social program. The program runs on a Monday and Wednesday for two hours and the average age of the participants is 60 years.

## Other Programs

The management of the Sport and Recreation Centre operate a range of sporting and recreations programs and classes including:

- Group fitness classes
- Kinder gym

## Future Facility

The recreational operational staff indicated that development of a new potential future facility could include key components such as:

- Multi-purpose rooms
- Group fitness rooms
- Occasional care room
- Multiple courts with a range of sports code line markings
- Allied health rooms

## 4.5 State Sporting Associations

The following provides a summary of the key issues identified through discussions with the indoor sporting codes State Associations.

### 4.5.1 Basketball Victoria

Participation in basketball is increasing particularly in the younger age groups. There is some fluctuation with participation rates for seniors. Over the last four years participation in the Surf Coast area has increased significantly.

Basketball Victoria (BV) is supportive of developing new facilities to service the Torquay area. Basketball Victoria has been working with the Torquay Basketball Club in relation to the establishment of an association for the area.

### 4.5.2 Netball Victoria

Netball Victoria (NV) is very supportive of indoor facilities as they improve the standard of the game and are easier on players' bodies. An indoor facility allows matches to continue regardless of the weather.

The Draft Netball Victoria Statewide Facility Strategy indicates:

The Region's population will grow significantly over the next 20-40 years. It currently has 306,000 people; this is estimated to grow to 400,000 by 2031 and potentially as high as 550,000-600,000 at full development. Most of the growth will occur in Greater Geelong, Surf Coast and Golden Plains. This population growth will significantly increase the demand for netball facilities. Based on current NV membership rates in the Region, an increase in the population to 550,000 will generate an additional 6,700 netball players.

The Region has the second lowest netball court provision rate in Rural and Regional Victoria (almost half the rate). This suggests that there may be a lack of courts in the Region. However, consultation with the LGAs and association/leagues in the Region indicates that this is not the case. They confirm there is enough courts but the mix – indoor and outdoor - needs to change. They contend that more indoor courts are required. They also contend that the Region lacks a major netball venue - one that has the right number and mix of courts (indoor/outdoor) and high quality support infrastructure (pavilion, car parking etc) (note: the Kardinia Park venue has 9 courts but all are outdoor).

The main facility concerns expressed by the associations/league are lack of change areas, poor lighting, cracked or slippery court surfaces, courts run-offs too short and no shelters.

The LGAs in the Region are undertaking or considering facility improvements/developments at 28 netball locations over the next decade and beyond. These works will address the many of the deficiencies and facility development priorities mentioned above. The works include:

- Upgrade of courts at 5 venues rated by the LGAs and associations as poor or very poor
- Provision of new or upgrade of existing clubroom/change facilities at 5 venues
- New netball facilities in the Armstrong Creek and Torquay growth areas
- The potential construction of 28 indoor courts
- The potential creation of 2 venues that will be capable of hosting the full range of NV competitions (the Waurm Ponds and Leisure Time Centres).

As noted above, there will be a significant investment in new indoor courts – potentially 28 new courts. These courts will cater for a range of indoor sports. It is important that netball indicates its strong interest in being one of these sports and being involved in the planning of the facilities.

The local associations and Netball Victoria should give consideration to how netball competitions will be delivered across the Region in the future. For example, it should consider how netball would be structured and delivered from the 8-10 court stadium in Waurm Ponds and multiple indoor and outdoor complexes in Armstrong Creek and Torquay.

### 4.5.3 Sport and Recreation Victoria

A discussion was held with the regional representative from Sport and Recreation Victoria in relation to the State Governments priorities for the provision of indoor facilities. The key issues identified included:

- The State Government is aware that there is a dearth of indoor stadiums across Victoria to meet both the current and future needs for indoor sporting activities. The department recently undertook a study into the demand for indoor courts over the next five years.
- There is high participation in sporting and recreation activities by residents in Surf Coast and any facilities that support increased participation should be supported and encouraged.
- The Department of Sport and Recreation will rely on the local planning and feasibility work to determine the need and demand for facilities. Any funding contribution by the State Government would be via the formal funding programs available.
- Development of facilities on Education Department land is a good use of resources however there are a number of constraints and restrictions to the community use and operations of the facility.

## 4.6 School Survey

Surveys were sent out to 12 schools with 5 schools taking the opportunity to complete the survey.

### 4.6.1 Use of Indoor Sports Courts

School representatives were asked a range of questions regarding their schools use of indoor sports facilities and indoor sport based programs and services.

The questions were aimed at identifying sporting participations and facility usage trends and the key reasons why activities and facilities were selected.

Of the 5 schools that completed the survey, a total of four had participated in an indoor sports program.

The school that did not participate in indoors sports programs indicated that cost, location of facilities and the fact that facilities did not suit were the main contributing factors that dictated why their school did not participate in indoor sports programs. The development of more courts and the ability to access facilities at times different to those allocated were indicated as factors that would encourage an increased use of indoor courts by the school.

#### 4.6.2 Schools Indoor Sports Program Coordination

Of the four schools that participated in indoor sport programs, school teachers were responsible for teach these programs in all four schools.

#### 4.6.3 Frequency of Student Visitation in Indoor Sports Programs

Of the schools that participated in indoor sports programs, the average number of students' visits per year were as detailed below:

- 4 visits per year 1 school
- More than 10 visits per year 2 schools
- Part of regular Sport and Recreation program 1 school

The frequency of visitation indicates that while not many schools are partaking in external indoor sporting programs those that are regularly visit the facilities.

The number of students that participate in the indoor sports programs are as below:

*Table 4.2 Number of students who participate in the Indoor Sport Programs*

School	School Enrolment	No of students that participate in each visit
School 1	297	20
School 2	115	20
School 3	660	25

The three schools that supplied the number of students that are involved per visit, clearly conduct their indoor sports programs in individual classes.

#### 4.6.4 Most Popular Terms

To gain an understanding of when students use indoor facilities, survey respondents were asked to nominate which school terms they typically conduct indoor sports programs. The results were as follows:

- Term One 3 schools
- Term Two 3 schools
- Term Three 3 schools
- Term Four 3 schools

These results indicate that schools regularly participate in indoor sports programs, with most schools participating in these programs in all four terms.

#### 4.6.5 Features Would Like to See Developed

The main features that would encourage greater use of indoor sports facilities in the future were:

- Separate school change rooms
- Lower fees
- Provision of transport services

These results indicate that three prohibitive factors to the use of indoor facilities include the fees charged, the amenities available to schools at the facilities and the cost of transport.

## 4.6.6 School Facilities

Of the four schools that identified they use indoor sports facilities, all four have an indoor stadium on their grounds.

Table 4.3 School Indoor Sports Facilities

School	No of Courts	Line Markings						Other Facilities	Community Accessible
		B'ball	N'ball	V'ball	Badminton	Futsal	Table Tennis		
1	1	Y	Y	Y	Y	N	Y	Gym equipment	Y
2	1	Y	Y	N	N	N	N	-	N
3	1	Y	Y	Y	Y	Y	Y	Fitness studio	Y
4	2	Y	Y	Y	Y	N	N	Multipurpose room	Y

There are a total of 5 indoor courts located on the school grounds of the schools that completed the survey. All facilities were marked with basketball and netball lines. Volleyball and badminton lines were found at 3 facilities while one facility had futsal lines marked and two facilities were used for table tennis. Of the four facilities, three are available for the community to hire. Three facilities have additional facilities available for use including a multipurpose room and gym/fitness facilities.

## 4.6.7 Future Priorities

Respondents were asked what indoor sporting facilities or programs were lacking in the local area. The top priorities identified by respondents were:

- Basketball facilities 2 schools
- General Group Fitness area 1 school
- Pool 1 school
- Tennis facilities 1 school

## 4.7 Indoor Sports Facilities Trend Review

The following provides a review of the key sports facilities and participation trends that will impact on future provision of indoor courts in the Surf Coast area. Implications from these trends have been considered in completing the overall demand assessment and facility development requirements presented later in this report.

### 4.7.1 Indoor Sporting Facility Trends

#### (i) Indoor Recreation Facility Management Trends

A number of common indoor facility management trends have been observed in recent times, including:

- A general shift (back) to in house Council management.
- Limited choice in professional non-government indoor facility management service providers.
- Incorporation of commercial facility components into the overall service mix, e.g. retail outlets, health services and café facilities.
- Establishment of community Boards of Management/Committees to oversee the operation of indoor facilities.
- Pursuit of non-sporting uses for indoor facilities: e.g. events, displays, functions etc.

## **(ii) Financial Performance of Indoor Sports Facilities**

The following relevant trends in the financial performance of indoor sporting facilities:

- Generally, stadiums with less than three to four courts have a lower income generating capacity and lower likelihood of being financially viable.
- Facilities that are designed and operated to be “multi-use” are generally operated at higher levels of usage capacity and financial performance than single sport/specialist facilities.
- Large regional facilities with four or more courts that are centrally located in large catchment areas, with a low level of external competition, in prominent positions have a greater chance of being financially viable.
- Larger centralised facilities are more efficient in terms of both competition coordination and financial sustainability.
- Successful indoor sporting associations have access to a larger multi court facility (4 or more courts) for competition and a range of smaller facilities (i.e. schools) for training.

## **4.7.2 General recreation and Sports Trends**

The study’s key findings combined with the consultant team’s previous leisure research experience, current industry trends and latest research findings indicate the following trends may impact upon the Study area.

### **(i) Factors Affecting Recreation Participation and Facility Provision**

Current trends that affect the sport and recreation industry are being driven by several wider trends in Australian society being:

- A gradual ageing of the population as life expectancy increases, birth rates stay low and the baby boomers grow older. Therefore, an increase in masters/seniors programs is being experienced by a number of sports.
- Broad mix of different times when people participate in leisure, as demands on people’s time continues to increase and work practices change.
- Increased variety of leisure options means change in traditional participation.
- Constraints on Government spending together with a new degree of entrepreneurs in the Australian economy.

### **(ii) Participation**

There is a slow reduction in participation in competitive and traditional sports, with people becoming increasingly unwilling to commit themselves to play ‘for a whole season’ or available to play and train a number of days a week.

Due to daily time constraints, people are cutting back their leisure and recreation activities and are more demanding about those that remain. To remain viable, the quality of facilities and services will have to continually improve.

There will be a greater demand in the future for indoor facilities (available all year/every day) and higher quality outdoor playing surfaces.

With increased age longevity and larger numbers of fit, healthy older people, the demand for exercise, and for conveniently located facilities, is expected to increase.

Because of their reliance on young players, many sports will grow more slowly than the adult population as a whole.

With new technologies and commercial interests investing in leisure, a wide range of activities, particularly those targeting teenagers, will continue to undergo cyclic popularity.

Sports clubs dependent on voluntary labour and support will be required to provide greater incentives and better management to attract volunteers. The cost to sports clubs of equipping, insuring and managing players and administering games is expected to continue to increase.

### **(iii) Facility Trends**

With ongoing Government economic constraints and limited capital and operational budgets, many new sports facilities may have to be joint venture arrangements between private and public sectors and sports clubs.

The reduction in commitment to curriculum based school sports in State Government Schools will have impacts on the local availability of school sports facilities while also discouraging public sector investment in new facilities at these sites.

Due to restricted rate and other revenue bases, local Councils may have to encourage greater private investment in leisure facilities and services. This may be achieved by a mix of rate concessions, payback loans, management rights in return for investment, provision of land and planning concessions.

Facility provision is changing from single-purpose to multi-purpose. However there is also an emphasis on ensuring facilities are designed to meet the specific needs of the key user groups ie correct runoff and facility standards. A great deal of infrastructure expenditure is now being directed to the development of larger public and private complexes providing aquatic, health, fitness and indoor sports facilities because of the higher utilisation which can be achieved. There is less emphasis on the development of traditional single purpose outdoor sports facilities.

The planning process for new facilities has improved significantly with the conduct of effective feasibility studies being the norm. These studies have generally included management/marketing/financial plans with demand projections based on sophisticated survey data.

There has been considerable improvement in the management of leisure facilities, with increased expectations of managers to produce better financial outcomes and generate higher attendance. Public sector facility managers now need higher skill levels, face broader roles, need access to better training and professional networks and improved financial reporting systems.

As competition increases there will be an increased emphasis on programming and target marketing based on adopting consumer driven strategies and performance evaluation techniques. This indicates a greater resourcing of local area planning, knowing who are your customers and how to attract them.



# 5 Summary of Key Findings and Strategic Direction

## 5.1 Introduction

This section summarises the range of key market research findings that will impact on the long-term stadium requirements for indoor sporting facilities in the Surf Coast area.

## 5.2 Summary of current indoor sport stadium demands

The key informant interviews, current stadium occupancy reviews and State Sport Association and neighbouring Council discussions indicate a high demand for additional indoor courts in the Surf Coast area.

The table below summarises the current participation for the indoor sporting activities in the Torquay area

*Table 5.1 Summary of Current Indoor Sport Participation*

SPORT	SUMMER SEASON PARTICIPANTS	WINTER SEASON PARTICIPANTS
<b>BASKETBALL</b>		
<b>Council Basketball Competition</b>		
Juniors	256	224
Seniors	176	288
Masters	4	32
Aussie Hoops (out sourced)	100	80
<b>Total Basketball</b>	<b>531</b>	<b>624</b>
<b>NETBALL</b>		
Juniors	96	96
Seniors	112	112
Net Set Go	50	50
<b>Total Netball</b>	<b>258</b>	<b>258</b>
<b>SOCCER</b>		
Seniors	36	36
<b>Total Soccer</b>	<b>36</b>	<b>36</b>
<b>Badminton</b>		
Seniors	16	16
<b>Total Badminton</b>	<b>16</b>	<b>16</b>
<b>TOTAL INDOOR PARTICIPATION</b>	<b>846</b>	<b>934</b>

The review indicates that there are between 840 and 930 people in the Torquay area participating in indoor sporting activities. This figure does not include the number of people that are travelling to Geelong to participate in the higher VJBL competition or the netball players that are competing on the outdoor courts, which is estimated at in excess of 200 players.

Of the current participants approximately 624 play basketball (67%), approximately 258 play indoor netball (28%), approximately 36 play soccer (4%) and 16 are playing social badminton (1.7%). Of the participants approximately 684 (65.6%) are junior players and 358 (34.4%) are senior players.

## 5.2.1 Sporting Association/Clubs Needs

Based on the discussions with the local sporting clubs and the relevant state sporting bodies, the following summarises the key issues identified:

### (i) Basketball

- The review of current indoor sports users in Torquay indicates that basketball is the highest participatory sport with approximately 624 players.
- There are significantly more junior players 67% compared to senior players 33%. However as the junior move up through the age groups and the population continues to increase the demand for access for senior competition plus U20 will continue.
- A review of annual growth indicates an increase of approximately 10% growth in basketball participation per annum.
- A discussion with the clubs and Council officers indicates that growth is currently restricted by the lack of facilities. If the additional facilities were available in the area, coupled with the predicted population increase, participation would continue to increase by between 8% to 10% each year over the next five years.
- There is currently a lack of courts to meet the training needs of junior teams and senior team competition.
- The development of a Basketball Association in the area will continue to increase the demand for basketball programs as it will provide increased pathway opportunities. There are currently no VJBL teams in the Torquay area. Players wanting to compete in a higher level of competition are required to travel to Geelong for both training and competition.
- The clubs and State body believes the competition should be centralised where possible at one facility for the following reasons:
  - Efficient use of human, physical and financial resources i.e. referees.
  - Ability to create a social/club atmosphere.
  - Convenience for parents who may have a number of children playing in different grades/age groups.
  - Ability to provide teams with competition and training activities at the one venue.

### (ii) Netball

- The review of current indoor sports users in the area indicates that netball is the second highest participatory sport, with approximately 250 players. This figure does not include players competing in the outdoor Football Netball League competitions.
- There are currently more senior players (54%) compared to junior players (46%). This may be due to junior players competing as part of the outdoor competition.
- Discussion with both the local and state netball associations indicated a need for access to indoor netball courts to support the pathway of netball participation.

## 5.2.2 Facility Provision and Occupancy Review

- Within the Surf Coast area there are three indoor sports facilities providing a total of 4 indoor sports courts. Of the three facilities two are part of schools owned by the Department of Education and Training.
- A review of the current facilities indicates that the Surf Coast Sport and Recreation Centre does not meet the current run off standards for either basketball or netball and the Torquay Secondary College runoffs are limited for Netball.

The following table provides a summary of the occupancy levels of the two Council owned facilities.

*Table 5.2 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031*

Facility Name	Total Occupancy	Weekday Usage		Weekend
		Off Peak	Peak	
Surf Coast Sport and Recreation Centre	65.3%	53.75%	78%	44.6%
Surf Coast Secondary College	73.3%	School use	53.3%	30%
Torquay Secondary College	31.25%	School use	25%	0%

These figures indicate both the Surf Coast Sport and Recreation Centre and the Surf Coast Secondary College are nearing full capacity during weekday peak usage times. The Torquay College appears to have some capacity during weekday peak times however discussions with the manager indicates that the courts are often not available until after 6.30pm which limits the use of the facility for training.

In line with rural indoor sporting usage trends the courts are not used for competition on weekends. This is due to the competing demands of other sports i.e. football and outdoor netball. As a result both competition and training occurs across the weekdays.

There is limited capacity at the existing facilities to address the predicted future participation growth that is anticipated as a result of population growth and the development of the Basketball Association.

### 5.2.3 Demographic Profile

The Torquay catchment (within approximately 10km of Torquay) includes Torquay, Jan Juc, Bellbrae and Bells Beach and had a population of 14,657 in 2011 and about 17,000 in 2013.

This Torquay catchment area is forecast to increase to about 23,000 in 2026 and 30,000 in 2036.

*Table 5.3 Total Population, Torquay/Jan Juc/Bellbrae/Bells Beach area, 2011-2031*

	2011	2016	2021	2026	2031	2036	Total Change 2011-2036
Torquay North	5,378	6,714	8,307	10,287	12,323	13,786	8,408
Old Torquay – Torquay West	4,779	5,899	6,809	7,641	8,431	9,566	4,787
Jan Juc – Bellbrae – Bells Beach	4,500	4,839	5,309	5,517	5,845	6,374	1,874
<b>Torquay Catchment Area</b>	<b>14,657</b>	<b>17,520</b>	<b>20,425</b>	<b>23,445</b>	<b>26,599</b>	<b>29,726</b>	<b>15,069</b>

Source: id Consulting Forecast. [http://www.surfcoast.vic.gov.au/My\\_Council/Population\\_Information](http://www.surfcoast.vic.gov.au/My_Council/Population_Information)

The key age profile of the Torquay catchment indicates that the Surf Coast Shire age structure in 2011 included a larger than regional Victorian and G21 Region average proportion of 'primary schoolers' (0-11 year olds) and 'Parents and homebuilders' (35 to 49 year olds) and a smaller proportion of 'tertiary independent' (18-24 year olds) and 'young workforce' (18 -34 year olds) and people in the 70 years and over age groups.

- The Torquay/Jan Juc/Bellbrae/Bells Beach area (base Torquay catchment) between 2011 and 2036 shows growth across all age groups, including strong family growth, which is unusual for a regional area where ageing populations are the norm.
- The number of people under 40 in the Torquay catchment area is expected to increase from 7,890 in 2011 to 13,360 in 2036.
- Leisure statistics indicated that people aged between 0 – 40 years are more likely to participate in leisure and sporting activities and, therefore use facilities such as indoor stadiums. People in this age group currently represent approximately (45%) of the population. This indicates that the current pressure and demands being placed on both sporting clubs/organisations and Council to provide a range of sporting activities and facilities to meet the needs of residents will continue.

## 5.2.4 Neighbouring Councils

Discussions with neighbouring Councils indicated that there was limited planning being undertaken for the provision of new or redeveloped indoor sports courts. However the discussions with the City of Greater Geelong indicated that the Geelong Indoor Stadium Strategy identifies the development of a 6 to 10 court facility in Marshall, a 4-court facility in Armstrong Creek and the possible closure of the Barwon Valley Activity Centre. There is currently no timetable for the implementation of this strategy.

## 5.3 Estimating Future Indoor Court Facility Requirements

There are four major considerations when attempting to estimate future demand for indoor sports courts. These are:

- Understanding current participation levels and unmet demand across the Shire or project area
- The impact of any trends in indoor sport participation.
- Identifying potential regional facility developments.
- Projecting the impact of changing demographics on participation.

To determine the future requirements for indoor stadium the above factors have all been taken into consideration. The following details the process for determining the future court requirement for Surf Coast.

### 5.3.1 Predicted Participation

It is assumed that due to the younger age profile of the Torquay area, participation in indoor sporting activities will increase in line with the predicted population increases and demographic profile. Both basketball and netball have reported increases over the last five to eight years, which is in line with the population increases during the same period.

Based on these figures the likely participation in indoor sports could increase to between 1,500 – 2,000 people by 2036.

Recent strategic plans developed by Netball Victoria and Basketball Victoria have identified that based on available useable court hours, one sports court can accommodate 500 people per week. This is based on an average use per person of 2.8 hours per week (training and competition).

The following table details the predicted participation increases over the next 20 years.

*Table 5.4 Predicted Indoor Court Demand*

Category	2016 Current	2026 10 Years	2036 20 Years
Population	17,520	23,445	29,726
Percentage Change 0 – 44yrs		25%	41%
Predicted Participation	1,000	1,250 - 1,750	1,500 – 2,000
<b>Court Requirement</b>	2/3	3/4	3/4
<b>Existing Compliant Court Provision</b>	1	1	1
<b>Additional Courts Required</b>	1/2	2/4	3/4

It should be noted that the above assumes the non-compliant courts such as the Surf Coast Sport and Recreation Centre and the Torquay Secondary College (not compliant for netball) run off are not included in the calculations for court requirements.

Based on this ratio the total number of courts required over the next 20 years to service the increasing basketball and netball needs for the Surf Coast population is between 2 and 4 additional courts.

This court requirement is based on:

- Predicted population and membership growth
- Standard of existing facilities i.e. lack of court run off
- Current occupancy levels of existing facilities
- Lack of a multi-court venue

## 5.4 Proposed Development Options and Component Brief

In line with the Netball Victoria Strategic Master Plan and Basketball Victoria Strategic Plan there is an opportunity to create an indoor facility that includes a combination of both indoor and outdoor courts as part of the Community and Civic Precinct. This model would further support the large number of junior netball participants that compete on a Saturday. The development of an indoor facility adjacent to the existing outdoor netball courts, as one site option would provide not only indoor / outdoor court opportunities but also provide a wind barrier which may assist to increase the use of the underutilized courts.

The Community and Civic Master Plan identified the development of a three to four court stadium at the rear of the precinct. The findings of this study indicate an opportunity to move the proposed location of the facility to the front of the site, which would provide the following benefits:

- Increase exposure and access off Surf Coast Highway
- Opportunity to create either physical or visual links to the Surf Coast Secondary College – creating a 4-court model
- Reduced impact on residential area
- Opportunity to integrate a range of other sporting facilities in the future as additional stages
- Opportunity to link the indoor courts to the outdoor courts

Based on the above two site location options within the precinct have also been considered.

- **Option one** includes the provision of a stand alone 3 court indoor stadium with support amenities and multi-purpose rooms and linked to the existing single court facility at the Surf Coast Secondary College and the four existing outdoor netball courts.

If this option were considered, there may be an opportunity to develop a physical link between the school court and the proposed new facility to provide a fully integrated indoor sport facility.

- **Option two** includes the provision of a stand alone 4 court indoor stadium with support amenities and multi-purpose rooms.

It should be noted that both options include the allowance for the potential future indoor aquatic facility as a later stage if deemed appropriate. However the layout plan for option two clearly indicates that allocated site at the rear (north east corner) of the precinct is not of sufficient size for the development of an integrated facility (indoor courts and aquatic centre).

The table on the following page details the priority facility components that have been established to guide the facility layout plans.

The table details:

- Facility Components
- Target Markets
- Facility Objectives
- Functional Relationships
- Other Features to Consider
- Area Schedules

Based on the component schedule a draft concept plan has developed by Peddle Thorp Architects and is detailed on pages 34 – 36 of this report.

## 5.5 Indicative Capital Costs

Quantity Surveyors Tuner and Townsend have completed independent construction cost analysis for the two options. The indicative capital costs are

Option 1: \$13,297,910

Option 2: \$14,784,280

It should be noted that these costs are escalated to April 2019.

**Appendix Two** of this report provides a detailed quantity surveyors report for both options.

## 5.6 Project Staging

Given the significant capital cost to undertake the proposed development the opportunity to stage the required works has been considered. When considering the staging options it is imperative that the works can be undertaken with no or limited disruption to the operation and business of the Centre and the high yield service areas be completed as part of the first stage.

Table 5.5 Proposed Facility Components

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m <sup>2</sup> )
Indoor Sports Hall	3 x Full size indoor sports courts suitable for competition netball	<ul style="list-style-type: none"> <li>Education</li> <li>Competition</li> <li>Events</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Provide indoor sports courts for:                             <ul style="list-style-type: none"> <li>Basketball</li> <li>Netball</li> <li>Badminton</li> <li>Volleyball</li> <li>Futsal</li> <li>Additional indoor sports that arise</li> </ul> </li> <li>Meet Universal Design principles as a minimum</li> </ul>	<ul style="list-style-type: none"> <li>Option one                             <ul style="list-style-type: none"> <li>Link to single school court</li> <li>Link to outdoor netball courts</li> </ul> </li> <li>Option one provides increased visibility and exposure</li> </ul>	<ul style="list-style-type: none"> <li>Potential future expansion zone for additional courts and aquatic area.</li> <li>Provide sound and lighting bar for performance space.</li> <li>Acoustic treatment to support performance space.</li> </ul>	<ul style="list-style-type: none"> <li>3 indoor sports courts</li> <li>Courts. 15.25m x 30.5m</li> <li>Runoff to netball dimensions</li> <li>3.05 m unencumbered (3.65 m clearance between courts)</li> <li>Roof height 8.3m at highest point unencumbered.</li> <li>Provide adequate clearance for scorers bench and seating between each court (approx. 1.5m)</li> <li>Provide adequate clearance for circulation space between courts (1.5m-1.8m).</li> <li>Provide adequate clearance for wheel chair access.</li> </ul>	2,079m <sup>2</sup>
	<p><b>Option One</b> Create direct link to existing single court facility at Surf Coast Secondary College</p> <p><b>Option Two</b> Create standalone 4 court facility at rear of Civic Precinct (site identified within master plan)</p>						
Spectator Area	Spectator Area	<ul style="list-style-type: none"> <li>Education</li> <li>Competition</li> <li>Events</li> <li>Casual spectator</li> </ul>	<ul style="list-style-type: none"> <li>Show court - provide basic seating provision (300)</li> <li>Capacity for temporary seating for events 500</li> <li>Other courts – single row of seating along each court</li> </ul>	<ul style="list-style-type: none"> <li>Along one side of court one.</li> </ul>	<ul style="list-style-type: none"> <li>Allow floor loading for temporary seating for show court</li> </ul>	<ul style="list-style-type: none"> <li>Row of seating between courts for spectator viewing additional area requirement</li> </ul>	200m <sup>2</sup>
							180m <sup>2</sup>
	Control/operations room	<ul style="list-style-type: none"> <li>Education</li> <li>Competition</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Provide single control point for competitions and tournaments</li> </ul>	<ul style="list-style-type: none"> <li>Direct access and viewing over crts.</li> </ul>	<ul style="list-style-type: none"> <li>Access via courts to submit score sheets</li> <li>Capacity for 3/4 people</li> <li>Sliding window</li> <li>Potential link to reception</li> </ul>	<ul style="list-style-type: none"> <li>Room 30m<sup>2</sup></li> </ul>	30m <sup>2</sup>
Break out space	<ul style="list-style-type: none"> <li>Education</li> <li>Competition</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Provision of team break out areas for pre and post game briefings</li> </ul>	<ul style="list-style-type: none"> <li>Away from crts to avoid disruption to games</li> </ul>	<ul style="list-style-type: none"> <li>Off court</li> <li>Spaces off the court</li> </ul>	<ul style="list-style-type: none"> <li>4 x break out areas x 3m<sup>2</sup> each</li> <li>Potential for 2 larger areas (for wheel chair teams)</li> </ul>	12m <sup>2</sup>	

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m <sup>2</sup> )
	Other support facilities - Storage - Plant rooms	▪ Service areas	▪ Service areas	▪ Storage off main sports hall	▪ Storage of sports equipment for multi lined sports courts. ▪ Consider storage systems to maximise storage capacity ▪ Discussion about design of this space in the future	▪ Storage – 150m <sup>2</sup> ▪ Plant – 200m <sup>2</sup>	350m <sup>2</sup>
<b>Subtotal Indoor Sports Hall</b>							<b>2,851m<sup>2</sup></b>
<b>Group Fitness Rooms</b>	Group fitness spaces	▪ Health and fitness users. ▪ Members ▪ Schools ▪ Rehabilitation	▪ Create flexible program rooms that can meet a range of group fitness activities.	▪ Adjacent to change room areas.	▪ Consider option for operable wall	▪ 2 group fitness spaces ▪ Opportunity to divide into two spaces. ▪ Room 1 – 200m <sup>2</sup> ▪ Room 2 – 50m <sup>2</sup> ▪ Storage – 20m <sup>2</sup>	270m <sup>2</sup>
<b>Subtotal Other Group Fitness</b>							<b>270m<sup>2</sup></b>
<b>Front of House Areas</b>	Foyer / Reception / Merchandising Breakout space	▪ All customers	▪ Provide welcoming entry area that allows users to relax and socialise before entering main activity areas. ▪ Social areas that encourage casual stay and increased secondary spending.	▪ Links to lounge and café ▪ Links to main activity areas	▪ Possible future extensions to centre may need link through foyer/reception area ▪ Universal Design ▪ Way finding Principles ▪ Allowance for vending machine locations	▪ Foyer – 150m <sup>2</sup> ▪ Reception – 30m <sup>2</sup> ▪ Merchandising as part of reception 70m <sup>2</sup>	250m <sup>2</sup> <small>(size to be confirmed based on court and seating number)</small>
	Offices/administration	▪ Centre staff	▪ Provide areas for staff and centre administration.	▪ Close to reception ▪ Direct link to administration area ▪ Vision into activity circulation spaces.	▪ Possible extension of areas if further centre activity areas added	▪ Offices 90m <sup>2</sup> Capacity for min 4/5 staff	90m <sup>2</sup>
	Multi-purpose/ Meeting Room	▪ Facility managers ▪ Sporting Associations	▪ Provide shared meeting space for facility users and management	▪ Link to administration areas	▪ Area could be separated into 2 smaller meeting rooms	▪ Meeting room ▪ 80 m <sup>2</sup> (2 x 40m <sup>2</sup> )	80 m <sup>2</sup>
	Café/ Lounge	▪ All customers	▪ Provide food area that attracts high secondary spend. ▪ Key socialisation area	▪ Links to foyer ▪ Ability to serve to indoor and facilities and external netball courts	▪ Linkage to other activity areas for sales ▪ Break out area	▪ Lounge – 70m <sup>2</sup> ▪ Kitchen – 25m <sup>2</sup> ▪ Café serveries – 30m <sup>2</sup> -	125m <sup>2</sup>



ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m <sup>2</sup> )
	Staff room	▪ Staff	▪ Provide separate staff room away from general public		▪ Staff break room ▪ Male and female change space and amenity ▪ Kitchenette	▪ Staff room – 30m <sup>2</sup>	30m <sup>2</sup>
	First aid	▪ All Centre users	▪ Provide access to first aid room linked to sports hall ▪ Informal collegial space	▪ All Centre users	▪ Emergency service vehicle access ▪ Linked to drug testing and consulting rooms	▪ First aid room 15 m <sup>2</sup>	15 m <sup>2</sup>
	Other support facilities - Storage - Plant rooms	▪ Service areas	▪ Service areas	▪ Storage for administration area	▪ Storage of sports equipment for multi lined sports courts	▪ Cleaners Storage – 10m <sup>2</sup> ▪ Furniture store – 20m <sup>2</sup> ▪ Plant – 90m <sup>2</sup>	120m <sup>2</sup>
<b>Subtotal Front of House</b>							<b>710m<sup>2</sup></b>
<b>Amenities / Change</b>	Change Rooms	▪ All customers	▪ Provide modern change rooms for the elite “home teams”	▪ Easy access to the show court ▪ Easy access from main entrance	▪ Space for ice machine and physio table(s) in each change room ▪ Storage ▪ Consider capacity to share amenities between change areas.	▪ 2 dedicated change rooms. ▪ Uni sex design. ▪ Each 100m <sup>2</sup> ▪ 3 toilets and showers per change area ▪ 1 accessible toilet and shower per change area. 10m <sup>2</sup>	210m <sup>2</sup>
	Amenities	▪ All customers	▪ Provide modern amenities easily maintained	▪ Adjoining all main activity areas	▪ Fully accessible amenities ▪ Baby change provision	▪ Separate public toilets male/female/ accessible - 120 m <sup>2</sup> (in line with all regulatory requirements) ▪ Service areas – 20m <sup>2</sup>	140m <sup>2</sup>
	Referees control room and change room	▪ Referees	▪ Provide modern amenities easily maintained	▪ Adjoining all main activity areas	▪ Fully accessible amenities	▪ Control / staff room ▪ 2 x Change room Toilet and shower (could be shared) ▪ Uni sex amenities/ accessible	60m <sup>2</sup>
<b>Subtotal Amenities / Lounge</b>							<b>410m<sup>2</sup></b>

ACTIVITY AREA	FACILITY COMPONENTS	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER FEATURES TO CONSIDER	AREA SCHEDULES	TOTAL AREA (m <sup>2</sup> )
<b>Arts and Cultural Area</b>	Arts and cultural multipurpose performance space	<ul style="list-style-type: none"> <li>All customers</li> </ul>	<ul style="list-style-type: none"> <li>Provide multi-purpose space to support school and community arts and cultural activities</li> </ul>	<ul style="list-style-type: none"> <li>Consider two options</li> <li>Option one – separate area</li> <li>Option two – part of the indoor sports court with inclusion of acoustic treatment, sound and lighting equipment.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Option one – separate 400m<sup>2</sup> space</li> <li>Option two – integrated as part of sports court</li> </ul>	400m <sup>2</sup>
<b>Subtotal Arts and Cultural Areas</b>							<b>400m<sup>2</sup></b>
<b>Other Areas</b>	Cleaners Room / Store	<ul style="list-style-type: none"> <li>-Cleaning store</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>Allowance</li> </ul>	10m <sup>2</sup>
	General Circulation Allowance (10%)	<ul style="list-style-type: none"> <li>-All users</li> </ul>	<ul style="list-style-type: none"> <li>Provide additional space to enable ease of circulation</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>Allowance</li> </ul>	465m <sup>2</sup>
<b>Subtotal Other Areas</b>							<b>475m<sup>2</sup></b>
<b>ESTIMATED TOTAL BUILDING AREA</b>							<b>5,116m<sup>2</sup></b>
<b>Future Expansion Zone</b>							
<ul style="list-style-type: none"> <li>2 Additional courts</li> <li>Aquatic Centre as per Mantric Design 2013 - 4,000m<sup>2</sup></li> </ul>							1,900m <sup>2</sup> 4,000m <sup>2</sup>
<ul style="list-style-type: none"> <li>Car Parking 100 -120 spaces for normal usage (allows for game cross over) this will meet stadium requirements only allowance of 28m<sup>2</sup> per car park</li> <li>Consider car park capacity within precinct to cater for major events</li> <li>Drop off area</li> <li>Bus drop off area</li> </ul>							2,800m <sup>2</sup> – 3,360m <sup>2</sup>



- LEGEND**
1. EXISTING STADIUM ASSOCIATED WITH SECONDARY COLLEGE
  2. EXISTING NETBALL COURTS
  3. EXISTING COUNCIL OFFICES
  4. NEW CARPARK 120 SPACES
  5. ENTRY
  6. RECEPTION / MERCHANDISE 100SQM
  7. CAFE / LOUNGE (125 SQM)
  8. SHOW COURT
  9. SHOW COURT SEATING (200SQM)
  10. ADMINISTRATION
  11. MULTIPURPOSE MEETING ROOM (80 SQM)
  12. NOT IN USE
  13. GENERAL CIRCULATION
  14. REFEREES CONTROL AND CHANGE ROOM (60SQM)
  15. STAFF ROOM (30SQM)
  16. FIRST AID (55SQM)
  17. AMENITIES TEAM (240SQM)
  18. AMENITIES PUBLIC (100SQM)
  19. NOT IN USE
  20. STORAGE (150SQM)
  21. PLANT (50SQM GROUND, 150SQM LEVEL 1)
  22. MULTI PURPOSE COURT (NETBALL/BASKETBALL)
  23. COMPETITION CONTROL (30SQM)
  24. PROPOSED AQUATIC CENTRE (4000SQM)

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**SURF COAST BASKETBALL**  
TORQUAY, VICTORIA

PROJECT NO:  
26-0027

REASON FOR ISSUE:  
APPROVAL

**PROPOSED SITE PLAN**  
OPTION 1A

REVISION:  
2

DATE:  
06-05-2016

SCALE:  
1:500 @ A2



DRAWING NO:  
**ASK2A**



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**SURF COAST BASKETBALL**  
TORQUAY, VICTORIA

PROJECT NO:  
36-0027

REASON FOR ISSUE:  
APPROVAL

**PROPOSED SITE PLAN**  
OPTION 2A

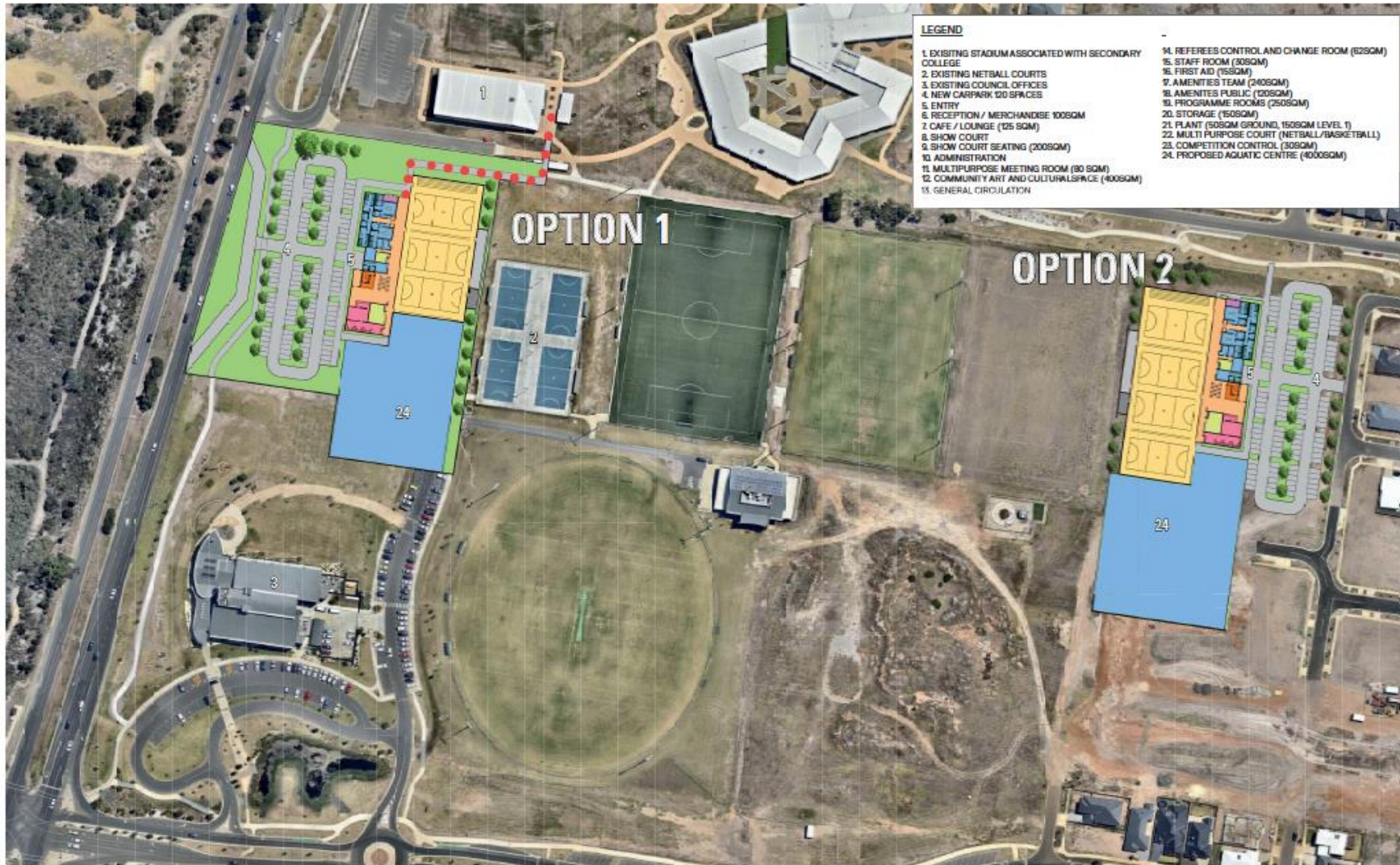
REVISION:  
2

DATE:  
05-06-2016

SCALE:  
1:500 @ A2



DRAWING NO:  
**ASK3A**



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**SURF COAST BASKETBALL**  
TORQUAY, VICTORIA

PROJECT NO:  
36-0027

REASON FOR DESIGN  
APPROVAL

**PROPOSED SITE PLAN**  
OPTION 1A & 2A

REVISION:  
2

DATE:  
06-05-2016

SCALE:  
1: 1250 @ A2



DRAWING NO:  
**ASK1**

## 5.7 Facility Options Business and Financial Models

Detailed business and financial models have been developed for the proposed Surf Coast Indoor Stadium. The financial models have been developed using SGL Consulting Group's computerised financial software. This process enables each stage to be developed into a 10-year financial model.

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

### 5.7.1 Business Growth

Industry trends indicate it takes up to 3 years to establish new facilities usage and business.

The financial models therefore assume average business and usage in year three. These figures are impacted by reduced business and usage in year 1 at 5% less and Year 2 at 2% less (than year 3). From year 3 onwards business growth has been increased by 3% each year to match the anticipated population growth. The participation growth within the model therefore reflects the anticipated population growth in the key catchment area.

Table 5.6 Business Growth

Year									
1	2	3	4	5	6	7	8	9	10
95%	98%	100%	103%	106%	109%	112%	111%	110%	109%

### 5.7.2 Price Growth/Increases

Fees and charges price growth is set at 1% annually from year 2 onwards with CPI applied on top of this.

### 5.7.3 Consumer Price Index (CPI)

The financial model is annually impacted by a CPI increase. This has been set at 2.5% from year 2 to year 10.

## 5.8 Other Business Model Key Assumptions

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

### 5.8.1 Operating Hours

The facility is estimated to be open 83 hours per week and operating all days except Christmas Day and Good Friday. The facility would normally operate between the hours of 9.00am to 10.00pm Monday to Friday and 8.00am to 7.00pm Saturday and Sunday.

### 5.8.2 Entry Charges

Entry charges are based on similar charges to indoor sporting facilities and include GST. They have also been benchmarked against other Victorian Indoor Sporting Centres (May 2015). A copy of the benchmarking is detailed in **Appendix A**. The fees are based on tenants of the indoor sports courts paying an hourly rate for the use of the courts under an agreed License Arrangement.

### 5.8.3 Recurrent Operating Expenditure

The recurrent operating expenditure including administration, marketing, maintenance and cleaning is based on the industry benchmarks for similar facilities.

Table 5.7 Proposed Fees and Charges Year 1

Area	Usage Type	Proposed Fee
Indoor Sports Courts	Peak	\$40/hr
	Off Peak	\$28/hr
	Schools	\$30/hr
	Camps	\$90 for 2 day camp

#### 5.8.4 Recurrent Operating Expenditure

The majority of recurrent operating expenditure including utilities, administration, marketing, maintenance, floor resurfacing and cleaning and are based on the industry benchmarks for similar facilities.

#### 5.8.5 Major Maintenance/Refurbishment

Industry trends indicate that indoor sports facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. The high use facilities and floor resurfacing requirements will require ongoing capital funding.

To compensate for this an annual programmed maintenance allowance of \$200,000 in line with Councils asset management plans has been provided.

#### 5.8.6 Management/Staffing

A base management and staffing structure has been developed for the Centre based on discussions with Council Officers and the current operators.

A summary of key staffing positions and allocations by Equivalent Full Time (EFT) positions against average salary is listed in **Volume Two**.

All salaries used in the Council model are based on the industry rates

Table 5.8 Proposed Staffing Structure

Staff Area	Council Equivalent Full Time
Centre Coordinator	Band 7 -1.0
Duty Managers	Band 3 – 1.0
Casuals	Band 3 – 0.5
Café/kiosk	Band 3 – 0.5
<b>TOTAL</b>	<b>3 EFT</b>

Salaries are impacted by CPI (2.5%) annually and every 3 years by an extra 1% to take into account wage increases.

It has been determined that the sports development role should be the responsibility of the sporting associations, therefore allowance for this position has not been provided for in this model.

The hiring of the facility for external groups such as schools however will be the Stadium Operators responsibility.

#### 5.8.7 Pre-Opening Expenses and Sponsorship

An allowance of \$70,000 has been provided for preopening expenses including, staffing, promotion/marketing and training. This figure has been amortised over the first three years of the model.

No major allowance for sponsorship i.e. naming rights has been provided within the model. This would be seen as a below the operating line contribution. A one off equipment sponsorship of \$5,000 is provided in year one of the model.

### 5.8.8 Sports Association Administration Area

The component schedule for the facility includes the provision of office space and a shared meeting room for some of the key sporting. The model assumes a small rental income for the use of this space by each of the key tenant groups.

### 5.8.9 Insurance

The model includes an allowance for public liability insurance. It is assumed that an allowance for building insurance is provided for by Council's infrastructure building insurance cover.

### 5.8.10 Food and Beverage/Merchandising

Due to the large number of visitors to the Centre the model assumes significant secondary spend income based on a percentage per spend per visitor. The model assumes the Stadium Operator will be responsible for the canteen and merchandise including the rights to the uniforms and associated sporting merchandise and this should be retained as an in house operation.

The staffing structure for both models includes staffing allowance for the kiosk which based on 51 hours per week kiosk operations.

The assumptions for secondary spend include:

#### **Kiosk /café**

\$2.00 per spend with a 50% penetration and 20% margin on sales

#### **Merchandise**

\$5.00 spend with a 5% penetration and 10% margin on sales.

### 5.8.11 Management Overheads

An allowance for management overheads has been included in the model below the operating line. The overhead allowance is calculated as 8% of operational expenditure.

### 5.8.12 Building Depreciation and Cost of Capital

The financial models have been developed and include operational budgets and total project costs including depreciation and cost of capital. Industry trends indicate that leisure centres usually require a capital improvement investment about every 3 to 5 years to ensure they are presented at a high standard.

**Depreciation** has been based on the capital cost of each option less the noncapital expenses for the proposed development i.e. fees, escalation, etc. For the purpose of the model the structural components have been depreciated over 50 years and the plant and equipment over 10 years.

**Cost of Capital** based on advice received from Councils Finance area the cost of capital has been calculated at 6% interest on \$3.3M of the capital cost. The cost of capital includes both interest and principle costs for a term of 20 years.

### 5.8.13 Business Sensitivity

Business sensitivity analysis has been completed on the base case (average) business model for a range of different scenarios for each facility option including 10% less use and 10% more use.



## 5.9 Option One: Base Case 10 year Business Model

The consultant team has used the SGL Leisure Facilities Computerised Facility Financial model to develop a business model for the Surf Coast facility. Detailed excel financial models have been developed to assist with presenting a 10 year projection.

The income and revenue for this model is based on a four-court model (3 council and 1 school) however the cost of capital and depreciation allowances are based on the development of a three court facility, the three courts that Council would be required to develop.

### 5.9.1 Base Case Financial Model

The base case 10-year business projections are detailed in the following table.

Table 5.9 Option One Base Case

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$673	\$715	\$753	\$800	\$848	\$900	\$954	\$975	\$997	\$1,020	\$863
Expenditure	\$651	\$673	\$693	\$693	\$717	\$741	\$767	\$783	\$801	\$818	\$734
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	\$22	\$43	\$60	\$107	\$68	\$159	\$187	\$192	\$197	\$1	\$90
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$52	\$54	\$55	\$55	\$57	\$59	\$61	\$63	\$64	\$65	\$59
<b>TOTAL PROJECT COST EXCLUDING DEPRECIATION</b>	<b>\$479</b>	<b>\$460</b>	<b>\$444</b>	<b>\$397</b>	<b>\$573</b>	<b>\$349</b>	<b>\$381</b>	<b>\$383</b>	<b>\$316</b>	<b>\$512</b>	<b>(\$429)</b>
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
<b>Total Project Cost Including Depreciation</b>	<b>\$706</b>	<b>\$687</b>	<b>\$671</b>	<b>\$624</b>	<b>\$800</b>	<b>\$576</b>	<b>\$608</b>	<b>\$610</b>	<b>\$543</b>	<b>\$739</b>	<b>\$656</b>

**Note**: Does not include development costs such as, land tax, Council rates.

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$673,000 in year 1 to \$1.020M by year 10.
- Expenditure is expected to increase annually ranging from \$651,000 in year 1 to \$818,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$90,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$656,000) per annum.
- Centre attendances are expected to gradually increase each year from 182,000 in year 1 to 208,000 by year 10.

### 5.9.2 Business Case Scenario Comparisons

The tables on the following page provide a 10-year impact comparison for the following different business scenarios:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case

### 5.9.2.1 Optimistic Case Option

The following table details the 10-year optimistic case option.

Table 5.10 Optimistic Case – 10% More Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$739	\$786	\$827	\$878	\$932	\$988	\$1,047	\$1,071	\$1,095	\$1,120	\$948
Expenditure	\$670	\$692	\$714	\$715	\$740	\$765	\$792	\$809	\$827	\$845	\$756
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	\$69	\$93	\$113	\$164	\$8	\$223	\$255	\$262	\$268	\$75	\$152
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$54	\$55	\$57	\$57	\$59	\$61	\$63	\$65	\$66	\$68	\$61
<b>TOTAL PROJECT COST EXCLUDING DEPRECIATION</b>	<b>\$433</b>	<b>\$410</b>	<b>\$392</b>	<b>\$342</b>	<b>\$515</b>	<b>\$286</b>	<b>\$256</b>	<b>\$251</b>	<b>\$246</b>	<b>\$441</b>	<b>(\$357)</b>
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
<b>Total Project Cost Including Depreciation</b>	<b>\$660</b>	<b>\$637</b>	<b>\$619</b>	<b>\$569</b>	<b>\$742</b>	<b>\$513</b>	<b>\$483</b>	<b>\$478</b>	<b>\$473</b>	<b>\$668</b>	<b>(\$584)</b>

Note⓪: Does not include development costs such as land tax, Council rates.

The 10-year optimistic case business projections indicate:

- Revenue is expected to increase annually ranging from \$739,000 in year 1 to \$1.120M by year 10.
- Expenditure is expected to increase annually ranging from \$670,000 in year 1 to \$845,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$152,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$584,000) per annum.
- Centre attendances are expected to gradually increase each year from 200,000 in year 1 to 229,000 by year 10.

### 5.9.2.2 Conservative Case

The following table details the 10-year conservative case option.

Table 5.11 Conservative Case – 10% Less Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$607	\$645	\$679	\$721	\$765	\$811	\$860	\$879	\$899	\$919	\$779
Expenditure	\$632	\$653	\$672	\$671	\$694	\$717	\$741	\$757	\$774	\$791	\$710
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	<b>\$26</b>	<b>\$8</b>	<b>\$7</b>	<b>\$50</b>	<b>\$129</b>	<b>\$94</b>	<b>\$119</b>	<b>\$122</b>	<b>\$125</b>	<b>\$72</b>	<b>\$17</b>
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$51	\$52	\$54	\$54	\$56	\$57	\$59	\$61	\$62	\$63	\$57
<b>TOTAL PROJECT COST EXC.</b>	<b>\$525</b>	<b>\$508</b>	<b>\$496</b>	<b>\$452</b>	<b>\$633</b>	<b>\$411</b>	<b>\$389</b>	<b>\$388</b>	<b>\$386</b>	<b>\$583</b>	<b>(\$477)</b>

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
<b>DEPRECIATION</b>											
Depreciation	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227	\$227
<b>Total Project Cost Including Depreciation</b>	<b>\$752</b>	<b>\$735</b>	<b>\$723</b>	<b>\$679</b>	<b>\$860</b>	<b>\$638</b>	<b>\$616</b>	<b>\$615</b>	<b>\$613</b>	<b>\$810</b>	<b>(\$704)</b>

**Note**⓪: Does not include development costs such as, land tax, Council rates.

The 10-year conservative case business projections indicate:

- Revenue is expected to increase annually ranging from \$607,000 in year 1 to \$919,000 by year 10.
- Expenditure is expected to increase annually ranging from \$632,000 in year 1 to \$791,000 in year 10.
- The Centre is expected to operate at an annual operating surplus for most of the years from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$17,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$704,000) per annum.
- Centre attendances are expected to gradually increase each year from 164,000 in year 1 to 188,000 by year 10.

### 5.9.2.3 Facility Business Scenario Comparison

The following table provides a comparison of the average operational performance over the 10-year period of each model based on:

- 10% more use
- Base Case – Average predicted use
- 10% less use

*Table 5.12 Facility Business Scenario Comparisons*

FACILITY STAGES	FACILITY BUSINESS SCENARIO		
	Optimistic Case 10% More Use Average Net Profit/(Loss) Over 10 years	Base Case (Average Use) Average Net Profit/(Loss) Over 10 years	Conservative Case 10% Less Use Average Net Profit/(Loss) Over 10 years
Revenue	\$948	\$863	\$779
Expenditure	\$756	\$734	\$710
Long Term Maintenance	\$40	\$40	\$40
<b>Total Operating Performance</b>	<b>\$152</b>	<b>\$90</b>	<b>\$17</b>
Cost of Capital	\$448	\$448	\$448
Management Overheads	\$61	\$59	\$57
<b>Total Project Cost Excluding Depreciation</b>	<b>(\$357)</b>	<b>(\$429)</b>	<b>(\$477)</b>
Depreciation	\$227	\$227	\$227
<b>Total Project Cost Including Depreciation</b>	<b>(\$584)</b>	<b>(\$656)</b>	<b>(\$704)</b>

## 5.10 Option Two: Base Case 10 year Business Model

The consultant team has used the SGL Leisure Facilities Computerised Facility Financial model to develop a business model for the Surf Coast facility. Detailed excel financial models have been developed to assist with presenting a 10 year projection.

The difference with this option directly relates to the cost of capital, as the option requires the development of 4 courts and therefore a higher capital cost.

### 5.10.1 Base Case Financial Model

The base case 10-year business projections are detailed in the following table.

Table 5.13 Option One Base Case

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$673	\$715	\$753	\$800	\$848	\$900	\$954	\$975	\$997	\$1,020	\$863
Expenditure	\$651	\$673	\$693	\$693	\$717	\$741	\$767	\$783	\$801	\$818	\$734
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	\$22	\$43	\$60	\$107	\$68	\$159	\$187	\$192	\$197	\$1	\$90
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$52	\$54	\$55	\$55	\$57	\$59	\$61	\$63	\$64	\$65	\$59
<b>TOTAL PROJECT COST EXCLUDING DEPRECIATION</b>	<b>\$479</b>	<b>\$460</b>	<b>\$444</b>	<b>\$397</b>	<b>\$573</b>	<b>\$349</b>	<b>\$381</b>	<b>\$383</b>	<b>\$316</b>	<b>\$512</b>	<b>(\$429)</b>
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
<b>Total Project Cost Including Depreciation</b>	<b>\$728</b>	<b>\$709</b>	<b>\$693</b>	<b>\$646</b>	<b>\$822</b>	<b>\$598</b>	<b>\$630</b>	<b>\$632</b>	<b>\$565</b>	<b>\$761</b>	<b>(\$678)</b>

**Note**: Does not include development costs such as, land tax, Council rates.

The 10-year base case business projections indicate:

- Revenue is expected to increase annually ranging from \$673,000 in year 1 to \$1.020M by year 10.
- Expenditure is expected to increase annually ranging from \$651,000 in year 1 to \$818,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$90,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$678,000) per annum.
- Centre attendances are expected to gradually increase each year from 182,000 in year 1 to 208,000 by year 10.

### 5.10.2 Business Case Scenario Comparisons

The tables on the following page provide a 10-year impact comparison for the following different business scenarios:

- Optimistic Case - 10% more use than the base case
- Conservative Case - 10% less use than the base case

### 5.10.2.1 Optimistic Case Option

The following table details the 10-year optimistic case option.

Table 5.14 Table Optimistic Case – 10% More Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$739	\$786	\$827	\$878	\$932	\$988	\$1,047	\$1,071	\$1,095	\$1,120	\$948
Expenditure	\$670	\$692	\$714	\$715	\$740	\$765	\$792	\$809	\$827	\$845	\$756
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	\$69	\$93	\$113	\$164	\$8	\$223	\$255	\$262	\$268	\$75	\$152
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$54	\$55	\$57	\$57	\$59	\$61	\$63	\$65	\$66	\$68	\$61
<b>TOTAL PROJECT COST EXCLUDING DEPRECIATION</b>	<b>\$433</b>	<b>\$410</b>	<b>\$392</b>	<b>\$342</b>	<b>\$515</b>	<b>\$286</b>	<b>\$256</b>	<b>\$251</b>	<b>\$246</b>	<b>\$441</b>	<b>(\$357)</b>
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
<b>Total Project Cost Including Depreciation</b>	<b>\$682</b>	<b>\$659</b>	<b>\$641</b>	<b>\$591</b>	<b>\$764</b>	<b>\$535</b>	<b>\$505</b>	<b>\$500</b>	<b>\$495</b>	<b>\$690</b>	<b>(\$606)</b>

**Note**: Does not include development costs such as, land tax, Council rates.

The 10-year optimistic case business projections indicate:

- Revenue is expected to increase annually ranging from \$739,000 in year 1 to \$1.120M by year 10.
- Expenditure is expected to increase annually ranging from \$670,000 in year 1 to \$845,000 in year 10.
- The Centre is expected to operate at an annual operating surplus from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$152,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$606,000) per annum.
- Centre attendances are expected to gradually increase each year from 200,000 in year 1 to 229,000 by year 10.

### 5.10.2.2 Conservative Case

The following table details the 10 year conservative case option.

Table 5.15 Conservative Case – 10% Less Use

CATEGORY	YEARS										AVERAGE PER ANNUM (\$000)
	1 (\$000)	2 (\$000)	3 (\$000)	4 (\$000)	5 (\$000)	6 (\$000)	7 (\$000)	8 (\$000)	9 (\$000)	10 (\$000)	
Revenue	\$607	\$645	\$679	\$721	\$765	\$811	\$860	\$879	\$899	\$919	\$779
Expenditure	\$632	\$653	\$672	\$671	\$694	\$717	\$741	\$757	\$774	\$791	\$710
Long Term Maintenance	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$200	\$40
<b>Total Operating Performance</b>	<b>\$26</b>	<b>\$8</b>	<b>\$7</b>	<b>\$50</b>	<b>\$129</b>	<b>\$94</b>	<b>\$119</b>	<b>\$122</b>	<b>\$125</b>	<b>\$72</b>	<b>\$17</b>
Cost of Capital	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448	\$448
Management Overhead	\$51	\$52	\$54	\$54	\$56	\$57	\$59	\$61	\$62	\$63	\$57
<b>TOTAL PROJECT COST EXC. DEPRECIATION</b>	<b>\$525</b>	<b>\$508</b>	<b>\$496</b>	<b>\$452</b>	<b>\$633</b>	<b>\$411</b>	<b>\$389</b>	<b>\$388</b>	<b>\$386</b>	<b>\$583</b>	<b>(\$477)</b>
Depreciation	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249
<b>Total Project Cost Including Depreciation</b>	<b>\$774</b>	<b>\$757</b>	<b>\$745</b>	<b>\$701</b>	<b>\$882</b>	<b>\$660</b>	<b>\$638</b>	<b>\$637</b>	<b>\$635</b>	<b>\$832</b>	<b>(\$726)</b>

Note: Does not include development costs such as land tax, Council rates.

The 10-year conservative case business projections indicate:

- Revenue is expected to increase annually ranging from \$607,000 in year 1 to \$919,000 by year 10.
- Expenditure is expected to increase annually ranging from \$632,000 in year 1 to \$791,000 in year 10.
- The Centre is expected to operate at an annual operating surplus for most of the years from year 1 to 10. The average operating surplus before cost of capital and depreciation are included is estimated to be approximately \$17,000 per annum.
- The average operating deficit once cost of capital and depreciation are included is estimated to be approximately (\$726,000) per annum.
- Centre attendances are expected to gradually increase each year from 164,000 in year 1 to 188,000 by year 10.

### 5.10.3 Facility Business Scenario Comparison

The following table provides a comparison of the average operational performance over the 10-year period of each model based on:

- 10% more use
- Base Case – Average predicted use
- 10% less use

Table 5.16 Facility Business Scenario Comparisons

FACILITY STAGES	FACILITY BUSINESS SCENARIO		
	Optimistic Case 10% More Use Average Net Profit/(Loss) Over 10 years	Base Case (Average Use) Average Net Profit/(Loss) Over 10 years	Conservative Case 10% Less Use Average Net Profit/(Loss) Over 10 years
Revenue	\$948	\$863	\$779
Expenditure	\$756	\$734	\$710
Long Term Maintenance	\$40	\$40	\$40
<b>Total Operating Performance</b>	\$152	\$90	\$17
Cost of Capital	\$448	\$448	\$448
Management Overhead	\$61	\$59	\$57
<b>Total Project Cost Excluding Depreciation</b>	<b>(\$357)</b>	<b>(\$429)</b>	<b>(\$477)</b>
Depreciation	\$249	\$249	\$249
<b>Total Project Cost Including Depreciation</b>	<b>(\$606)</b>	<b>(\$678)</b>	<b>(\$726)</b>

# Appendix One: Indoor Stadium Occupancy Tables

## Surf Coast Sport and Recreation Centre

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
<b>Off Peak Time</b>							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
<b>Peak Time</b>							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

### Key

<b>Fitness classes</b>		<b>G456BB</b>		<b>Mens Div 2 BB</b>		<b>Jnr Div 2 NB</b>	
<b>Jnr Div 1 NB</b>		<b>Snr W NB</b>		<b>Little Champs</b>		<b>Aussie Hoops</b>	
<b>Net Set GO</b>		<b>Legends BB</b>		<b>KinderGym</b>		<b>Badminton</b>	
<b>Aerosport</b>		<b>BB Training-SCoasters</b>		<b>Step Training</b>		<b>Karate</b>	
<b>Birthday Party Bookings</b>							



## Surf Coast Secondary College

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
<b>Off Peak Time</b>							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
<b>Peak Time</b>							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

### Key

Mens Div 1 BB		U14 BB		School		BB Training-SCoasters	
BB Training							

# Torquay College

TIME SLOT	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
<b>Off Peak Time</b>							
8.00am-8.30am							
8.30am-9.00am							
9.00am-9.30am							
9.30am-10.00am							
10.00am-10.30am							
10.30am-11.00am							
11.00am-11.30am							
11.30am-12.00pm							
12.00pm-12.30pm							
12.30pm-1.00pm							
1.00pm-1.30pm							
1.30pm-2.00pm							
2.00pm-2.30pm							
2.30pm-3.00pm							
3.00pm-3.30pm							
3.30pm-4.00pm							
<b>Peak Time</b>							
4.00pm-4.30pm							
4.30pm-5.00pm							
5.00pm-5.30pm							
5.30pm-6.00pm							
6.00pm-6.30pm							
6.30pm-7.00pm							
7.00pm-7.30pm							
7.30pm-8.00pm							
8.00pm-8.30pm							
8.30pm-9.00pm							
9.00pm-9.30pm							
9.30pm-10.00pm							
10.00pm-10.30pm							
10.30pm-11.00pm							

## Key

U12 BB	Jnr Div 1 NB	Snr W NBI	WBB	
Mens Soccer	U10 BB	U16 BB	School	
BB Training-SCoasters	BB Training			

# Appendix Two: Quantity Surveyors Cost Report



## Surf Coast Shire Surf Coast Indoor Stadium

### Indicative Cost Plan

QS REF: me  
Date: 27/04/2016

Function	Option 1A			Option 2		
	area m2	rate \$/m2	cost \$	area m2	rate \$/m2	cost \$
<b>New Building Works</b>						
Foyer	150	\$ 1,800	\$ 270,000	150	\$ 1,800	\$ 270,000
Reception	30	\$ 2,200	\$ 66,000	30	\$ 2,200	\$ 66,000
Merchandising	70	\$ 2,400	\$ 168,000	70	\$ 2,400	\$ 168,000
Café kitchen	55	\$ 2,900	\$ 159,500	55	\$ 2,900	\$ 160,000
Café seating	70	\$ 2,000	\$ 140,000	70	\$ 2,000	\$ 140,000
Kitchen equipment	Allow		\$ 30,000	Allow		\$ 30,000
Admin / Offices	92	\$ 2,200	\$ 203,000	92	\$ 2,200	\$ 203,000
Amenities	360	\$ 2,600	\$ 936,000	360	\$ 2,600	\$ 936,000
Multi- Purpose room	80	\$ 2,200	\$ 176,000	80	\$ 2,200	\$ 176,000
Storage	150	\$ 1,500	\$ 225,000	150	\$ 1,500	\$ 225,000
Indoor Sports Courts	2273	\$ 1,300	\$ 2,955,000	3092	\$ 1,300	\$ 4,020,000
Spectator area	200	\$ 1,300	\$ 260,000	200	\$ 1,300	\$ 260,000
EO for fixed tiered seating	Allow		\$ 380,000	Allow		\$ 380,000
Cleaners	14	\$ 2,500	\$ 35,000	14	\$ 2,500	\$ 35,000
Change rooms			Included			Included
Staff room	30	\$ 2,000	\$ 60,000	30	\$ 2,000	\$ 60,000
Referees Control + Change room	62	\$ 2,800	\$ 174,000	62	\$ 2,800	\$ 174,000
First Aid	15	\$ 2,200	\$ 33,000	15	\$ 2,200	\$ 33,000
Competition Control Room	30	\$ 2,200	\$ 66,000	30	\$ 2,200	\$ 66,000
Circulation / wall grossing	440	\$ 1,500	\$ 660,000	440	\$ 1,500	\$ 660,000
Storage	20	\$ 1,800	\$ 36,000	20	\$ 1,800	\$ 36,000
Plant rooms	200	\$ 1,800	\$ 360,000	200	\$ 1,800	\$ 360,000
Sports equipment - goals, scoreboards etc	Allow		\$ 100,000	Allow		\$ 120,000
Entry Canopies	Allow		\$ 60,000	Allow		\$ 60,000
ESD Initiatives	2%		\$ 151,050	2%		\$ 172,760
<b>Total Building Works</b>	<b>4,341</b>	<b>\$ 1,775</b>	<b>\$ 7,703,550</b>	<b>5,160</b>	<b>\$ 1,708</b>	<b>\$ 8,810,760</b>
<b>External Works &amp; Services</b>						
Site Clearance / Misc Demolition	Allow		\$ 22,000	Allow		\$ 26,000
Remove existing road / carpark	Allow		\$ 67,000			\$ 67,000
Earthworks	Allow		\$ 218,000	Allow		\$ 259,000
New asphalt capark [125 spaces]	3980	\$ 160	\$ 636,800	3927	\$ 160	\$ 628,320
External pavements	994	\$ 240	\$ 238,560	580	\$ 240	\$ 139,200
Allow for road crossing (school crossing type)	Allow		\$ 10,000			\$ 10,000
Allow for fence to site boundary	Allow		\$ 100,000	Allow		\$ 100,000
Allowance for landscaping	Allow		\$ 100,000	Allow		\$ 100,000
Allowance for external services	Allow		\$ 695,000	Allow		\$ 826,000
<b>Total External Works &amp; Services</b>			<b>\$ 2,087,360</b>			<b>\$ 2,078,520</b>
<b>Construction Cost</b>			<b>\$ 9,790,910</b>			<b>\$ 10,889,280</b>
Design Contingency		5%	\$ 490,000	5%		\$ 545,000
Construction Contingency		5%	\$ 515,000	5%		\$ 572,000
<b>Sub Total</b>			<b>\$ 1,005,000</b>			<b>\$ 1,117,000</b>
Professional Fee Allowance		9%	\$ 972,000	9%		\$ 1,081,000
Authority Fees & Charges	Allow		\$ 98,000	Allow		\$ 109,000
-Substation contribution	Allow		\$ 40,000	Allow		\$ 40,000
Loose Furniture, Fittings & Equipment (FF&E), IT and Telephone						
Equipment, Blinds and Curtains	Allow		\$ 294,000	Allow		\$ 327,000
<b>Sub Total</b>			<b>\$ 1,404,000</b>			<b>\$ 1,557,000</b>
Cost Escalation to tender (allow mid 2019 - 36 mths)	<b>3% p.a.</b>	3%	\$ 1,098,000	3%		\$ 1,221,000
<b>Sub Total</b>			<b>\$ 1,098,000</b>			<b>\$ 1,221,000</b>
<b>Project Total</b>			<b>\$ 13,297,910</b>			<b>\$ 14,784,280</b>

#### Exclusions:

GST	Cost Escalation beyond Mid 2019
Upgrade or provision of authority services infrastructure external to the site	Office Equipment costs
Land, legal, marketing and finance costs	Public Art
Relocation / Decanting Costs	Asbestos & other hazardous materials removal
Council internal costs / Department of Education Internal Costs	Staging Costs
Adverse soil conditions incl. excavation in rock, soft spot	Stormwater on site retention / detention system
Excavation, removal and disposal of contaminated soil	Works to school site
Audio Visual requirements	Planning professional fees and permit fees
Piling or Bored pier Foundations	Diversion / relocation of existing inground services