

Attachment 5.2.3

FEDERATION COUNCIL

COROWA AQUATIC CENTRE FEES AND CHARGES & ASSOCIATED SPECIAL RATE VARIATION

PUBLIC EXHIBITION - SPECIFIC SUBMISSIONS RECEIVED

January 2021

The proposed Corowa Aquatic Centre fees and charges and associated Special Rate Variation were released on public exhibition in December 2020 a, closing on 15 January 2021. There were 145 submission to the online survey and six individual submissions received. This report contained the detail of the individual submission and a Council officer response for Council consideration.

Following Council consideration, individual responses will be provided to each respondent.

Submission No	Matter	Submission content	Council officer response
<p>1</p> <p>Ratepayer (Corowa)</p> <p>21/296</p>	<p>Rate increase to cover pool expenditure</p>	<p>I SAY NO TO ANY RATE RISE TO PAY FOR POOL</p> <p>THE COUNCIL SHOULD NOT BE SPENDING MONEY THAT THEY DO NOT HAVE ON A POOL THAT THEY CAN NOT AFFORD. IMPOSING A SCHEME SUCH AS THIS ON YOUR RATE PAYERS, BECAUSE OF YOU'RE OWN FINANCIAL MANAGEMENT INCAPABILITIES, IS UNFARE.</p>	<p>Swimming pools provide a variety of health and lifestyle benefits to local communities, such as:</p> <ul style="list-style-type: none"> • social connection and sense of community • fitness • health and wellbeing • safety and learn to swim • cooling off in the heat <p>In addition with a regional facility, there are flow on benefits to the retail and tourism business sectors, through the attraction of users from outside the Council area.</p> <p>An Accessible Pricing approach has been adopted for swimming pools (and many other community facilities) in the Federation Council area. This is used:</p> <ul style="list-style-type: none"> • Where a service benefits the community as a whole as well as the individual customer • As a short term approach to stimulate demand for a service • Where charging prices at full cost may result in widespread evasion or a lack of usage of a facility • Where a service is targeted at those with an inability to pay (in which case concession fees may be considered) <p>In these situations, fees and charges are subsidised by ratepayers with fees set to recover only part of the direct cost. The Corowa Aquatic Centre fees have been set to recover 47% of direct costs; with the reintroduction of fees for other pools in the Council area, Howlong will operate at a 79% ratepayers subsidy, Oaklands 97% and Urana 98%.</p>

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			<p>It is acknowledged that there are a range of views within the community regarding who should be paying for the new Corowa Aquatic Centre. Council has taken a considered, planned approach over numerous years, seeking to balance the wishes of community members with the capacity of ratepayers to fund the operating costs of the new facility.</p> <p>Council does not consider that this application is as a result of financial mismanagement, considering the community have been informed of cost implications during the project planning phase, and the costs have been planned for in Council's Long Term Financial Plan.</p> <p>This feedback is noted.</p>
	Survey approach	<p>You, as a council, have been very deceitful and underhanded as you have NOT given the rate payers the option of saying NO to a rate rise in your survey at all. It is my firm belief that you will not take any notice of rate payers opinions, as you have intentionally removed any option to say NO to the proposal. Instead you have inserted an option to force ratepayers to choose a minimum of an 8% rate rise and disguised it as an option to decline.</p> <p>I believe that you have written your survey to only get the answers that you want, disgraceful!!!!</p> <p>Hopefully my opinion which I know is shared by many does not fall on deaf ears.</p>	<p>The submission raises concerns regarding the survey not having a direct option to indicate that the respondent did not support a rate increase.</p> <p>The survey was designed to get community feedback on the different swimming pool fee schedules and was not a 'support or otherwise' of a rate increase survey. These schedules resulted in varying levels of rate increase (0% - full user pays, 8%, 10.5%, 11.8%, 12.2% and 15.2%). Effectively the additional operating costs of the new Corowa Aquatic Centre are required to be funded by users or ratepayers or a combination thereof. It is noted that this survey approach may have been misinterpreted as Council not being open to withdrawing from a Special Rate Variation. This approach will be made clearer in future community surveys.</p> <p>Where a submission stated that the community member was opposed to Council seeking a Special Rate Variation, then these submissions were considered as requiring full fee paying by users of the facility.</p>

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2 Ratepayer (Mulwala) 21/1670	Rate increase to cover pool expenditure	<p>I am writing this letter as a retired Financial Advisor because of my concern on the already high costs of rates that we are paying in Mulwala that deny reasonable fairness.</p> <p>Federation Council has increased their staffing generally and in particular have built an excessive swimming facility in Corowa, and I wonder above the high budgeting that is expected to be paid by the whole Shire. Surely such unbudgeted extravagance is Corowa's responsibility.</p> <p>Costing and affordability of this obvious excessive expenditure suddenly reveals that it has to be paid for. That should be Corowa's responsibility. The cost of Mulwala and Howlong pools for example should be on the basis of costing. Excessive costs above this standard in Corowa should be theirs alone.</p>	<p>Council based its decision to proceed with the Corowa Aquatic Centre on feedback it received in 2016 on the community's desire for such a facility and their willingness to pay for it. After securing \$6.9million in external capital grant funding, Council approved a final design that provides a facility that can service the region and attract users from both within the Council area and from outside the Council area to visit the Federation Council area, thus supporting employment in the retail and tourism business sectors.</p> <p>The operating revenue and expenditure projections of the Corowa Aquatic Centre have been further reviewed in the Capital Expenditure Review that was undertaken in January 2020 and these were budgeted in the Long Term Financial Plan 2020-2030 that was adopted in principle in June 2020. The need for a Special Rate Variation to partially fund the operating costs has been included in key strategic planning documents, such as the Long Term Financial Plan.</p> <p>Council provides a range of services across the whole Federation Council area which are funded by ratepayers. Rates are actually a property tax, not a service charge. Therefore it is not relevant to draw a direct distinction between the services that an individual property owner accesses and the rates that are payable for that particular property.</p> <p>Ratepayers contribute to the expenditure required to provide services to all community members and visitors, and their individual contribution is based on the value of their land, a methodology that is consistent across NSW. Some geographic areas will subsidise others at varying times, depending on asset renewal requirements, levels of demand, community needs, and the rate base of the particular area where the costs are incurred.</p>

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	Tourism service	<p>Further we are not supposed to be in business, especially tourism. Already, we have many locals in leadership roles donating their time to the tourist industry.</p> <p>High profit clubs and Timeshare Resorts are the main beneficiaries of the tourist industry and it is therefore their business and not ours. We pay membership in support.</p>	<p>This feedback is noted and will be considered when the service levels of the tourism service are reviewed. It is also noted that whilst the facility will ideally attract tourists, the predominant driver of the final design was community input. Council's primary goal was to firstly build a facility that services the needs of Council residents.</p>
	Other authorities	<p>Lakeside residents allow the water authorities to flood over freehold property without charge. With everything costing today, they should pay a rental on this facility and I reckon it should be expectantly backdated. We have already paid very high land value for this water covered property and ever-increasing rates for this very generous cost free concession.</p>	<p>Federation Council does not flood freehold property in the Council area. This is likely to be other government agencies.</p>
	Maintenance of nature strips	<p>Also, what allowance are we given for weeding, fertilising, watering and mowing the Council's nature strip in front of our roadside properties. It's about time rates should be more related to individual regional towns in fairness.</p>	<p>It is common, accepted practice throughout Australia that property owners or residents of abutting properties maintain the nature strip. This also applies in the Federation Council area with property owners across the Federation Council area maintaining nature strips in front of private residences.</p> <p>This feedback is noted.</p>
3 Ratepayer (Corowa) 21/281	Rate increase to cover pool expenditure	<p>I am not happy paying a 8% increase on top of my rates to help pay for the new pool I think it would better if every one paid a 1% on top of there rates over the next 8 years and rate payer should be able to use the swimming complex with out paying an entrance fee it is poor if the council is double dipping</p>	<p>The operating expenditure of the new Corowa Aquatic Centre will be partially funded by users and partially funded by ratepayers. Unfortunately this suggested approach does not generate adequate revenue to fund the ratepayer contribution to the pool's operation. In addition providing ratepayers with complimentary access to the Corowa Aquatic Centre would require a further rate increase or a significant increase in user fees to generate sufficient revenue to fund the facility.</p> <p>It is also noted that the increase above the rate peg (2%) is 6%, rather than 8% as provided in the submission. The rate peg is</p>

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			established by the NSW Government and is designed to cover the increase in costs experienced by Councils each year (similar to CPI).
4	Community Satisfaction Survey	<p>As long term rural rate payers, we wish to make the following submission, in relation to the proposed Special Rate Variation, to fund the new Corowa Aquatic Centre.</p> <p>Council's 2020 Community Satisfaction Survey showed that 53% of the community never use the Council's swimming pools. This is the highest percentage of non-use of all public facilities open to all age groups in Federation Council.</p> <p>In the same survey, 42% of all respondents were not supportive of a special rate variation to fund a number of new community facilities and only 28% were supportive. How this was deemed to represent an average support rating of 2.69 out of 5 is hard to fathom.</p>	<p>It is acknowledged that the Community Satisfaction Survey, which was conducted in 2020, does report that 53% of the community do not use Council swimming pools. This result needs to be balanced with:</p> <ul style="list-style-type: none"> the knowledge that Corowa has not had a swimming pool to use since 2018 the Corowa population accounts for 45% of the Federation Council population. <p>The results of the next Community Satisfaction Survey may provide a more relevant result for the use of Council swimming pools.</p> <p>With respect to the support rating of 2.69, the survey report provides detail on the methodology used to conduct the survey and reports the results. Under the survey approach, a support rating of 3 is considered neutral.</p>
	Survey approach	<p>Furthermore, this survey asked which town or village you lived in and provided no option for the farming community. If you selected 'other' as an option, with the intention of stating you were a rural landholder, you were told you were not eligible to complete the survey. Surely, since agriculture is the main industry and employer of the LGA, there should have been a separate section for this sector.</p>	<p>The survey was seeking localities or geographic areas where respondents lived, rather than the ratepayer category that a property owner is included within.</p> <p>Improvements to this question will be considered for the next Community Satisfaction Survey.</p>
	Rate increase to cover pool expenditure	<p>Council has previously been made aware that they must be mindful of the ongoing operational costs of facilities that are funded by Government grants, as these ongoing costs will be the responsibility of Council. Therefore, when building the new Aquatic Centre, it should have been of a scale to be largely self-funding, especially</p>	<p>As detailed above (page 1), due to the benefits to the community as a whole as well as to the individual, Council has adopted an Accessible Pricing approach for all its swimming pools and many other community facilities in the Federation Council area.</p> <p>Revenues and expenditures of the new Corowa Aquatic Centre will be closely monitored and Council has resolved to conduct a review</p>

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		<p>given that over half of all rate payers have indicated they will never use it.</p>	<p>after 12 months operation, when usage of the facility is more known.</p> <p>There are many Council assets funded to differing levels by general rates that many ratepayers would never use. These include roads (not all residents use roads), ovals, parks, halls, other pools, medical centres, etc.</p>
	Investment in community facilities	<p>Council appears to have lost direction when prioritising where rate payers' money will be directed, given that major infrastructures such as local roads and sewerage are in dire need of more funding. There appears to be too much emphasis placed on community facilities aimed to attract tourists who pay no rates to Federation Council at the expense of infrastructures essential to local rate payers. When projects go over budget the money is always taken from roads funding and the use of these local roads is the only direct benefit that farmers gain from the high rates they pay.</p>	<p>Since merger, the Federation Council area has experienced a significant investment targeting community infrastructure by the NSW Government. Given the improvement in liveability of its communities, Council has supported this investment, delivering many projects on behalf of government and contributing Council's ratepayer funds to supplement projects where it has been a community priority.</p> <p>Council has also continued to invest in roads, water and sewer, and is currently undertaking an asset management improvement project to better understand the renewal needs and future investment requirements. Council continues to lobby for additional grants to be delivered to more core infrastructure such as roads,, drainage, bridges, water and sewer.</p> <p>In early 2022, there will be extensive community engagement to develop a new 4 year Delivery Program and to determine the priorities for future years. It is expected that this will include a focus on maintaining and renewing Council's extensive infrastructure network.</p>
	Impact on rural ratepayers	<p>Should Council adopt option A, with an increase in rates based on land values, farmers would be severely penalised when they are already paying extremely high rates, due to escalating land values, for very limited service. As an example, in 2017, our rates rose by 20.6%, and in 2020 our rates rose by 15.7%. In the last 6 years our rates have risen by 63%. The way rural rates are calculated they are increasing at a far greater rate than the pegged amounts. A further</p>	<p>This feedback is noted. In response to the survey result and feedback as provided, it is proposed to apply the 2021/22 rate peg (2%) based on land value and the 6% Special Rate Variation to be applied evenly on all properties (Option B). This would result in an increase of \$1.26 per week to average residential general rates.</p>

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		8% increase on top of that is unwarranted. While Council has pointed out that residential rates are some of the lowest in the State, they have failed to point out that rural rates are some of the highest in the State and are continuing to rise sharply.	
	Equity	While option B would appear to be a fairer option, given less than half of all rate payers will ever use the pool, it is hard to justify any special variation to fund a single community facility. A splash pool was not part of the original Development Application and has only added to the running expenses of the the new Aquatic Centre.	This feedback is noted.
	Drought funding program	Rate payers need to be economically responsible and run their businesses within their means. Council needs to take the same approach when budgeting for the future needs of the community. During the recent drought, which severely impacted the farming community, Council received two rounds of drought funding, yet we are unaware of any of this money being spent to directly assist farmers. It is extremely unfair to then consider asking farmers to bear the brunt of funding the running expenses of an Aquatic Centre most will not use.	Council has been fortunate to receive \$2million in drought funding. In 2019/20 and 2020/21. This has enabled the delivery of a range of projects that benefit rural community members, including farmers, particularly those in the northern end of the Council area. These projects were selected by a rural advisory group that was set up to advise Council on relevant projects for rural community members. More information can be provided to the author on the projects funded.
	Tourism service	<p>Given that Council's current annual budget for tourism, visitor information and events is \$688,333.00 expenditure, with an income of only \$7,542.00, perhaps Council would be better off directing this money to meet the shortfall in the operational costs of the new Aquatic Centre and leave tourism promotion to be paid for by the businesses that directly benefit from tourism. All other businesses and farmers in Federation Council have to pay their own expenses and not be subsidised by rate payers' money.</p> <p>We therefore cannot support a special rate variation to subsidise Council's new Aquatic Centre since Federation Council has not demonstrated responsible economic management of rate payers' funds.</p>	This feedback is noted and will be considered when the service levels of the tourism service are reviewed.

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5 Ratepayer (Morundah) 21/282	Rate increase to cover pool expenditure	<p>I offer the following submission/comments on the proposed SRV for Federation Council.</p> <p>I am against any rate increase to purely raise funds for the ongoing operational costs of a piece of infrastructure that I would never use and was not consulted about. In my opinion, it is bad governance to build something that you know you cannot afford to operate and have no idea how to fund the continuing operations of that asset.</p> <p>The proposed SRV goes against your own revenue policy in regards to the NSW government's rate protection commitment (Federation Council Revenue Policy 2020, P.4) as set out in IPARTS recommendations, Permitting special variations during the rate path freeze period,</p> <p><i>"Specifically, we recommend that new special variations should be allowed:</i></p> <ol style="list-style-type: none"> <i>1. Where there is a critical short-term financial need</i> <i>2. To fund new infrastructure by levying a special rate</i> <i>3. To renew an expiring temporary special variation that currently funds a service, and the council demonstrates the service would be discontinued if the special variation was not renewed</i> <i>4. For unrecovered development contributions that are 'above the cap' under the Environmental Planning and Assessment Act 1979 (NSW), and</i> <i>5. Where former Crown Land has been added to a council's rate base during the rate path freeze period.</i> <p><i>By limiting special variations to these five circumstances, our recommendations provide a high degree of rate certainty to ratepayers, which is consistent with the Government's policy".</i> (IPART, Freezing existing rate paths for newly merged councils, 2016, P.28)</p>	<p>As detailed above, due to the benefits to the community as a whole as well as to the individual, Council has adopted an Accessible Pricing approach for all its swimming pools and many other community facilities in the Federation Council area.</p> <p>In addition to the local community benefits from the new swimming pool, with the development of a regional facility, there are expected to be flow on benefits to the retail and tourism business sectors, through the attraction of users from outside the Council area.</p> <p>Revenues and expenditures of the new Corowa Aquatic Centre will be closely monitored and Council has resolved to conduct a review after 12 months operation, when usage of the facility is more known.</p> <p>It is noted that the rate protection commitment covered the period to 30 June 2021. This proposed Special Rate Variation commences from 1 July 2021 which follows the period that rate protection commitment applied to.</p> <p>It is also noted that Council invests in a range of community infrastructure across a vase geographic area that may serve the particular community whilst use by community members from other parts of the Council area is negligible. By way of example, Morundah is supported with a largely publicly funded (including \$210,000 from Urana Shore – part loan / part grant) community theatre. This provides a wonderful venue for a wide range of cultural and community events. It is noted that it would be likely that many ratepayers from other areas would not use this facility.</p>

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		<p>I do not believe that an SRV falls under any of these categories and even though we are reaching the end of the rates freeze time period, I do not think that a SRV is in the spirit of social justice principles.</p> <p>If the residents of the Corowa area want a heated pool, then they must be willing to pay for it themselves at full cost recovery and not impost people who live over 140 kilometres away, do not live in the Corowa area and who would never use it. Residents in the Northern end of the shire would more than likely use the Lake Talbot Water Park at Narrandera if they were in need of a pool, heated or otherwise.</p>	
	Merger savings	<p>At Federation Council ordinary meeting held on the 21st February 2017, Item 5.4 Federation Council Merger Savings, KPMG reported that \$2.5 million was identified to be saved over the next 10 years due to the merger, why not use these savings to finance the running cost of the Corowa pool if in fact these savings actually exist?</p>	<p>This feedback is noted. Council has engaged with other merged Councils and a research project through UTS to get a better understanding of the financial position of NSW merged Councils. In summary it appears that forecast savings were overinflated and they have not been realised with the councils that have been merged in NSW.</p> <p>Whilst there have been some efficiencies there has also been an increase in the service levels provided across the Council area which has resulted in additional costs being borne by Council and there has been significant investment in community assets to improve liveability.</p> <p>Both Councils were under-resourced in critical areas including information technology, regulations, compliance, financial management, engineering, governance, communications and planning. In addition both Councils had extensive backlog issues in some services such as roads and waste management.</p> <p>Further detail on the research conducted will be circulated when it becomes available.</p>

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	Community surveying	<p>In the Federation Council Ordinary business paper for December 2020, Attachment 8.8.1, Long Term Financial Plan, staff refer to community consultation undertaken in 2016, as a resident I do not recall any consultation in the Northern area of the council, was this consultation done pre-merger or in administration?</p> <p>At Federation Council ordinary meeting on 19th July 2016, Item 5.3 Corowa Swimming Pool, it was resolved to undertake a community survey, the council was under administration at the time, searching minutes from that time, the survey is not mentioned again until December this year. Was the survey actually undertaken, did it include consultation with former Urana Shire Council residents and where can one access it?</p> <p>Another community survey was mentioned in the Federation Council ordinary meeting on 13th December 2016, Item 5.1 Community Satisfaction Survey, but that pertained to the performance of the new merged council, not the Corowa pool.</p>	<p>The 2016 community survey was a preliminary survey that was undertaken when Council was in administration. It surveyed Corowa residents. A decision on developing the Corowa Aquatic Centre was deferred until an elected Council was in place.</p> <p>Community engagement undertaken since the Council elections, has been more broad. It is noted that the public meetings / information sessions however have been held in Corowa where the facility is being built.</p>
	Equity of service delivery	<p>The Integrated Planning and Reporting (IP&R) manual for Local Government, clearly states that <i>“The planning process should include an assessment of the communities capacity and willingness to pay rates and whether there is the potential for changes in that capacity”</i>(IP&R Manual for Local Government , 2013, Page 69). I and others I have spoken to do not have the willingness to pay for a service that we have no use for, no community connection to and no increase in the level of service to our community in the northern area of the Federation Local Government Area.</p>	<p>Council provides an extensive range of services across the whole Federation Council area which are funded by ratepayers. Rates are a property tax, not a service charge. Ratepayers contribute to the expenditure required to provide services to all community members and their individual contribution is based on the value of their land, a methodology that is consistent across NSW. Some geographic areas will subsidise others at varying times, depending on asset renewal requirements, levels of demand and community needs. This can also occur where there is a market failure and Council elects to provide a service that would otherwise be absent from the community. Some specific examples of this in the northern end of the Council area, include the Urana and Oaklands Medical Centres, mobile preschool service and publication of the Urana newsletter.</p>

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	Affordability	The federation Council Community Strategic Plan (CSP) also identified, under Governance, that the top priority is rates affordability (Federation Council CSP, 2018-2028, P.5), I ask how applying for a 6% SRV on top of the 2% rate increase is keeping rates affordable.	<p>Council's average residential rates are amongst the lowest in NSW. When compared to the rates of local government areas with a similar socio-economic profile as the Federation Council area, Federation Council's rates are the third lowest of the ten most similar councils.</p> <p>With the proposed Special Rate Variation, average residential rates will continue to be amongst the lowest in the state.</p>
	Equity of service delivery	I do not believe that the proposed SRV is in line with social justice principles, one section of the council area has a great advantage while others are disadvantaged, and there is no fair distribution of benefits. (Tan & Artist, 2013, Miller, D, 1999)	<p>Council is focused on servicing the entire Federation Council area and providing benefits to all community members.</p> <p>As stated above, with Council providing services across a vast area, some geographic areas will subsidise others at varying times, depending on asset renewal requirements, levels of demand and community needs and populations of each area.</p>
	Survey approach	I also refer to your rates survey currently online, I note that there is no option for any objection to a SRV, so it seems that no matter what submission you get, they will be ignored as it seems like a done deal. I stated on my survey that I would agree with the rate increase to go on land value only because I had no option to say no to any increase.	<p>As stated above, It is acknowledged that the survey did not have a direct option to indicate that the respondent did not support a rate increase.</p> <p>The survey was designed to get community feedback on the different swimming pool fee schedules. These schedules resulted in varying levels of rate increase (0% - full user pays, 8%, 10.5%, 11.8%, 12.2% and 15.2%). Effectively the additional operating costs of the new Corowa Aquatic Centre are required to be funded by users or ratepayers or a combination thereof. It is noted that this survey approach may have been misinterpreted as Council not being open to abandoning the Special Rate Variation. This approach will be made clearer in future community surveys.</p> <p>Where a submission stated that the community member was opposed to Council seeking a Special Rate Variation, then these submissions were considered as requiring full fee paying by users of the facility.</p>

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	Community surveying	<p>I also refer to the Livestream of the Ordinary Council meeting held on 15 December 2020 where your Director Corporate and Community Services, Jo Shannon, frequently mentions community consultation in 2016 that meets the requirements of an SRV application, I would have thought that the current situation is vastly different to 2016 and again I ask, who when and where was the consultation done? 55% of what population area agreed to a rate increase of \$157.00? The Director also stated that it would be difficult to consult the community face to face due to Covid 19 restrictions, I suggest that the Theatre at Morundah would be a perfect venue as we have the capacity to socially distance and have a covid plan in place for the use of the building and I formally request as a rate payer that a meeting/information session be scheduled as soon as possible at Morundah and appropriate advertising of the meeting be undertaken in regards to the SRV and LTFP.</p>	<p>Undertaking a significant development such as the Corowa Aquatic Centre takes many years from conceptualising, planning, securing funds, designing, constructing, etc.</p> <p>It is acknowledged that the 2016 consultation was undertaken with Corowa residents. Following the election of a new Council in late 2017, Council has undertaken further community engagement to determine priorities of community members across the whole Council area. The new facility was determined to be the second highest priority infrastructure project.</p> <p>With the relaxation of COVID-19 gathering restrictions, conducting a community meeting is now possible. This is recommended to Council to elaborate on the Special Rate Variation application and advise the community of their opportunity to provide submissions direct to IPART.</p>
	Waste levy	<p>I offer the following comments on the long term financial plan – waste levy I also oppose the waste levy that was put in place by the administration of council in 2016. To apply this to every rate notice is unfair and unjust, many residents including myself have various rate notices that cannot be amalgamated for rating purposes so we therefore pay the fee many times over whilst paying full cost recovery for our garbage bin service. I do not understand why there needs to be an increase to this levy, newly merged councils were to be much more efficient in their operations to allow savings and efficiencies to rate payers.</p> <p>The comments in Federation Council Revenue Policy regarding the increase to the waste levy give no details as to why there needs to be an increase in the fee except to say” <i>With Council having EPA compliance and associated landfill legacy issues at all sites that need improving an increase from \$45 to \$55 is needed</i>”. Maybe ratepayers should be informed of what these issues are, what plan,</p>	<p>Your feedback on the waste levy is noted. This will be responded to separately as it does not specifically relate to the current Special Rate Variation application.</p>

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		<p>if any, does council have to resolve these issues with the extra funds raised?(Federation Revenue Policy, 2020, P.8)</p> <p>I would also like to know what the total amount is held in the waste levy reserve, searching the council website I have had no luck in finding a detailed budget with the appropriate notes to inform me of this, is it mixed in with Domestic waste management in Note 7(c) Restricted cash, cash equivalents and investments , or is it bundled in with Asset Remediation in Note 14 (Provisions) in Federation Council annual financial statements 2020, if so why does it not show the waste levy as its own reserve?</p> <p>Even in the Special Purpose Financial Statements 2020 under Domestic Waste, there seems to be no separation of fees and levies, once again this makes it difficult to make an informed submission. (Federation Council Special Purpose Financial Statements 2020, P.6)</p> <p>I also refer to the text below in regard to the waste levy, if a waste strategy has not been completed, how did council identify that there was a need to increase the levy when it has no idea of the associated costs?</p> <p><i>“(iii) Landfill Rehabilitation</i></p> <p><i>To date, no provision has been made in relation to the future landfill rehabilitation as the cost of any potential obligations cannot be reliably estimated.</i></p> <p><i>Council is in the process of developing a Waste Strategy to guide the future of waste management and the landfills in the Council area. This strategy will plan for future closures of landfills and rehabilitation needs.</i></p> <p><i>Provision for future landfill rehabilitation costs will be made, when the Waste Strategy has been finalised.” (Federation Council Annual Financial Statements 2020, P.57)</i></p>	

Submission No	Matter	Submission content	Council officer response
		<p>I look forward to receiving a response to my questions and hope that my submission will be considered seriously.</p>	
<p>6 Ratepayer (Lowesdale) 21/297</p>	<p>Rate increase to cover pool expenditure</p>	<p>I am writing to you to express my frustration at learning that council will be applying to IPART to get a special rate variation of an additional 6% to fund the annual losses incurred by the Corowa Aquatic Centre. If it was understood there was to be such a loss why did this project go ahead?</p> <p>We live on a farm out of town. We have young children yet have never once used the pool in town. We access swimming lessons elsewhere as they were not available locally when we needed them. We will continue as we have been doing and swimming in the pools of family members and friends to cool off rather than travelling into town.</p> <p>I believe I was a participant of the original survey and was very clear that I did not support a rate rise to fund both pools and that one was more than sufficient. I was also clear that I was not happy for there to be a blanket rate rise to fund the running costs of the pools. We pay almost \$6000 annually in rates, Should there be an 8% rate rise we will be paying an additional\$480 for a service we will rarely use. This is substantially different from the \$157 annually that was proposed in the survey for us. We are already frustrated at the lack of services we receive for the rates we already pay. Our road is a mess when we have substantial rain (requiring 4WD to access our house). In 2016 which was a very wet year, multiple family members including myself "slipped off" our road into the drain because of the mud and water lying on the road. We all needed the tractor to pull us out of the drain. Although we have had our road graded a handful of times since that year we are still yet to have any additional gravel added to our road or any management to remove water from our road. Over this time our rates have continued to increase.</p>	<p>All facilities such as these operate at a loss. Councils operate community facilities at a loss where they provide a justified community benefit. As detailed above, due to the benefits to the community as a whole as well as to the individual, Council has adopted an Accessible Pricing approach for all its swimming pools and many other community facilities in the Federation Council area.</p> <p>In addition to the local community benefits from the new swimming pool, with the development of a regional facility, there are expected to be flow on benefits to the retail and tourism business sectors, through the attraction of users from outside the Council area.</p> <p>It is noted and logical that not every ratepayer uses every service available.</p> <p>The feedback regarding the roads is noted. Roads maintenance and renewal are subject to a current review and further consultation will occur on service levels, potential costs for increased services, etc.</p>

Submission No	Matter	Submission content	Council officer response
	Impact on rural ratepayers	<p>I understand this cost/loss needs to now be dealt with but I would ask that you consider the impact this rate rise will have on farming landowners. Just because our land is worth more does not mean we make more money. We already pay a substantial amount of money in rates. Surely the cost needs to be covered fairly by per household, given it is individuals who will utilise the pool. Farmers are in the majority an aging population, most of whom are unlikely to utilise the aquatic centre regularly. Surely they/we should not be covering such a high cost for the losses of the pool. Any business person knows that losses within an operation have to come from somewhere else to be covered. You can't just put your hand out for more money. A business like that is doomed for failure!!!</p> <p>I strongly object to the 6% special rate variation and I hope you will consider these points.</p>	<p>The feedback regarding the impact of the SRV on rural properties is also noted. In response to the survey result and feedback as provided, it is proposed to alleviate the impact on rural ratepayers and to apply the 2021/22 rate peg (2%) based on land value and the 6% Special Rate Variation to be applied evenly on all properties (Option B). This would result in an increase of \$1.26 per week to average residential general rates.</p>
7 Mulwala Progress Association (21/1287)	Rating system	<p>At your April 2018 General meeting Mr Peter Seeliger gave a talk about the fairness of your rating system to Council and it was Recommended.</p> <p>1/ That the report on rates review for implementation 1July 2019 be noted; and</p> <p>2/ that a further report be brought forward to Council at the October or November 2018 Meeting to consider the formation of a rates review committee effective as at February 2019.</p> <p>Extract from the April 2018 Council agenda.</p> <p>Council have received a number of comments on the fairness or otherwise of the current rates structure including a letter dated 6 March 2018, a copy is attached to this report for Council's information. The author will also address Council at this meeting.</p> <p>For Council's information, from the 30 June 2017 Audited Financial Statements, (excluding one off merged council additional funding),</p>	<p>The feedback is noted.</p> <p>It remains Council's view that the establishment of a Rates Review Committee is a priority. The formation of a Rates Review Committee will occur in early 2021 for the rates harmonisation project and will continue into the next term of Council.</p>

Submission No	Matter	Submission content	Council officer response
		<p>rates made up an important 23.15% (\$6.71 mil) of the \$28.99 mil funding received to be utilised for General Fund activities.</p> <p>It is advised that a further Council Report will be brought to the October or November 2018 Council Meetings that will make a recommendation to Council for the formation of a one-off 'Rates Review Committee' commencing in February 2019, made up of Councillors and representation from the general public supported by Council staff.</p> <p>Attachments 7.3.1 Letter dated 6 March 2018 from Mr Peter Seeliger Financial Implications The costs of running the review committee would be met from existing budgets. RECOMMENDED: 1. THAT the report on Rates Review for Implementation 1 July 2019, be noted; and 2. THAT a further report be brought forward to Council at the October or November 2018 Council meeting to consider the formation of a Rates Review Committee effective as at February 2019.</p> <p>We, at the Mulwala Progress Association have noted that this has not been actioned as yet some 2.5 years later and we are still encountering the same unfair conditions to that we had some three years ago.</p> <p>It is also noted that after 12 Months this motion/recommendation has lapsed.</p>	
	Community engagement for the Corowa Aquatic Centre	<p>Corowa Swimming Pool.</p> <p>It has been stated in the paper that through community meetings the majority of rate payers in the Federation Council have approved a rate increase for the running costs of the Corowa based new pool.</p> <p>We know it was never brought up at any of the public meetings that the Progress Association have attended or any that the Yarrawonga Chronicle have attended.</p>	<p>Undertaking a significant development such as the Corowa Aquatic Centre takes many years from conceptualising, planning, securing funds, designing, constructing, etc.</p> <p>It is acknowledged that the 2016 consultation was undertaken with Corowa residents. Following the election of a new Council in late 2016, Council has undertaken further community engagement to determine priorities of community members across the whole</p>

Submission No	Matter	Submission content	Council officer response
		<p>Running costs were never discussed at any public meeting, ever.</p> <p>We see that your latest report is from a survey where 70% of the community agree to a rate increase to pay for the pool running costs. "Really"</p>	<p>Council area. The new facility was determined to be the second highest priority infrastructure project.</p> <p>Council also sought the views of community members in the 2020 Community Satisfaction Survey.</p> <p>Through Council's strategic planning processes, increasing the population of the Federation Council area, particularly with young families, has been identified as a significant community priority.</p> <p>Accordingly Council is focused on initiatives that increase employment and improve liveability throughout the Council area.</p> <p>Council has invested in services and new infrastructure in all significant population centres (including Corowa, Howlong, Mulwala and Urana) and in its smaller communities. The priorities for each community has varied, with some seeking a community building, others playgrounds and for Corowa, a swimming pool.</p> <p>Council has taken the view that it will develop a regional facility that attracts users from outside Corowa. The new facility is located in the largest population centre, within 30 minutes drive of 85% of the Federation Council population. As detailed above (page 1), due to the benefits to the community as a whole as well as to the individual, Council has adopted an Accessible Pricing approach for all its swimming pools and many other community facilities in the Federation Council area.</p> <p>In addition to the local community benefits from the new swimming pool, as a regional swimming facility there is expected to be flow on benefits to the retail and tourism business sectors, through the attraction of users from outside the Council area.</p>
	Equity of service levels	We really hope that the Federation Council stops playing these age old games and starts being truthful about what is going on in the Federation Council area and especially MULWALA.	Whilst Council recognises that there can be improvements to communication, the notion that Council is not being truthful is rejected.

Submission No	Matter	Submission content	Council officer response
		<p>The Mulwala Progress Association's purpose/intent is to make Mulwala and the Federation Council area, a place where everybody would want to relocate and live a happy carefree existence, this can only be achieved by having a fair and equitable Council that is fair to all parts of the Council area.</p>	<p>There will be further engagement with community members across the Council area with respect to service levels. This submission will be incorporated into this process.</p>



Federation Council

Community Satisfaction Survey 2020

Final Report

Prepared for
Federation Council

Prepared by
IRIS Research

September 2020

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KEY FINDINGS

Federation Council's strong service delivery and community facilities contribute to high perceptions of liveability among residents

- ▶ Most residents (52 percent) are satisfied overall with the performance of Federation Council over the past 12 months.
- ▶ Thirty-four percent (34%) provided a neutral rating of 3. These residents present a strong opportunity to be converted into advocates of Council.
- ▶ The highest performing service areas are **Environment** and **Community**.
- ▶ Only two of 41 services and facilities are regarded as 'low' performing based on average satisfaction.
- ▶ Council's **key strengths** are community facilities led by:
 - **Parks, playgrounds and gardens**
 - **Sporting fields** and
 - **Library services**.
- ▶ High-performing services include:
 - **Sewerage and water services**
 - **Waste management** and
 - **Appearance of public areas**.
- ▶ Among residents that have had recent contact with Council, overall satisfaction with Council's staff is **outperforming** comparable NSW regional councils.
- ▶ Ninety-one percent (91%) of residents believe the Federation Council area is a good place to live.
- ▶ The key drivers of liveability are:
 - **Safety**
 - **Affordability** and
 - **Civic pride**.
- ▶ There is a strong, positive correlation between perceptions of liveability and overall satisfaction with Council. Residents that enjoy living in the area have high perceptions of the performance of Federation Council and vice versa.

KEY FINDINGS

To further improve community satisfaction with Council, start within the organisation

- ▶ Council's performance in the delivery of **Governance** services is encouraging, with all seven services recording medium average satisfaction ratings and performing in-line with results from 2016. This is a strong result given the challenges posed by amalgamation.
- ▶ However, these services are performing below-average compared to Council's wider service provision.
- ▶ Residents that provided a low overall satisfaction rating (1-2) are least satisfied with these services.
- ▶ To increase residents' overall satisfaction, Federation Council should focus on further improving the perceptions of governance services including:
 - **Council leadership and advocacy**
 - **Decisions made in the interest of the community**
 - **Providing value for money for my rates**
 - **Being a well-run and managed Council.**
- ▶ This extends to services within the **Economy** service area including **planning and development** and **promotion of economic development and job growth**.
- ▶ This is achieved through continual and effective communication, engagement and consultation with residents surrounding Council decision making, planning and financial management.
- ▶ Improvement in the two 'low' performing services (**public transport** and **maintenance of unsealed local roads**) will not have a strong, positive impact on overall satisfaction with Council because dissatisfaction is widespread across residents regardless of their overall satisfaction rating.

INTRODUCTION

IRIS Research was commissioned by Federation Council to conduct a Community Satisfaction Survey in 2020 which tracks Council's performance in service delivery, identifies priority areas and evaluates Council's customer services and communication.

The objectives for the Customer Satisfaction Survey process were to:

1. Measure and track the performance of Council in delivering services and facilities.
2. Uncover Council's areas of improvement and priorities for the near future.
3. Measure support for Council's proposed Special Rate Variation.
4. Understand community perceptions regarding liveability and Council's customer services and communications.

*This project was carried out in compliance with
ISO 20252 – Market and Social Research Management.*

Certification MSR 701303



SUMMARY OF FINDINGS

The Community Satisfaction Survey 2020 collected 400 completed responses by telephone from residents of the Federation Council area aged 18 years and over.

Overall satisfaction with Federation Council

- ▶ Overall satisfaction with the services and facilities provided by Council is **3.51** out of 5.
- ▶ **Fifty-two percent (52%) of residents are satisfied** with the performance of Council while 13 percent are dissatisfied.
- ▶ Thirty-four percent (34%) provided a neutral rating of 3. These residents present a strong opportunity to be converted into satisfied residents and advocates of Council.
- ▶ There are no significant differences in average satisfaction across different subgroups.
- ▶ Council is **performing in-line** with comparable NSW regional councils.
- ▶ Of the 49 residents that provided a reason for their low overall satisfaction rating [1-2], eleven residents highlighted a perceived lack of communication and consultation.

Special Rate Variation

- ▶ Support for Council's Special Rate Variation (SRV) is mixed, with 28 percent of residents supportive and 42 percent of residents not supportive.
- ▶ Twenty-eight percent (28%) of residents provided a neutral rating of 3, highlighting an opportune base that can become supporters through further engagement.
- ▶ The average support rating for Council's proposed SRV is **2.69** out of 5.
- ▶ Residents from Corowa and surrounding areas are more supportive than other residents.
- ▶ The main reasons why residents support the SRV is that they consider the facilities to be high-quality investments that will benefit the area.
- ▶ The main reasons why residents do not support the SRV is that they will not personally benefit from the facilities, in particular residents of Howlong and surrounding areas, and that the current levels of rates is costly enough.

Performance of Key Service Areas

Respondents were asked to rate their satisfaction with 41 Council services and facilities across five service areas using a five-point scale where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

The tables for Council services and facilities in this summary contain several measures:

- ▶ **Dissatisfied** refers to the proportion of residents who provided a low satisfaction rating of 1 or 2.
- ▶ Neutral refers to the proportion of residents who provided a neutral rating of 3.
- ▶ **Satisfied** refers to the proportion of residents who provided a satisfaction rating of 4 or 5.
- ▶ **Average** refers to the average satisfaction rating from the Community Satisfaction Survey 2020.
- ▶ **Strategic Location** refers to the location in the performance / importance quadrant (see Section 3.1). The different classifications include:
 - **Strategic Advantage:** An above-average performing service that has a strong impact on creating overall satisfaction with Council.
 - **Differentiator:** A service that performs above average but does not have a strong relationship with overall satisfaction.
 - **Potential Vulnerability:** A below-average performing service that does not have a strong relationship with overall satisfaction. Improvement in these services will not result in a strong increase in overall satisfaction with Council.
 - **Key Vulnerability:** A below-average performing service that has a strong impact on overall satisfaction. Improvement in these services will have a strong, positive impact on overall satisfaction.

Infrastructure

Satisfaction with infrastructure services is mixed. **Appearance of public areas** and **car parking** recorded high average satisfaction ratings [above 3.75]. Furthermore, these two services are **Strategic Advantages**, meaning not only are they high performing but these services also have a strong impact on creating overall satisfaction with Council.

Maintenance of unsealed local roads and **public transport** were the only services within the survey to record low average satisfaction ratings [below 3.00]. However, these services are not drivers of overall satisfaction.

Maintenance of sealed local roads is the only **Key Vulnerability**: this service is performing below average but has a strong impact on creating overall satisfaction with Council. This aligns with the open-ended responses provided by residents which cited roads as the key priority for improvement over the next five years.

Table 1 Summary of Infrastructure Services

Infrastructure	Dissatisfied	Neutral	Satisfied	Average	Strategic Location
Appearance of public areas	7%	20%	72%	3.9	Strategic Advantage
Car parking	11%	23%	65%	3.8	Strategic Advantage
Maintenance of bridges	14%	23%	57%	3.6	Differentiator
Public toilets	15%	26%	45%	3.5	Differentiator
Condition of local streets	16%	32%	52%	3.5	Differentiator
Street lighting	24%	23%	51%	3.4	Potential Vulnerability
Swimming pools	19%	8%	33%	3.4	Potential Vulnerability
Maintenance of sealed local roads	24%	32%	44%	3.2	Key Vulnerability
Condition of local footpaths	26%	27%	42%	3.2	Potential Vulnerability
Maintenance of unsealed local roads	34%	30%	23%	2.8	Potential Vulnerability
Public transport	34%	13%	9%	2.2	Potential Vulnerability

Note: Percentages do not sum to 100% as the proportion that did not provide a rating are not reported.

Economy

All economic services recorded medium average satisfaction ratings. **Planning and development** and **promotion of economic development and job growth** are Council's **Key Vulnerabilities**. The performance of these services is below average and they are important drivers of overall satisfaction with Council.

These results align with open-ended responses provided by residents where **economic development** was the second most common priority for improvement identified. Working-age residents aged 35 to 64 years are less satisfied with economic development and job growth compared to the 65 plus years age group.

Table 2 Summary of Economy Services

Economy	Dissatisfied	Neutral	Satisfied	Average	Strategic Location
Protection of heritage	8%	30%	53%	3.6	Differentiator
Promotion of tourism	18%	32%	44%	3.4	Potential Vulnerability
Planning and development	20%	29%	40%	3.3	Key Vulnerability
Development application assessment process	15%	25%	22%	3.1	Potential Vulnerability
Promotion of economic development and job growth	25%	31%	29%	3.0	Key Vulnerability

Note: Percentages do not sum to 100% as the proportion that did not provide a rating are not reported.

Environment

Environmental services are a **key strength** of Council's overall service provision. Four service recorded **high** average satisfaction ratings.

Parks, playgrounds and gardens and **water services** are Council's **Strategic Advantages** as they have a strong impact on creating overall satisfaction with Council.

Promoting environmental sustainability and **stormwater drainage** are important services that are performing below average. They are classified as **Key Vulnerabilities**. Residents of Corowa and surrounding areas are more satisfied with stormwater drainage compared to other areas.

Table 3 Summary of Environment Services

Environment	Dissatisfied	Neutral	Satisfied	Average	Strategic Location
Parks, playgrounds and gardens	3%	15%	80%	4.2	Strategic Advantage
Sewerage services	5%	19%	65%	3.9	Differentiator
Water services	8%	21%	63%	3.8	Strategic Advantage
Waste management	14%	19%	64%	3.8	Differentiator
Promoting environmental sustainability	15%	34%	38%	3.3	Key Vulnerability
Flood protection	17%	25%	40%	3.3	Potential Vulnerability
Weed management	22%	33%	41%	3.3	Potential Vulnerability
Stormwater drainage	28%	28%	39%	3.1	Key Vulnerability

Note: Percentages do not sum to 100% as the proportion that did not provide a rating are not reported.

Community

Community is best-performing category of services. All but two services are performing above average and have been classified as **Strategic Advantages** or **Differentiators**.

Council's **Strategic Advantages** within this category include:

- ▶ **Childcare services**
- ▶ **Community buildings and halls**
- ▶ **Services and facilities for older people**
- ▶ **Community events**
- ▶ **Enforcement of local laws**

Services and facilities for youth was the lowest rated service. Residents of Howlong and surrounding areas are more satisfied with youth services and facilities compared to other areas.

Table 4 Summary of Community Services

Community	Dissatisfied	Neutral	Satisfied	Average	Strategic Location
Sporting fields	2%	14%	81%	4.2	Differentiator
Library services	5%	12%	71%	4.1	Differentiator
Childcare services	11%	14%	39%	3.6	Strategic Advantage
Services and facilities for children	14%	20%	49%	3.6	Differentiator
Community buildings and halls	12%	31%	51%	3.6	Strategic Advantage
Services and facilities for older people	11%	28%	45%	3.5	Strategic Advantage
Community events	12%	30%	51%	3.5	Strategic Advantage
Enforcement of local laws	16%	29%	45%	3.4	Strategic Advantage
Art galleries and cultural centres	14%	26%	35%	3.4	Potential Vulnerability
Services and facilities for youth	26%	24%	31%	3.1	Potential Vulnerability

Note: Percentages do not sum to 100% as the proportion that did not provide a rating are not reported.

Governance

Governance is Council's key service category for improvement. This was highlighted by analysis conducted in Section 3 – Prioritising Council Services & Analysis.

Four of Council's nine **Key Vulnerabilities** are within this category:

- ▶ **Council leadership and advocacy**
- ▶ **Being a well-run and managed Council**
- ▶ **Decisions made in the interest of the community**
- ▶ **Providing value for money for my rates**

Of the residents that provided a low overall satisfaction rating [1-2], **four of the five lowest-performing services** are governance services. This suggests improvement in the performance of governance services is key to converting dissatisfied residents and improving overall satisfaction with Council.

Residents are more satisfied with the information provided to them by Council compared to the opportunities for consultation and engagement.

For all seven governance services average satisfaction was higher for residents that rarely hear or read negative news stories or comments about Council.

Table 5 Summary of Governance Services

Governance	Dissatisfied	Neutral	Satisfied	Average	Strategic Location
Ease of access to services	11%	32%	53%	3.6	Differentiator
Informing the community	18%	29%	51%	3.5	Differentiator
Council leadership and advocacy	16%	30%	43%	3.4	Key Vulnerability
Being a well-run and managed Council	18%	35%	40%	3.3	Key Vulnerability
Decisions made in the interest of the community	21%	31%	43%	3.3	Key Vulnerability
Providing value for money for my rates	26%	30%	37%	3.2	Key Vulnerability
Community consultation and engagement	24%	33%	35%	3.1	Potential Vulnerability

Note: Percentages do not sum to 100% as the proportion that did not provide a rating are not reported.

Facility Utilisation

- ▶ There is a strong, positive relationship between facility usage rates [the proportion of residents that use a facility at least once a year] and satisfaction with facilities.
- ▶ This indicates there are currently no underutilised or ‘hidden gem’ facilities. The best facilities are being used by the most residents.
- ▶ The facilities used by the most residents are **parks, playgrounds and gardens**. On average, they are visited by users 41.6 times per year or about 3.5 times per month.
- ▶ **Parks, playgrounds and gardens** are also the facilities with the highest satisfaction rating [4.2].
- ▶ **Sporting fields** and **libraries** are other high-performing facilities that are used by most residents.

Table 6 Facility Usage

Facilities	Facility Usage Rate	Average Number of Uses per Year
Parks, playgrounds and gardens	82%	41.6
Community buildings and halls	71%	10.0
Sporting fields	67%	32.9
Libraries	58%	9.4
Art galleries and cultural centres	39%	2.0
Facilities for children	33%	14.9
Swimming pools	29%	15.5
Facilities for youth	24%	6.9
Facilities for older people	21%	7.7

Liveability

- ▶ Residents have strong perceptions of liveability, with **91 percent agreeing the Federation Council area is a good place to live**. Over half [55%] provided the highest rating of 5.
- ▶ There are no significant differences in overall perceptions of liveability among subgroups – this view is held across residents with a wide demographic profile and across different geographical areas.
- ▶ The key drivers of the liveability of the area are **safety** and **affordability**.
- ▶ Council should highlight and promote their role in driving economic development and job growth, particularly to residents of Urana and surrounding areas.

Customer Experience

- ▶ Most residents that have contacted Council in the past [‘customers’] were satisfied with their overall customer experience.
- ▶ Customers were particularly satisfied with Council’s staff, with almost half [49%] providing the highest rating of 5.
- ▶ Satisfaction with Council’s staff is **outperforming** comparable NSW regional councils.
- ▶ Sixty-three percent [63%] of residents have contacted Council in the past 12 months.
- ▶ Most customers contacted Council **by telephone** [52%] while a further 34 percent **visited in person**. These results align with the preferences of the wider community.
- ▶ The most common reasons for contacting Council are **rates and payments, planning and development** and **registration, licences and permits**.

Communication

- ▶ The five most **used** sources of receiving information from Council include:
 1. **By mail** [69%]
 2. **Word of mouth [e.g. family and friends]** [61%]
 3. **Local newspapers** [60%]
 4. **Social media [e.g. Facebook]** [37%]
 5. **Television** [34%]
- ▶ The five most **preferred** sources of receiving information from Council include:
 1. **By mail** [37%]
 2. **Local newspapers** [15%]
 3. **Social media [e.g. Facebook]** [11%]
 4. **Email** [10%]
 5. **Howlong Grapevine** [6%]
- ▶ Section 7 – Communication lists the top three most used and most preferred sources for every combination of gender and age group.
- ▶ On average, residents hear a negative news story or comment about Council 11.9 times a year or about once a month. One in four residents [25%] never hear negative media about Council.

RESEARCH DESIGN

The Federation Council Community Satisfaction Survey 2020 aimed to collect 400 completed responses from a random sample of residents in the Federation Council local government area. The reported results have a margin of error of ± 4.9 percent at the 95 percent confidence level. This means that if we repeated the survey 100 times, in 95 times the results will be within 4.9 percent of the true population value.

Computer-Aided Telephone Interviews

A telephone based (CATI) survey was used to secure a response from 400 residents throughout the local government area.

175 responses were collected from mobile phones (44 percent of the total telephone interviews). The survey unit was residents of the Federation Council local government area. In order to qualify for an interview, respondents had to be permanent residents aged 18 years or older that have lived in the area for at least six months and are not elected Councillors of Federation Council. The 2016 Census was used to establish quotas to ensure a good distribution of responses by age and gender.

Interviews were conducted between 10 August to 18 August 2020. Calls were made between 4.30pm and 8.30pm during weekdays. Eighteen interviewers conducted interviews over the course of the data collection period. The survey was implemented under Interviewer Quality Control Australia (IQCA) quality guidelines. Continuous interviewer monitoring was used, and post-interview validations were conducted within five days of the close of the survey. Ten percent (10%) of all respondents were contacted after data collection was complete in order to verify and validate their data.

Table 6 Final Telephony Sample

Telephony	%	#
Landlines	56%	225
Mobiles	44%	175
Total		400

Online Survey

A version of the survey was made available online for all residents to complete. The survey was available from 10 August to 24 August 2020 and **62 completed responses were collected.**

Survey Weighting

The collected data often cannot mirror the exact age/sex distribution of a region. To allow for this, the collected dataset is weighted to bring it back to the ideal age/sex distribution.

Table 7 reports the weighting factors for the sample. Using a high number of mobile phone numbers resulted in better access to young respondents and weighting factors that are well within accepted industry standards for community surveys.

Table 7 Data Weighting Factors – Age/Sex

Age	Population		Ideal		Actual		Weights	
	Male	Female	Male	Female	Male	Female	Male	Female
18 to 34	893	868	37	36	9	10	4.07	3.56
35 to 49	933	990	38	41	20	30	1.91	1.35
50 to 64	1,349	1,354	55	56	47	81	1.18	0.69
65 plus	1,675	1,683	69	69	83	120	0.83	0.58
Total	4,850	4,895	199	400	159	241		

Sample Profile

In order to obtain a clear view of the sample's profile and to conduct comparison tests, demographic characteristics including gender, age, town/village and length of time lived in the area were collected. Table 8 details the weighted sample profile for this survey.

Table 8 Sample Profile

Age	%	#	Length of time lived in area	%	#
18 to 34	18%	72	Less than one year	0.2%	1
35 to 49	20%	79	1 to 5 years	13%	51
50 to 64	28%	111	Six to 10 years	18%	70
65 plus	34%	138	11 to 15 years	9%	37
Gender	%	#	More than 15 years	60%	241
Male	50%	199			
Female	50%	201			

Base: All respondents (n=400)

Table 9 Town/Village

Town/Village	%	#
Balldale	0.9%	4
Boree Creek	0.2%	1
Corowa	52%	206
Daysdale	0.5%	2
Hopefield	1%	4
Howlong	18%	72
Lowesdale	1%	4
Morundah	0.3%	1
Mulwala	16%	65
Oaklands	4%	18
Rand	1%	4
Rennie	0.6%	2
Savernake	0.3%	1
Urana	4%	16

Base: All respondents (n=400)

Subgroups

Comparison tests are used to test whether there are statistically significant differences in survey results based on the demographic profile of respondents. Appendix 1 (pp. 54-66) contains full subgroup analysis **for all questions** contained in the Community Satisfaction Survey 2020.

Subgroup analysis was conducted using the following demographic questions:

- ▶ Gender
- ▶ Age
- ▶ Length of time lived in the Federation Council area
- ▶ Area

To make comparisons between different areas, towns and villages in the Federation Council area were classified into four groups. These groups were approved by Council during the analysis and reporting period.

Some questions were analysed according to how frequently residents hear or read a negative news story or comment about Council.

Table 10 Area Subgroup

Town/Village	%	#	Area Subgroup	%	#
Corowa	52%	206			
Hopefield	1%	4	Corowa and surrounds	54%	214
Lowesdale	1%	4			
Howlong	18%	72	Howlong and surrounds	19%	76
Balldale	0.9%	4			
Mulwala	16%	65	Mulwala and surrounds	17%	68
Rennie	0.6%	2			
Savernake	0.3%	1			
Urana	4%	16	Urana and surrounds	10%	41
Oaklands	4%	18			
Rand	1%	4			
Daysdale	0.5%	2			
Boree Creek	0.2%	1			
Morundah	0.3%	1			

Base: All respondents (n=400)



Internal Benchmarks

Part of the Community Satisfaction Survey 2020 process was for IRIS Research and Federation Council to co-design a new questionnaire tailored for the Federation Council area. This was based off a generalised 2016 questionnaire for newly amalgamated councils that was not designed or delivered by IRIS Research. Changes include updated and improved wording for existing questions, a larger and more relevant service list as well as the development of new questions.

Where possible, indicative comparisons have been made with 2016 results. However, due to the changes in question wording, no statistically significant differences are reported. Question wording from the 2016 survey is included for additional context.

The Community Satisfaction Survey 2020 establishes a strong baseline for future research and trend analysis.

External Benchmarks

Where possible, results for the Community Satisfaction Survey 2020 have been benchmarked and compared with an amalgamation of comparable NSW regional councils. This analysis highlights areas where Federation Council is outperforming, underperforming or performing in-line with comparable councils.

Average satisfaction ratings are benchmarked out of 100 to allow for comparisons between councils with different ratings scales (e.g. ten-point scales).

1 OVERALL SATISFACTION

This section of the report covers residents' overall satisfaction with the performance of Federation Council over the past 12 months. It includes subgroup analysis and comparisons with previous results [internal benchmarks] and similar councils [external benchmarks].

1.1 Overall satisfaction with Federation Council

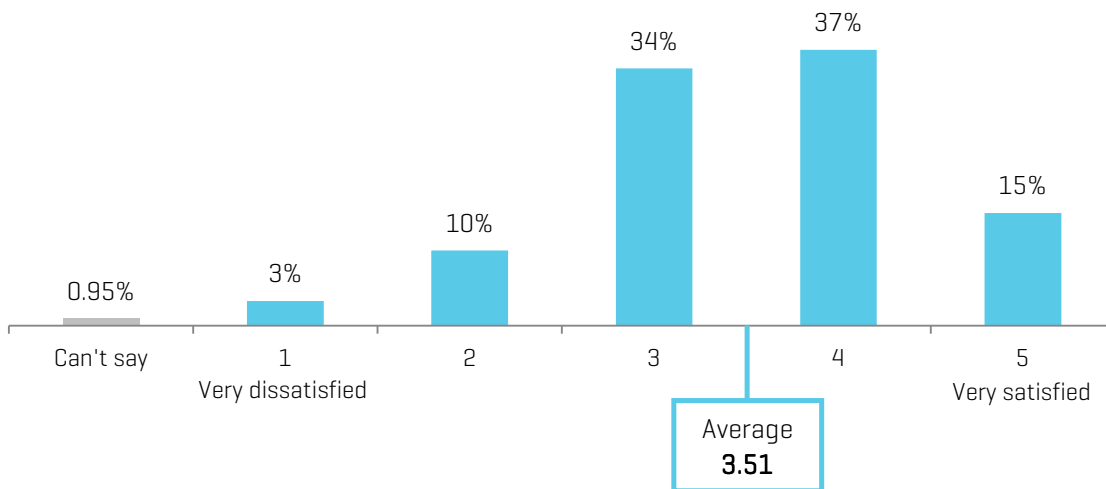
Most residents are satisfied with the performance of Federation Council over the past 12 months.

In total, 52 percent of residents are satisfied overall with the performance of Council, with 15 percent providing the highest rating of 5. Thirteen percent (13%) are dissatisfied while 34 percent provided a neutral rating of 3.

These results combined for a medium average satisfaction score of 3.51.

Comparison tests were used to test for statistically significant differences in average satisfaction across subgroups. There were no significant differences in average satisfaction across subgroups.

Figure 1.1 Overall satisfaction with Federation Council



Base: All respondents (n=400)

Q: Using a 1 to 5 scale, please rate your overall satisfaction with the performance of Federation Council over the past 12 months.

Why are residents dissatisfied?

Residents that provided a low overall satisfaction rating [1-2] were asked to describe the reason for their rating. These open-ended responses were classified into themes [see Figure 1.2]. A full list of responses was provided to Council in a separate report.

Of the 49 residents that provided a response, eleven residents provided a low overall satisfaction rating due to a perceived **lack of communication and consultation**. These responses described a lack of transparency from Council and minimal community involvement in decision making.

While these respondents make up a small proportion of the overall sample, these responses align with the results of Section 3 – Prioritising Services & Facilities which uncovered Council **governance services** as key areas for improvement.

Figure 1.2 Reasons why residents are dissatisfied



Base: Dissatisfied overall with Council [n=49]

Note: 2 residents did not provide a comment.

1.2 Internal Benchmarks

Figure 1.3 compares the breakdown of satisfaction ratings with previous results from 2016.

There has been a strong increase [+15% pts] in the proportion of satisfied residents over the past four years, now sitting at 52 percent. This change has been driven by a decline in the number of residents that could not provide a rating. Residents are now more able and willing to form and express an opinion about Council. The proportion of dissatisfied residents is slightly lower compared to 2016, down one percent [1%].

Figure 1.4 compares the average overall satisfaction rating for 2020 with the previous result from 2016. Due to changes in question wording since 2016 we cannot state this change is statistically significant but it is a strong indication that community satisfaction with Council has improved since 2016.

Figure 1.3 Overall satisfaction with Federation Council – Comparison of Ratings

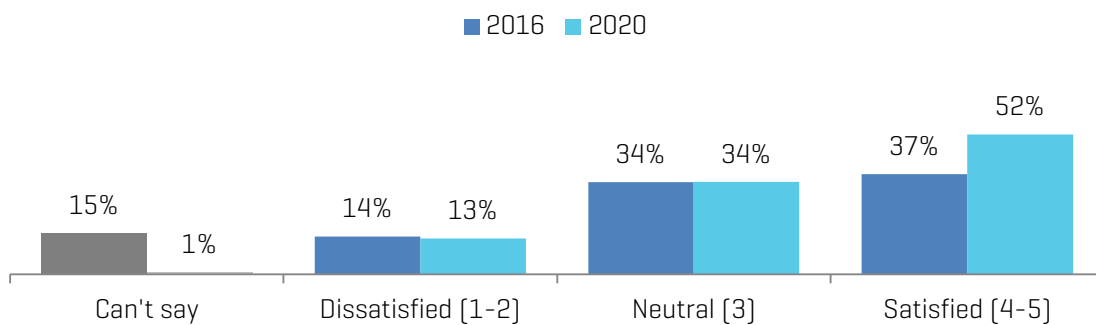
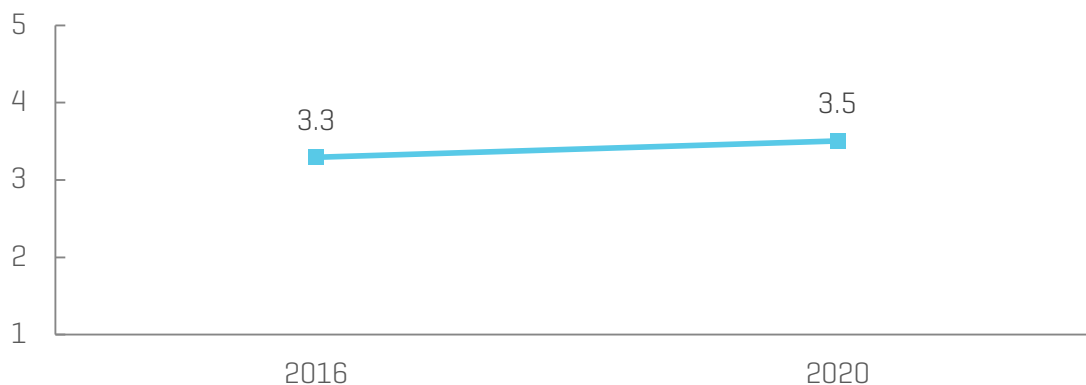


Figure 1.4 Overall satisfaction with Federation Council – Internal Benchmarks



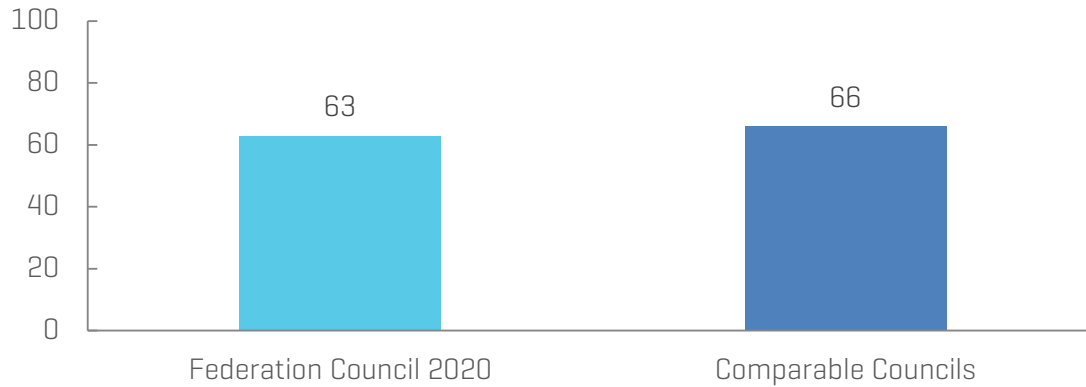
Q (2016): How do you feel about the current performance of Council, not just on one or two issues, but overall across all responsibility areas?

1.3 External Benchmarks

Figure 1.5 displays the benchmarked Council's average overall satisfaction score out of 100 and compares it against an amalgamation of councils with comparable characteristics to Federation Council. A difference of +/- 4 pts indicates a statistically significant difference.

Overall satisfaction with Council is performing in-line with comparable NSW regional councils.

Figure 1.5 Overall satisfaction with Federation Council – External Benchmarks



2 COUNCIL SERVICES

This section reports on the services and facilities provided by Federation Council. Respondents were asked to rate their satisfaction with 41 services and facilities provided by Council using a five-point scale where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

These services and facilities were classified into five service areas and this section reports the results by service area.

Table 2.1 Council Services & Facilities

Infrastructure	Economy
Appearance of public areas	Development application assessment process
Car parking	Planning and development
Condition of local footpaths	Promotion of economic development and job growth
Condition of local streets	Promotion of tourism
Maintenance of bridges	Protection of heritage
Maintenance of sealed local roads	Environment
Maintenance of unsealed local roads	Flood protection
Public toilets	Parks, playgrounds and gardens
Public transport	Promoting environmental sustainability
Street lighting	Sewerage services
Swimming pools	Stormwater drainage
Community	Waste management
Art galleries and cultural centres	Water services
Childcare services	Weed management
Community buildings and halls	Governance
Community events	Being a well-run and managed Council
Enforcement of local laws	Community consultation and engagement
Library services	Council leadership and advocacy
Services and facilities for children	Decisions made in the interest of the community
Services and facilities for older people	Ease of access to services
Services and facilities for youth	Informing the community
Sporting fields	Providing value for money for my rates

2.1 Infrastructure

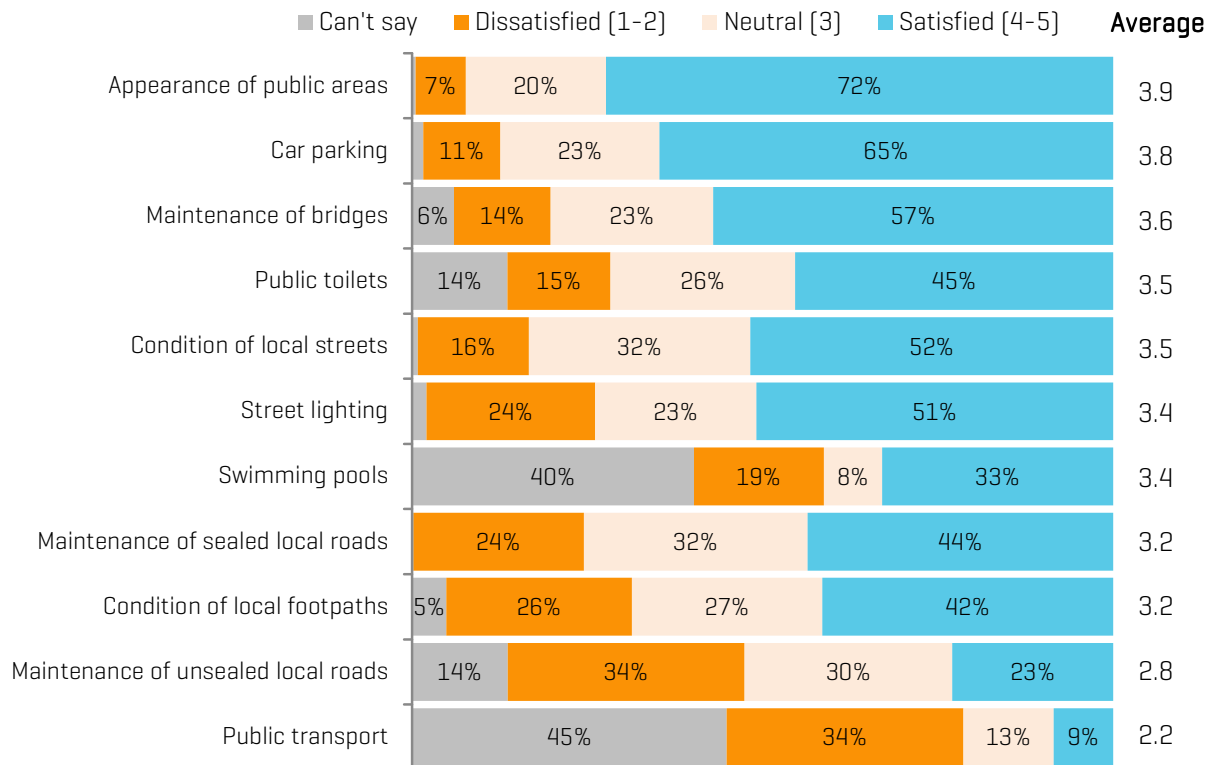
Residents were asked to rate their satisfaction with eleven services related to infrastructure.

Satisfaction results for infrastructure services are mixed, with two services recording high average ratings [above 3.75] and two services recording low average ratings [below 3.00]. All other services recorded medium level ratings.

Residents are highly satisfied with the **appearance of public areas** (3.9) and **car parking** (3.8) in the Federation Council area.

Services related to transport infrastructure such as roads, footpaths and public transport were lower performing. **Maintenance of unsealed local roads** (2.8) and **public transport** (2.2) recorded low average ratings. These were the only two services within the survey that recorded low average ratings. Almost half (45%) of residents did not offer a rating for public transport.

Figure 2.1 Infrastructure – Satisfaction



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'very dissatisfied' and 5 means 'very satisfied', please rate your satisfaction with the following Council services and facilities using a number only.

Table 2.2 lists significant differences among subgroups for this category of services. There are no significant differences by length of time lived in the area. Most significant differences are related to age and area.

Residents aged 65 plus years are generally more satisfied with infrastructure services compared to other residents, particularly the 50 to 64 years age group.

Residents of Corowa, Howlong and surrounding areas are more satisfied with a range of services compared to other residents.

Table 2.2 Infrastructure – Subgroup Analysis

Subgroup	Significant Differences
Gender	- Females are more satisfied with maintenance of bridges than males.
Age	<ul style="list-style-type: none"> - 65+s are more satisfied with maintenance of bridges than 18-34s and 50-64s. - 65+s are more satisfied with the following compared to 50-64s: <ul style="list-style-type: none"> - Condition of local streets - Street lighting - Swimming pools - 65+s are more satisfied with maintenance of sealed local roads compared to all other age groups.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> - Residents of South and East are more satisfied with maintenance of bridges than residents of North and West. - Residents of South are more satisfied with condition of local streets than residents of North. - Residents of South are more satisfied with street lighting than residents of East and West. - Residents of East are more satisfied with swimming pools than all other residents. - Residents of South and East are more satisfied with maintenance of sealed local roads than residents of North.
Length of time lived in area	Nil

Table 2.3 compares the average satisfaction ratings for infrastructure services for 2020 with previous results from 2016. The service list was expanded in 2020 and most services were renamed. There are several services which can be compared with the more generalised services from 2016.

Table 2.3 Infrastructure – Internal Benchmarks

2016		2020	
Appearance of public areas	4.0	Appearance of public areas	3.9
Condition of local streets and footpaths	3.3	Condition of local streets	3.5
		Condition of local footpaths	3.2
The condition of sealed local roads in your area	3.1	Maintenance of sealed local roads	3.2
Maintenance of unsealed roads in your area	2.9	Maintenance of unsealed local roads	2.8

Table 2.4 compares benchmarked results for Infrastructure against an amalgamation of NSW regional councils. A difference of +/- 4 pts indicates a statistically significant difference.

Federation Council is **underperforming** in the delivery of **swimming pools** and **condition of local footpaths** compared to other councils.

Table 2.4 Infrastructure – External Benchmarks

Infrastructure	Federation Council 2020	Comparable Councils
Appearance of public areas	73	70
Public toilets	62	61
Swimming pools	59	72
Maintenance of sealed local roads	55	54
Condition of local footpaths	54	60
Maintenance of unsealed local roads	45	45

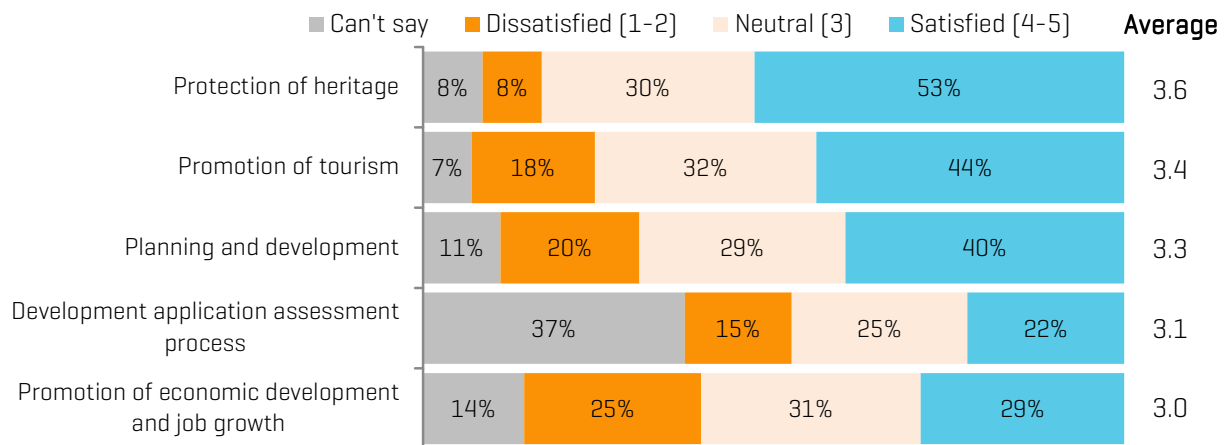
2.2 Economy

Residents were asked to rate their satisfaction with five services related to the local economy.

All economic services recorded medium level average satisfaction ratings. Residents are most satisfied with the **protection of heritage** [3.6]. Over half [53%] of residents are satisfied with this service. This is followed by **promotion of tourism** [3.4].

Residents are least satisfied with the **promotion of economic development and job growth**, with one in four [25%] residents providing a low rating.

Figure 2.2 Economy – Satisfaction



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'very dissatisfied' and 5 means 'very satisfied', please rate your satisfaction with the following Council services and facilities using a number only.

Table 2.5 lists significant differences among subgroups for this category of services. There are no significant differences by gender or length of time lived in the area.

Working-age residents aged 35 to 64 years are less satisfied with **promotion of economic development and job growth** compared to the 65 plus years age group.

Table 2.5 Economy – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	- 65+s are more satisfied with promotion of economic development and job growth than 35-49s and 50-64s.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	- Residents of West are more satisfied with promotion of tourism than residents of East.
Length of time lived in area	Nil

Table 2.6 compares average satisfaction ratings for economy services for 2020 with previous results from 2016. The service list was expanded in 2020 and most services were renamed. There are several services which can be compared with the more generalised services from 2016.

Table 2.6 Economy – Internal Benchmarks

2016		2020	
Tourism development	3.2	Promotion of tourism	3.4
Planning and building permits	3.4	Planning and development	3.3
		Development application assessment process	3.1
Business development	3.1	Promotion of economic development and job growth	3.0

Table 2.7 compares benchmarked results for Economy against an amalgamation of NSW regional councils. A difference of +/- 4 pts indicates a statistically significant difference.

Council is **underperforming** in **promotion of economic development and job growth** compared to other NSW regional councils.

Table 2.7 Economy – External Benchmarks

Economy	Federation Council 2020	Comparable Councils
Promotion of tourism	59	60
Planning and development	57	57
Promotion of economic development and job growth	50	57

2.3 Environment

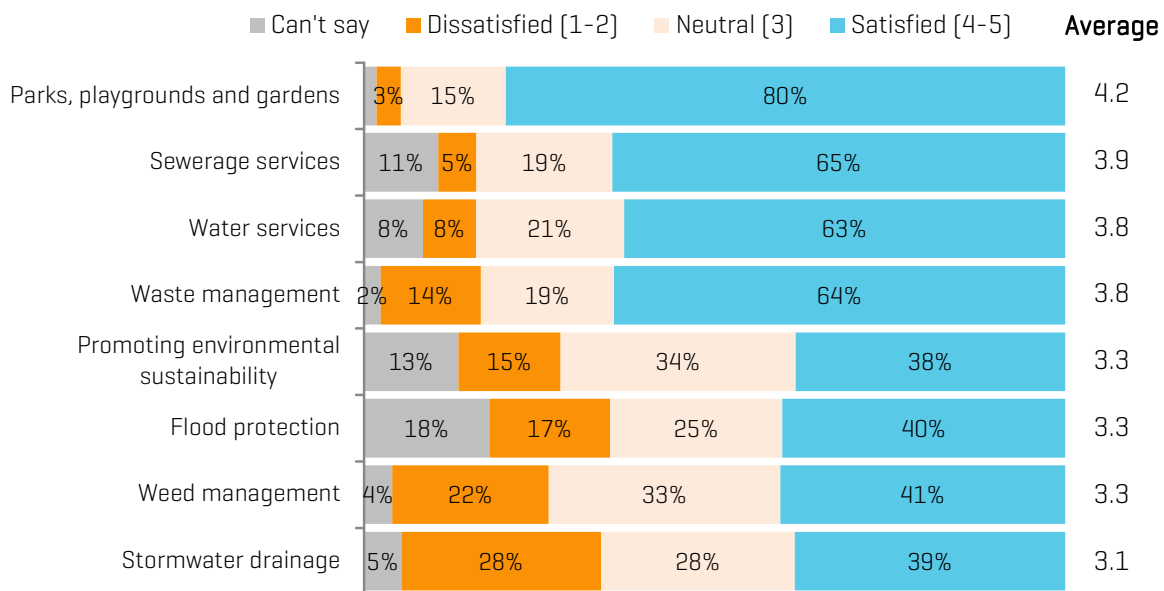
Residents were asked to rate their satisfaction with eight services related to the environment.

Environment is a high-performing category of services with four services recording high average satisfaction ratings. Residents are most satisfied with the **parks, playgrounds and gardens** in the Federation Council area [4.2], with 80 percent providing a high rating [4-5].

Other high-performing environmental services are **sewerage services** [3.9], **water services** [3.8] and **waste management** [3.8].

All other services recorded medium average ratings. Within this category residents are least satisfied with **stormwater drainage** [3.1]. Satisfaction with this service was significantly higher in Corowa and surrounding areas [3.4] compared to all other areas.

Figure 2.3 Environment – Satisfaction



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'very dissatisfied' and 5 means 'very satisfied', please rate your satisfaction with the following Council services and facilities using a number only.

Table 2.8 lists significant differences among subgroups for this category of services. There are no significant differences by gender.

Residents of Urana and surrounding areas were less satisfied with **waste management** and **flood protection** compared to residents of other areas.

Table 2.8 Environment – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	- 65+s are more satisfied with stormwater drainage than 50-64s.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> - Residents of North are less satisfied with waste management and flood protection than all other residents. - Residents of South are more satisfied with weed management than East. - Residents of South are more satisfied with stormwater drainage than all other residents.
Length of time lived in area	<ul style="list-style-type: none"> - Residents that have lived in the area for 6 to 10 years and more than 15 years are more satisfied with water services than those that have lived in the area for 11 to 15 years. - Residents than have lived in the area for less than 5 years are more satisfied with flood protection than those that have lived in the area for more than 15 years.

Table 2.9 compares average satisfaction ratings for environmental services for 2020 with previous results from 2016. The service list was expanded in 2020 and most services were renamed. There are several services which can be compared with the more generalised services from 2016.

Table 2.9 Environment – Internal Benchmarks

2016		2020	
Water and sewerage services	4.0	Sewerage services	3.9
		Water services	3.8
Waste management	3.8	Waste management	3.8

Table 2.10 compares benchmarked results for Environment against an amalgamation of NSW regional councils. A difference of +/- 4 pts indicates a statistically significant difference.

The **parks, playgrounds and gardens** of Federation Council are **outperforming** comparable councils. However, Council is **underperforming** in the delivery of **waste management**, which is generally a high-performing service across NSW.

Table 2.10 Environment – External Benchmarks

Environment	Federation Council 2020	Comparable Councils
Parks, playgrounds and gardens	79	71
Waste management	69	79

2.4 Community

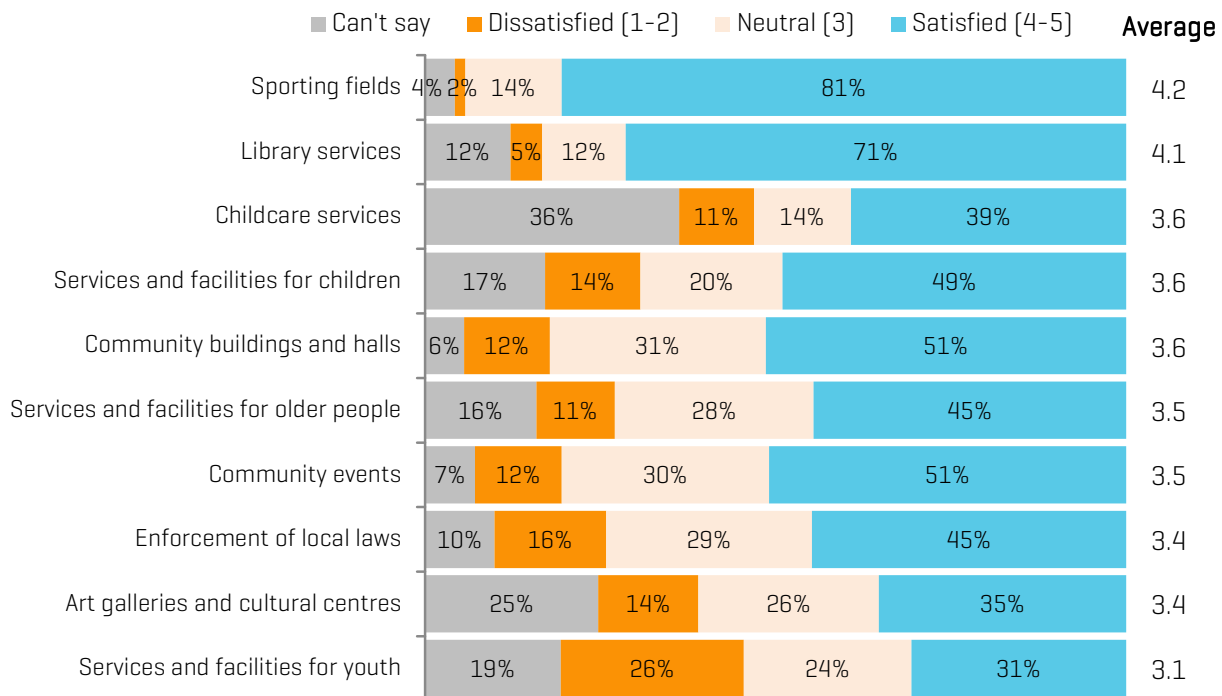
Residents were asked to rate their satisfaction with ten services related to the community.

Satisfaction with community services is generally positive, with two services recording high average ratings and eight services recording medium average ratings.

Residents are most satisfied with **sporting fields** [4.2]. Eighty-one percent [81%] of residents are satisfied with these facilities. **Library services** also recorded a high average rating [4.1] with 71 percent of residents satisfied.

Services and facilities for youth recorded the lowest rating at 3.1, with 26 percent of residents dissatisfied. There are no significant differences in average satisfaction by age group. Residents of Howlong and surrounding areas are more satisfied with youth services and facilities [3.5] compared to other areas.

Figure 2.4 Community – Satisfaction



Base: All respondents [n=400]

Q: Using a 1 to 5 scale where 1 means 'very dissatisfied' and 5 means 'very satisfied', please rate your satisfaction with the following Council services and facilities using a number only.

Table 2.11 lists significant differences among subgroups for this category of services. There are no significant differences by age.

Most differences are related to area. Residents of Corowa, Howlong and surrounding areas are generally more satisfied with community services and facilities than other residents.

Table 2.11 Community – Subgroup Analysis

Subgroup	Significant Differences
Gender	- Females are more satisfied with library services than males.
Age	Nil
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> - Residents of South and East are more satisfied with sporting fields than North. - Residents of South are more satisfied with library services than North. - Residents of South and East are more satisfied with childcare services than North and West. - Residents of South are more satisfied with art galleries and cultural centres than residents of East and West. - Residents of East are more satisfied with services and facilities for youth than all other residents.
Length of time lived in area	- Residents that have lived in the area for less than 5 years are more satisfied with services and facilities for children than those that have lived in the area for more than 10 years.

Table 2.12 compares average satisfaction ratings for community services for 2020 with previous results from 2016. The service list was expanded in 2020 and most services were renamed. There are several services which can be compared with the more generalised services from 2016.

Table 2.12 Community – Internal Benchmarks

2016		2020	
Art centres and libraries	3.8	Library services	4.1
		Art galleries and cultural centres	3.4
Recreational facilities	3.6	Sporting fields	4.2
		Community buildings and halls	3.6
Community and cultural activities	3.4	Community events	3.5
Enforcement of local laws	3.5	Enforcement of local laws	3.4

Table 2.13 compares benchmarked results for Community against an amalgamation of NSW regional councils. A difference of +/- 4 pts indicates a statistically significant difference.

Federation Council **sporting fields** are **outperforming** comparable NSW regional councils. However, Council is **underperforming** in the delivery of **community buildings and halls** and **services and facilities for older people**.

Table 2.13 Community – External Benchmarks

Community	Federation Council 2020	Comparable Councils
Sporting fields	80	72
Library services	78	80
Community buildings and halls	64	68
Services and facilities for older people	63	68
Services and facilities for youth	52	54

2.5 Governance

Residents were asked to rate their satisfaction with seven services related to the governance of Federation Council.

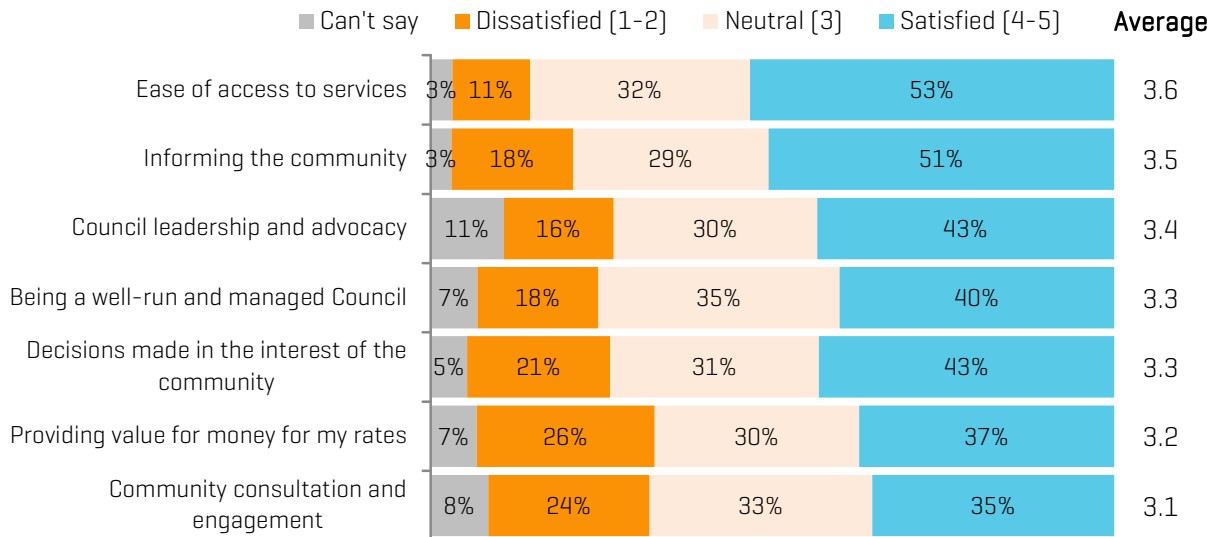
All services related to governance recorded medium average ratings. Residents are most satisfied with the **ease of access to services** (3.6), with 53 percent of residents providing a high rating. More than half (51%) of residents are satisfied with **informing the community**.

The service that recorded the lowest average rating is **community consultation and engagement** (3.1). Thirty-five percent (35%) of residents are satisfied with this services and 33 percent provided a neutral rating of 3. This service recorded a lower rating compared to **informing the community** (3.5), indicating that residents could delineate between the two services.

This suggests while residents are largely satisfied with the level of information they receive from Council, fewer residents are satisfied with the opportunities to be consulted on decision making.

Section 3 – Prioritising Services & Facilities highlights governance services as a key priority area to further improve overall satisfaction with Council.

Figure 2.5 Governance – Satisfaction



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'very dissatisfied' and 5 means 'very satisfied', please rate your satisfaction with the following Council services and facilities using a number only.

Table 2.14 lists significant differences among subgroups for this category of services. There are no significant differences by gender.

Table 2.14 Governance – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	- 65+s are more satisfied with being a well-run and managed Council than 50-64s.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	- Residents of South are more satisfied with decisions made in the interest of the community than East.
Length of time lived in area	- Residents that have lived in the area for less than 5 years and more than 15 years are more satisfied with community consultation and engagement than those that have lived in the area for 11 to 15 years.

Table 2.15 compares average satisfaction ratings for governance services for 2020 with previous results from 2016. Wording from the 2016 questionnaire was maintained for these services

Satisfaction with governance is generally in-line with 2016, with an improvement in **informing the community** over the past four years.

Table 2.15 Governance – Internal Benchmarks

2016		2020	
Ease of access to services	3.6	Ease of access to services	3.6
Informing the community	3.3	Informing the community	3.5
Being a well-run and managed Council	3.4	Being a well-run and managed Council	3.3
Decisions made in the interest of the community	3.2	Decisions made in the interest of the community	3.3
Providing value for money for my rates	3.2	Providing value for money for my rates	3.2
Community consultation and engagement	3.2	Community consultation and engagement	3.1

Table 2.16 compares benchmarked results for Governance against an amalgamation of NSW regional councils. A difference of +/- 4 pts indicates a statistically significant difference.

Table 2.16 Governance – External Benchmarks

Governance	Federation Council 2020	Comparable Councils
Community consultation and engagement	54	57

2.6 Facility Usage

Due to COVID-19 and the lockdown restrictions residents were asked to answer facility usage questions based on the time before any restrictions came into effect. Furthermore, if they used a facility more often at a different time of year they were asked to answer based on their peak usage.

The facility usage rate [see Table 2.17] is the proportion of residents that use each facility at least once a year. Facility usage frequency [see Table 2.18] was used to calculate an average number of uses per year for each facility.

Parks, playgrounds and gardens are used by 82 percent of residents at an average of 41.6 times per year or 3.5 times per month. Other facilities that are used by most residents include **community buildings and halls** [71%], **sporting fields** [67%] and **libraries** [58%]. Facilities that are used more frequently include **sporting fields**, **swimming pools** and **facilities for children**. The relationship between satisfaction and usage is examined in Section 3.2 – Facility Utilisation.

Table 2.17 Facility Usage

Facilities	Facility Usage Rate	Average Number of Uses per Year
Parks, playgrounds and gardens	82%	41.6
Community buildings and halls	71%	10.0
Sporting fields	67%	32.9
Libraries	58%	9.4
Art galleries and cultural centres	39%	2.0
Facilities for children	33%	14.9
Swimming pools	29%	15.5
Facilities for youth	24%	6.9
Facilities for older people	21%	7.7

Table 2.18 Facility Usage Frequency

Facilities	Daily	Weekly	Monthly	Quarterly	Yearly	Never	N/A
Parks, playgrounds and gardens	6%	30%	23%	14%	8%	15%	3%
Community buildings and halls	1%	5%	14%	24%	27%	27%	2%
Sporting fields	3%	37%	13%	5%	8%	31%	3%
Libraries	0.3%	11%	16%	19%	12%	40%	2%
Art galleries and cultural centres	-	0.98%	7%	10%	21%	53%	8%
Facilities for children	2%	14%	8%	5%	4%	54%	13%
Swimming pools	3%	10%	4%	5%	7%	53%	18%
Facilities for youth	0.8%	6%	6%	7%	4%	64%	12%
Facilities for older people	1%	4%	4%	5%	6%	66%	13%

Base: All respondents [n=400]

Q: We understand that COVID-19 and the lockdown restrictions may have impacted your recent usage of venues and facilities. For the following questions please answer based on the time before any restrictions came into effect. How frequently do you use the following facilities? If you use a facility more often at a different time of the year, please answer based on your peak usage.

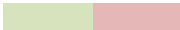
Table 2.19 displays significant differences in usage rate for facilities across subgroups. Most differences were related to age and area. Fewer residents aged 65 plus years use Council most facilities compared to other age groups except for **facilities for older people**.

Differences in usage rates across areas are mixed. Fewer residents of Howlong and surrounding areas use facilities including **parks, playgrounds and gardens, community buildings and halls,** and **sporting fields** compared to residents of other areas.

Table 2.19 Facility Usage – Subgroup Analysis

Facility Usage Rate	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Parks, playgrounds and gardens	82%	78%	86%	100%	93%	84%	65%
Community buildings and halls	71%	69%	73%	89%	65%	73%	63%
Sporting fields	67%	71%	62%	100%	83%	69%	38%
Libraries	58%	52%	64%	63%	63%	57%	53%
Art galleries and cultural centres	39%	32%	47%	15%	39%	50%	43%
Facilities for children	33%	24%	42%	46%	55%	31%	15%
Swimming pools	29%	24%	33%	42%	40%	23%	20%
Facilities for youth	24%	23%	24%	32%	52%	17%	9%
Facilities for older people	21%	21%	20%	6%	16%	15%	36%

Facility Usage Rate	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Parks, playgrounds and gardens	83%	75%	91%	75%	94%	82%	89%	78%
Community buildings and halls	76%	53%	71%	79%	61%	64%	82%	74%
Sporting fields	62%	56%	82%	84%	81%	71%	75%	61%
Libraries	55%	60%	72%	45%	72%	68%	83%	48%
Art galleries and cultural centres	51%	29%	20%	34%	29%	30%	57%	42%
Facilities for children	33%	30%	36%	34%	40%	45%	45%	26%
Swimming pools	25%	42%	11%	52%	35%	33%	36%	25%
Facilities for youth	27%	20%	20%	18%	37%	28%	18%	21%
Facilities for older people	21%	33%	9%	17%	15%	27%	15%	21%

 Statistically significant difference at the 95% confidence level.

3 PRIORITISING SERVICES & FACILITIES

This section of the report aims to identify the key drivers of resident satisfaction via a deeper analysis of the relationship between overall satisfaction with Federation Council and satisfaction with services and facilities as reported in the previous section.

3.1 Quadrant Analysis

Quadrant analysis simultaneously analyses the importance of a service in terms of driving overall satisfaction and the performance of services in terms of resident satisfaction. To do this, mean satisfaction scores are plotted against derived importance scores for each Council service. Importance scores are derived from regression analysis.

To form quadrants, the average derived importance score and average satisfaction score across all services and facilities were calculated. Services and facilities with a mean satisfaction score less than the overall average were classified as 'low' performing while those with a mean score above the average were classified as 'high' performing. Similarly, services and facilities have 'high' or 'low' importance depending on their position above or below the overall average.

These scores do not suggest the service or facility is not important in the personal lives of residents. It strictly relates to importance in creating overall satisfaction with Council. Areas of personal importance are analysed in Section 3.3 'Top Priorities for Council – Open-Ended Responses'.

Figure 3.1 [over-page] is Council's performance/importance quadrant.

1. The upper right quadrant [high importance and high satisfaction] represents current service strengths or 'Strategic Advantages'.
2. The upper left quadrant [high importance but low satisfaction] denotes services where satisfaction should be improved or 'Key Vulnerabilities'.
3. The lower left quadrant [relatively lower importance and relatively lower satisfaction] represents lower priority service dimensions or 'Potential Vulnerabilities'.
4. The lower right quadrant [relatively lower importance and high satisfaction] represent Council's 'Differentiators'.

Figure 3.1 Quadrant Analysis – Full View



Figure 3.2 Quadrant Analysis

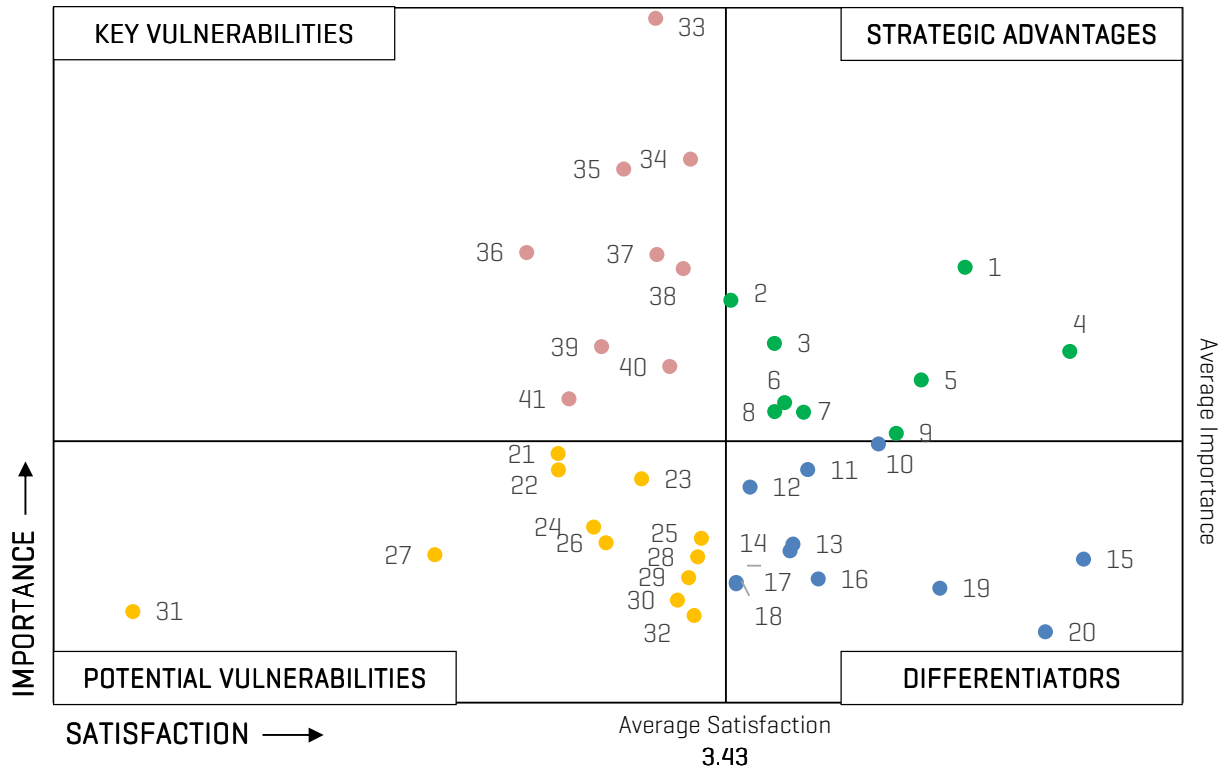



Table 3.1 Quadrant Analysis

KEY VULNERABILITIES	STRATEGIC ADVANTAGES
33 – Planning and development	1 – Appearance of public areas
34 – Council leadership and advocacy	2 – Enforcement of local laws
35 – Maintenance of sealed local roads	3 – Community events
36 – Promotion of economic development and job growth	4 – Parks, playgrounds and gardens
37 – Decisions made in the interest of the community	5 – Water services
38 – Promoting environmental sustainability	6 – Community buildings and halls
39 – Providing value for money for my rates	7 – Services and facilities for older people
40 – Being a well-run and managed Council	8 – Childcare services
41 – Stormwater drainage	9 – Car parking
POTENTIAL VULNERABILITIES	DIFFERENTIATORS
21 – Services and facilities for youth	10 – Waste management
22 – Development application assessment process	11 – Protection of heritage
23 – Weed management	12 – Public toilets
24 – Community consultation and engagement	13 – Ease of access to services
25 – Street lighting	14 – Services and facilities for children
26 – Condition of local footpaths	15 – Sporting fields
27 – Maintenance of unsealed local roads	16 – Maintenance of bridges
28 – Swimming pools	17 – Informing the community
29 – Art galleries and cultural centres	18 – Condition of local streets
30 – Flood protection	19 – Sewerage services
31 – Public transport	20 – Library services
32 – Promotion of tourism	



Services in the upper right quadrant are **Strategic Advantages** – these have an important impact on creating overall satisfaction with Federation Council and their performance is above average.

Council's nine **Strategic Advantages** include:

- ▶ Appearance of public areas
- ▶ Enforcement of local laws
- ▶ Community events
- ▶ Parks, playgrounds and gardens
- ▶ Water services
- ▶ Community buildings and halls
- ▶ Services and facilities for older people
- ▶ Childcare services
- ▶ Car parking

Services in the upper left quadrant are **Key Vulnerabilities** – services which have an important impact on creating overall satisfaction but are performing below average. These services are regarded as Council's **foremost** priorities.

Council's nine **Key Vulnerabilities** include:

- ▶ Planning and development
- ▶ Council leadership and advocacy
- ▶ Maintenance of sealed local roads
- ▶ Promotion of economic development and job growth
- ▶ Decisions made in the interest of the community
- ▶ Promoting environmental sustainability
- ▶ Providing value for money for my rates
- ▶ Being a well-run and managed Council
- ▶ Stormwater drainage

All other services are classified as **Differentiators** or **Potential Vulnerabilities** based on whether they are performing above or below average, respectively. Improvement in the performance of these services will not have a large, significant impact on overall satisfaction with Council. The only two services which recorded low average ratings [3.00] do not have an important impact on creating overall satisfaction with Council.

Table 3.2 reports quadrant analysis by service category. According to quadrant analysis Council’s highest performing service category is **Community**, with five Strategic Advantages and three Differentiators.

Council’s Key Vulnerabilities were shared among the other four service categories, with four within **Governance** service area.

While no governance services are ‘low’ performing (average below 3.00), improvement in the four services within this category will improve residents’ overall satisfaction with Council.

Table 3.2 Quadrant Analysis by Service Category

Infrastructure	Economy
Appearance of public areas	Protection of heritage
Car parking	Development application assessment process
Public toilets	Promotion of tourism
Maintenance of bridges	Planning and development
Condition of local streets	Promotion of economic development and job growth
Street lighting	Environment
Condition of local footpaths	Parks, playgrounds and gardens
Maintenance of unsealed local roads	Water services
Swimming pools	Waste management
Public transport	Sewerage services
Maintenance of sealed local roads	Weed management
Community	Flood protection
Enforcement of local laws	Promoting environmental sustainability
Community events	Stormwater drainage
Community buildings and halls	Governance
Services and facilities for older people	Ease of access to services
Childcare services	Informing the community
Services and facilities for children	Community consultation and engagement
Sporting fields	Council leadership and advocacy
Library services	Decisions made in the interest of the community
Services and facilities for youth	Providing value for money for my rates
Art galleries and cultural centres	Being a well-run and managed Council

3.2 Facility Utilisation

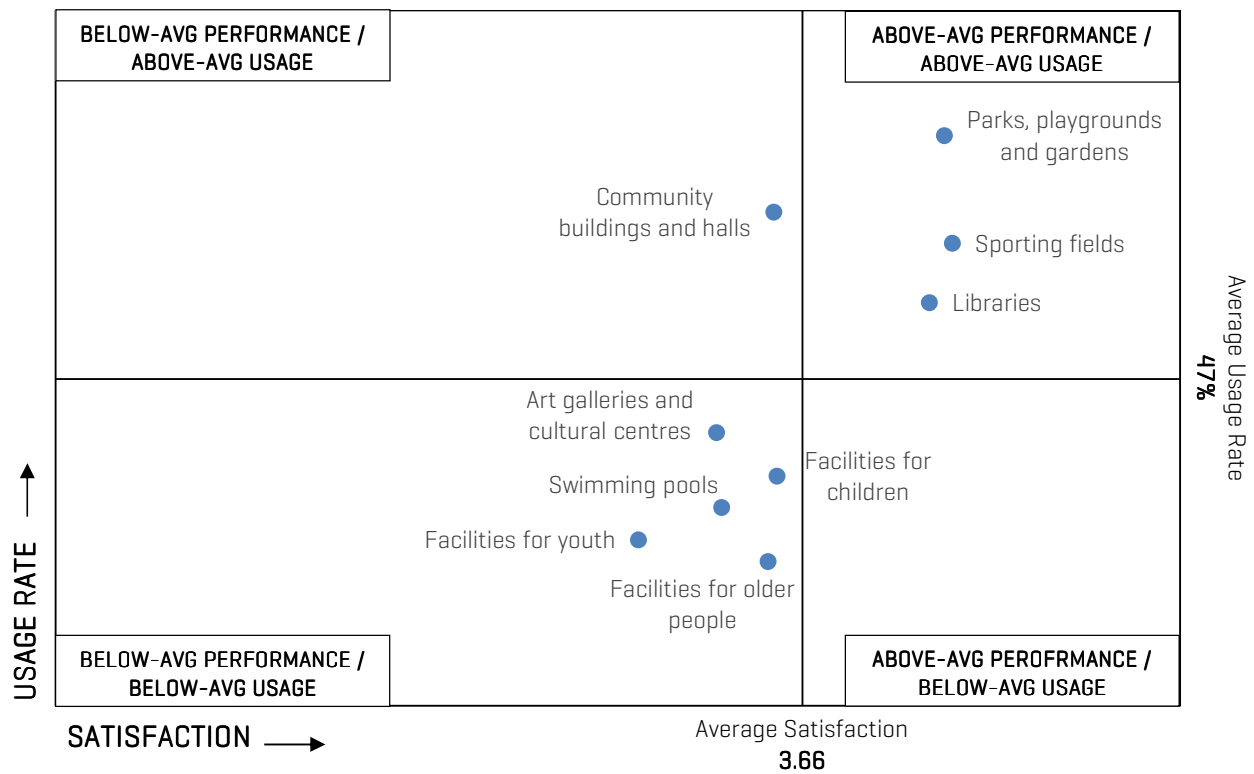
Figure 3.3 displays the relationship between usage rate and satisfaction. There is a strong, positive relationship between usage rate and satisfaction, which indicates that the best-performing facilities are the ones that most residents use.

This is a positive result and shows that there are no underutilised or ‘hidden gem’ facilities. The facilities that are used by fewer residents are mainly community facilities that are only relevant to specific groups [children, youth and older people].

Furthermore, the average satisfaction rating for facilities [3.66] is higher than the average across Council’s wider service provision [3.43], highlighting the strong performance of Council’s facilities.

Satisfaction with **art galleries and cultural centres** can improve through increased patronage. This can be achieved by staging community events at these facilities.

Figure 3.3 Facility Utilisation



Note: The average satisfaction score only includes the facilities in the quadrant.

3.3 Top Priorities for Council – Open-Ended Responses

Residents were asked what Council's top priority for improvement should be over the next five years. A full list of open-ended responses has been provided to Council in a separate report.

Thematic analysis was used to categorise responses into 36 themes. The breadth of responses shows there is not one key dominant area of improvement among the responses. This is a positive result as there is not one specific area that is perceived to be lacking among residents.

Figure 3.4 [over page] lists these themes by number of responses.

1. Roads [n=43]

Forty-three responses related to roads. This is a common response to such questions across NSW, particularly in regional areas. These residents would like to see Council prioritise the maintenance and improvement of the local road network. Some residents specified rural roads.

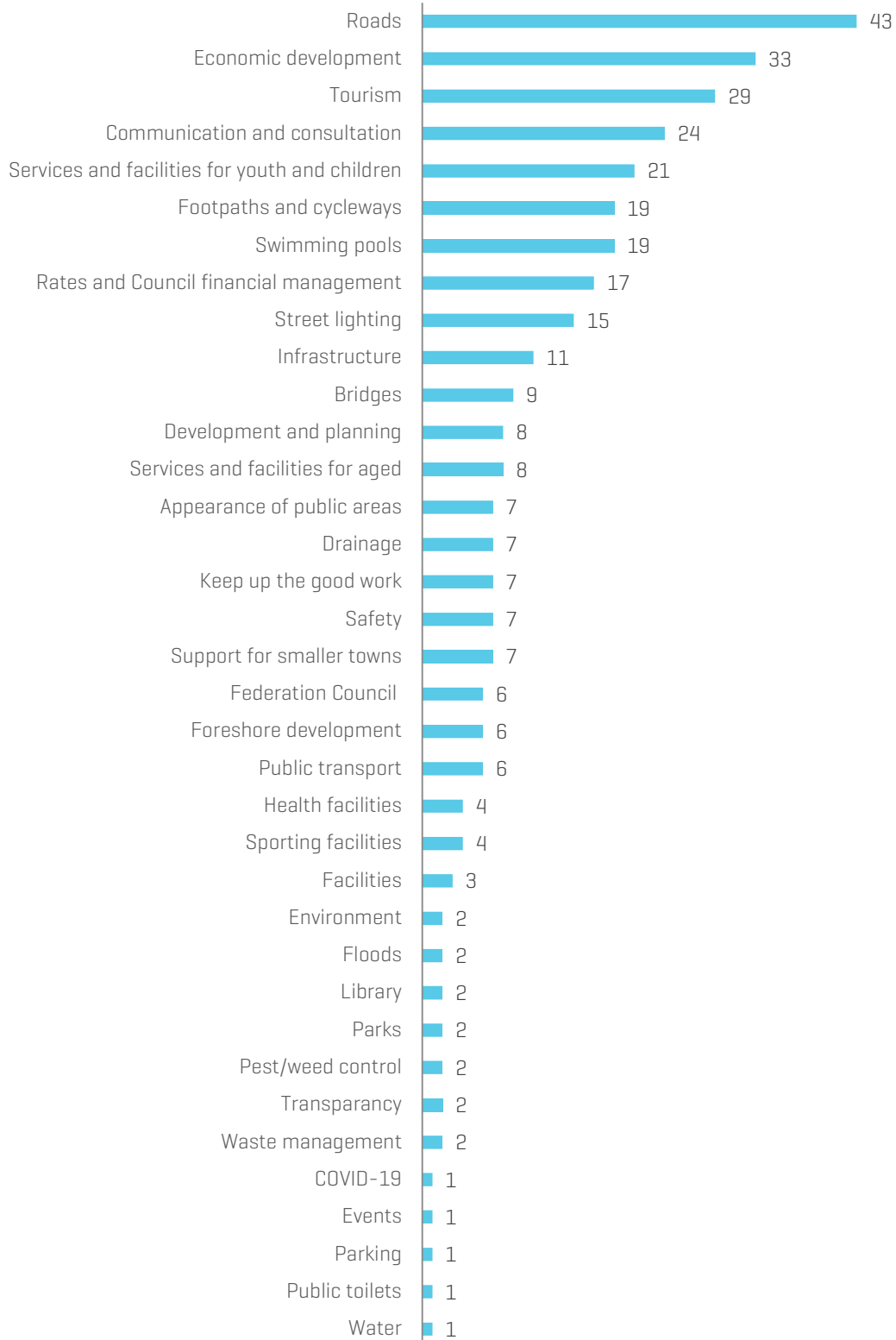
2. Economic development [n=33]

Thirty-three responses related to economic development and covered topics such as job growth and encouraging new business investment in the Federation Council area. These residents would like Council to prioritise creating new employment opportunities for residents. Some responses cited the benefit for younger residents in the community.

3. Tourism [n=29]

Twenty-nine responses related to tourism. These residents would like Council to prioritise the promotion of tourism and attract tourists to the area. Suggestions put forward include walkways along riverbanks, caravan parks and development of arts and culture.

Figure 3.4 Top Priorities for Council – Open-Ended Responses



Base: All responses [n=339]

Note: 61 residents did not provide a response.

Q: What should be Federation Council's one top priority for improvement over the next five years?

3.4 Satisfaction with Council services by overall satisfaction rating

Table 3.3 (over page) compares average satisfaction with Council services and facilities across levels of overall satisfaction. The five highest and lowest performing services for each level have been highlighted in order to show which services are high and low performing among all residents and which are high and low performing among particular overall satisfaction rating groups.

The top three performing services and facilities are consistent across all residents regardless of their overall satisfaction rating. These include:

- ▶ **Sporting fields**
- ▶ **Parks, playgrounds and gardens**
- ▶ **Library services**

Appearance of public areas and **sewerage services** are also top-five performing services for at least two overall satisfaction rating groups.

There is more disparity in the lowest-five performing services across these groups. **Public transport** is the lowest performing service for all residents regardless of overall satisfaction ratings.

Low-performing services for residents that provided neutral and satisfied overall satisfaction ratings include **promotion of economic development and job growth** and **maintenance of unsealed local roads**.

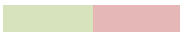
However, the remaining four low-performing services for residents that are dissatisfied overall are all **Governance** services:

- ▶ **Council leadership and advocacy**
- ▶ **Being a well-run and managed Council**
- ▶ **Decisions made in the interest of the community**
- ▶ **Community consultation and engagement**

Improvement in the performance of these governance services will aid in converting dissatisfied residents into neutral and satisfied residents and thus improve overall satisfaction with Council.

Table 3.3 Satisfaction with Council services by overall satisfaction rating

Council Services & Facilities	Overall Satisfaction Rating		
	Dissatisfied (1-2)	Neutral (3)	Satisfied (4-5)
Sporting fields	4.0	3.9	4.4
Parks, playgrounds and gardens	3.8	3.9	4.4
Library services	4.0	3.9	4.3
Appearance of public areas	3.5	3.6	4.3
Sewerage services	3.3	3.7	4.2
Water services	3.1	3.5	4.2
Car parking	2.8	3.7	4.1
Waste management	3.2	3.3	4.2
Maintenance of bridges	3.0	3.4	4.0
Protection of heritage	3.2	3.4	3.8
Childcare services	3.0	3.1	4.0
Ease of access to services	2.9	3.1	4.0
Services and facilities for children	2.9	3.3	3.9
Community buildings and halls	2.7	3.2	4.0
Services and facilities for older people	2.8	3.2	3.9
Community events	3.1	3.1	3.9
Public toilets	3.1	3.2	3.7
Condition of local streets	2.8	3.3	3.7
Informing the community	2.5	3.1	4.0
Enforcement of local laws	2.8	3.2	3.8
Street lighting	2.6	3.2	3.7
Swimming pools	2.7	3.0	3.9
Promotion of tourism	2.9	3.0	3.7
Council leadership and advocacy	1.9	3.0	4.0
Art galleries and cultural centres	2.8	3.0	3.7
Promoting environmental sustainability	2.7	3.1	3.6
Flood protection	2.6	3.1	3.6
Being a well-run and managed Council	1.9	2.9	4.0
Decisions made in the interest of the community	1.9	2.9	3.9
Planning and development	2.1	3.0	3.8
Weed management	2.7	2.9	3.6
Maintenance of sealed local roads	2.3	2.9	3.6
Condition of local footpaths	2.6	3.0	3.4
Providing value for money for my rates	2.1	2.7	3.8
Community consultation and engagement	1.7	2.8	3.8
Stormwater drainage	2.1	2.7	3.6
Development application assessment process	2.3	2.6	3.6
Services and facilities for youth	2.5	2.7	3.5
Promotion of economic development and job growth	2.0	2.7	3.5
Maintenance of unsealed local roads	2.2	2.6	3.1
Public transport	1.6	2.1	2.3

 Top five (green) and lowest five (red) performing services.

3.5 Satisfaction with Council services by frequency of hearing negative media

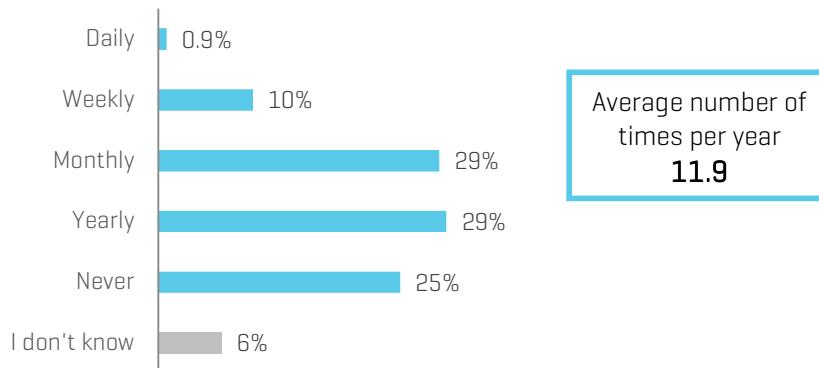
On average, residents hear a negative news story or comment about Federation Council 11.9 times a year, or about once a month. One in four residents (25%) never hear negativity about Council in the media.

Table 3.4 (over page) compares average satisfaction with Council services and facilities by frequency of hearing negative news and media. This analysis is intended to highlight how negative media can influence perceptions of the performance of Council services and facilities. Statistically significant differences in results are highlighted by colour.

For 21 of 41 services and facilities, as well as overall satisfaction with Council, residents who rarely hear negative news stories or comments about Council recorded higher average satisfaction ratings compared to those that hear negative media more frequently.

This includes all seven Governance services. These results highlight the importance of effectively communicating to residents all actions taken to improve the performance of these services as well as other service upgrades.

Figure 3.5 Frequency of hearing negative news stories or comments about Council



Base: All respondents (n=400)

Q: How often do you hear or read a negative news story or comment about Federation Council?

Table 3.4 Satisfaction with Council services by frequency of hearing negative media

Council Services & Facilities	Frequency of hearing negative media			
	Weekly or more often	Monthly	Yearly	Never
Overall Satisfaction	3.0	3.3	3.6	3.8
Sporting fields	4.2	4.1	4.1	4.4
Parks, playgrounds and gardens	4.2	4.0	4.1	4.4
Library services	4.3	4.1	4.0	4.2
Appearance of public areas	3.7	3.6	4.1	4.2
Water services	3.6	3.8	3.8	4.0
Waste management	3.4	3.6	3.8	3.9
Sewerage services	3.9	3.8	3.8	4.1
Car parking	3.7	3.7	3.8	3.9
Childcare services	3.3	3.5	3.6	3.8
Ease of access to services	3.1	3.4	3.7	3.8
Council leadership and advocacy	2.9	3.2	3.5	3.7
Informing the community	2.9	3.4	3.6	3.6
Being a well-run and managed Council	2.8	3.0	3.5	3.8
Community buildings and halls	3.3	3.3	3.8	3.8
Maintenance of bridges	3.8	3.5	3.5	3.8
Community events	3.5	3.4	3.5	3.9
Services and facilities for children	3.5	3.4	3.6	3.7
Decisions made in the interest of the community	2.6	3.1	3.5	3.6
Services and facilities for older people	3.1	3.5	3.7	3.7
Swimming pools	3.0	3.1	3.4	3.9
Protection of heritage	3.3	3.6	3.7	3.6
Planning and development	2.7	3.0	3.5	3.7
Providing value for money for my rates	2.4	3.1	3.3	3.5
Enforcement of local laws	2.9	3.4	3.3	3.8
Community consultation and engagement	2.6	3.0	3.3	3.4
Public toilets	3.5	3.4	3.5	3.5
Street lighting	3.0	3.2	3.4	3.7
Promotion of tourism	3.0	3.3	3.4	3.7
Condition of local streets	3.2	3.4	3.4	3.6
Art galleries and cultural centres	3.1	3.3	3.3	3.7
Maintenance of sealed local roads	2.8	3.1	3.2	3.5
Promoting environmental sustainability	3.2	3.0	3.5	3.6
Flood protection	3.1	3.2	3.3	3.6
Stormwater drainage	2.5	2.9	3.2	3.4
Weed management	2.8	3.0	3.4	3.7
Development application assessment process	2.5	2.9	3.4	3.4
Promotion of economic development and job growth	2.4	2.9	3.1	3.3
Services and facilities for youth	3.0	2.8	3.1	3.2
Condition of local footpaths	2.8	3.3	3.2	3.2
Maintenance of unsealed local roads	2.3	2.9	2.8	2.9
Public transport	2.1	2.0	2.2	2.3
Sporting fields	4.2	4.1	4.1	4.4
Parks, playgrounds and gardens	4.2	4.0	4.1	4.4

 Statistically significant difference at the 95% confidence level.

4 SPECIAL RATE VARIATION

The following preamble describing Council’s proposed Special Rate Variation [SRV] was read to respondents:

Council is well advanced on the construction of a number of new community facilities such as the Corowa Swimming Pools, Urana Aquatic Centre and the All Abilities Playground in Mulwala. There will be additional expenditure required to operate these facilities.

Council is considering a special rate variation to raise the additional funding. This would involve a 6-8% increase spread over two years. If Council did not proceed with the special rate variation other services will need to be reduced to cover the costs of operating the new facilities.

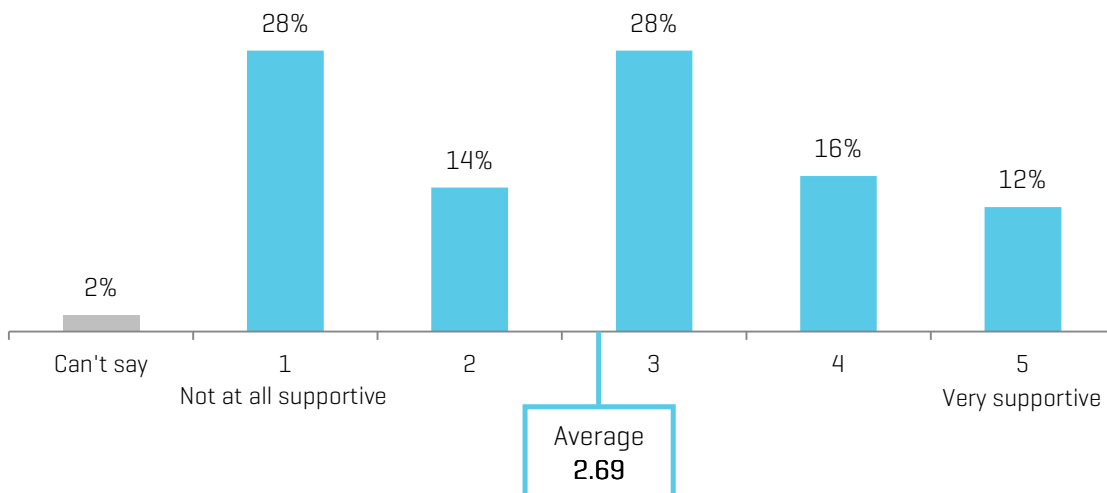
Support for the SRV is mixed. In total, 28 percent support the SRV, with 12 percent providing the highest rating of 5. In total, 42 percent are not supportive, with 28 percent providing the lowest rating of 1. A further 28 percent are neutral in their support, highlighting an opportune base of residents that can become supporters through further engagement.

These results combined for an average support rating of 2.69.

The average support rating for residents from Corowa and surrounding areas (2.9) is significantly higher compared to residents of Howlong and surrounding areas (2.3). According to open-ended responses [analysed over page], residents of Howlong and surrounding areas felt their area did not benefit from the facilities. There are no other statistically significant differences in average support.

Furthermore, there are no significant differences in average support based on how frequently a resident hears or reads a negative story about Council.

Figure 4.1 Support for Council’s Special Rate Variation



Base: All respondents (n=400)

Q: Using a 1 to 5 scale where 1 means 'not at all supportive' and 5 means 'very supportive', how supportive are you of Council’s proposed special rate variation?

Why do residents support the Special Rate Variation?

Residents that provided a high support rating [4-5] believe the facilities are necessary investments that will benefit the area. These residents also saw the SRV as necessary to fund these facilities. Some residents also support the SRV because they will make use of the facilities.

Figure 4.2 Reasons why residents support the Special Rate Variation

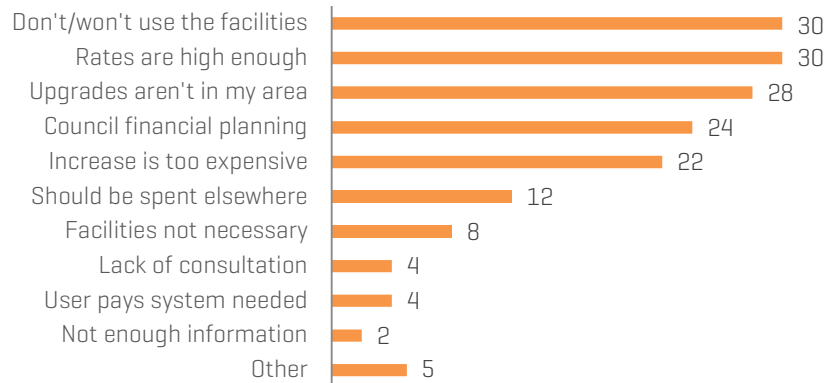


Base: Support the SRV (n=104)
 Note: 10 supporters did not provide a comment.

Why don't residents support the Special Rate Variation?

The main reasons why residents provided low support ratings [1-2] is that they will not personally benefit from the facilities and that they consider the current level of rates to be costly enough. Furthermore, there was a lack of support from areas perceived to be missing out on the upgrades such as Howlong. Other residents suggest Council should have considered these costs before proceeding or sought alternatives such as Federal Government grants.

Figure 4.3 Reasons why residents do not support the Special Rate Variation



Base: Do not support the SRV (n=169)
 Note: 4 supportive did not provide a comment. Reasons for neutral responses were provided to Council in a separate report.

5 LIVEABILITY

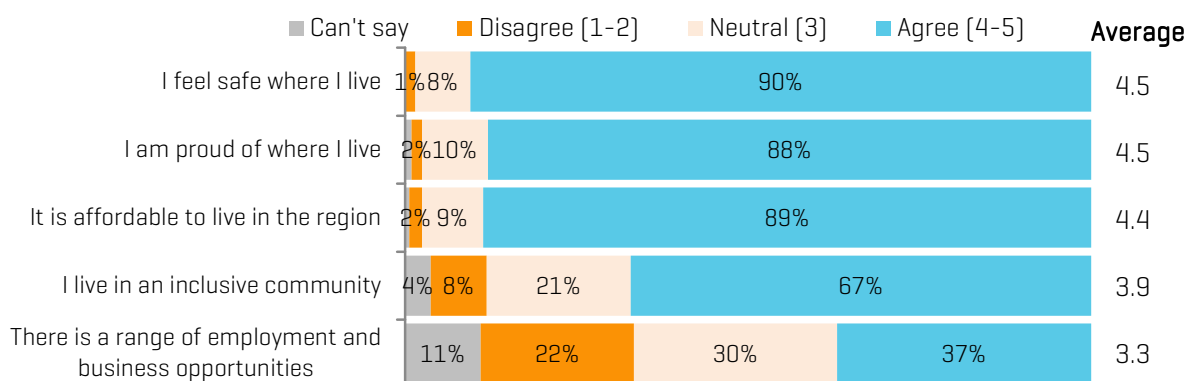
Residents are proud to live in the Federation Council area and believe the area is safe, affordable and inclusive.

Nine in ten [90%] residents feel safe where they live. Only one percent [1%] do not feel safe, resulting in a high average agreement rating of 4.5. Eighty-eight percent [88%] are **proud of where they live** [4.5] while 89 percent agree it is **affordable to live in the region** [4.4].

There is more contention surrounding employment, with only 37 percent agreeing that **there is a range of employment and business opportunities** in the Federation Council area. Twenty-two percent [22%] disagreed, resulting in a medium average rating of 3.3. These results align with the analysis of the Economy service area in Section 2 – Council Services and Facilities.

This presents an opportunity to highlight and promote Council’s role in driving economic development and job growth to residents, particular those of Urana and surrounding areas.

Figure 5.1 Liveability



Base: All respondents (n=400)

Q: Please rate your agreement with the following statements related to living in the Federation Council area using a five-point scale where 1 means 'strongly disagree' and 5 means 'strongly agree'.

Table 5.1 Liveability – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	Nil
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> Residents of West agreed they are proud of where they live significantly more compared to residents of South and East. Residents of South agreed it is affordable to live in the region significantly more compared to East. Residents of South and East agreed there is a range of employment and business opportunities compared to North.
Length of time lived in area	Nil

Overall perceptions of liveability

Respondents were asked to rate their agreement with the statement ‘Overall, I believe the Federation Council area is a good place to live.’ using a five-point scale.

Residents have high overall perceptions of liveability, with a total of 91 percent agreeing that Federation Council is a good place to live. Over half (55%) provided the highest rating of 5.

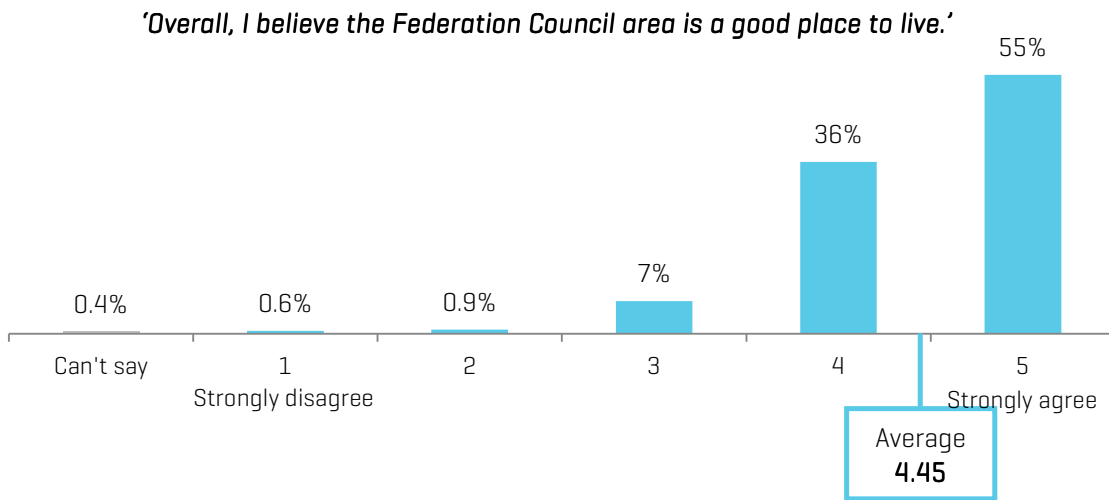
Only two percent (2%) of residents disagreed with the statement while seven percent (7%) provided a neutral rating of 3.

These results combined for a high average agreement score of 4.45.

There are **no significant differences in average agreement** across subgroups. This shows that residents across a wide demographic profile and across the Council area geographically share these high perceptions of liveability.

There is a positive correlation between overall perceptions of liveability and overall satisfaction with the performance of Federation Council.

Figure 5.2 Overall perceptions of liveability



Base: All respondents (n=400)

Q: Please rate your agreement with the following statements related to living in the Federation Council area using a five-point scale where 1 means ‘strongly disagree’ and 5 means ‘strongly agree’.

6 CUSTOMER EXPERIENCE

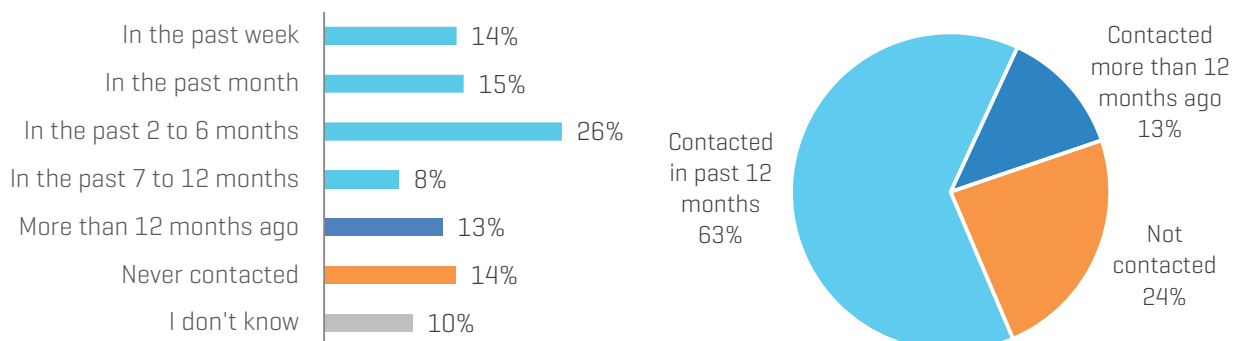
This section of the report covers Federation Council’s customer services. It includes recent contact with Council, the reason for contact, method of contact and satisfaction with Council staff and their overall experience.

6.1 Recent contact with Council

About two in three [63%] residents had contact with Federation Council in the past 12 months. In total, 29 percent had contact within the past month, with 14 percent having contact within the past week.

Residents that have had contact with Council in the past [hereafter referred to as ‘customers’] were asked specific questions about their most recent contact.

Figure 6.1 Recent contact with Council



Base: All respondents (n=400)

Q: When was the last time you contacted Council?

Table 6.1 Recent contact with Council – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	Nil
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	- A higher proportion of residents of West contacted more than 12 months ago compared to East.
Length of time lived in area	- Residents that have lived in the area for less than 5 years were more likely to have never contacted Council.

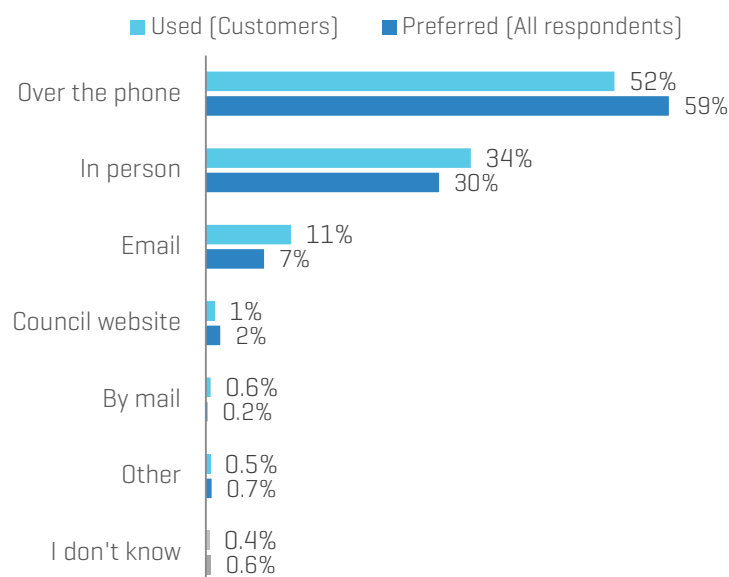
6.2 Method of Contact

All respondents were asked to indicate their most preferred method of contacting Council. Customers were also asked to indicate through which method they most recently contacted Council.

The preferences of residents regarding methods of contact closely align with the actual methods used by customers.

Most customers (52%) contacted Federation Council most recently **over the phone**. A further 34 percent visited Council **in person** while 11 percent contacted via **email**.

Figure 6.2 Method of Contact



Base: Used – Customers (n=305)

Base: Preferred – All respondents (n=400)

Q: Used – Most recently, how did you contact Council?

Q: Preferred – When you need to get in touch with Council, what is your most preferred method of contact?

Table 6.2 Method of Contact – Subgroup Analysis

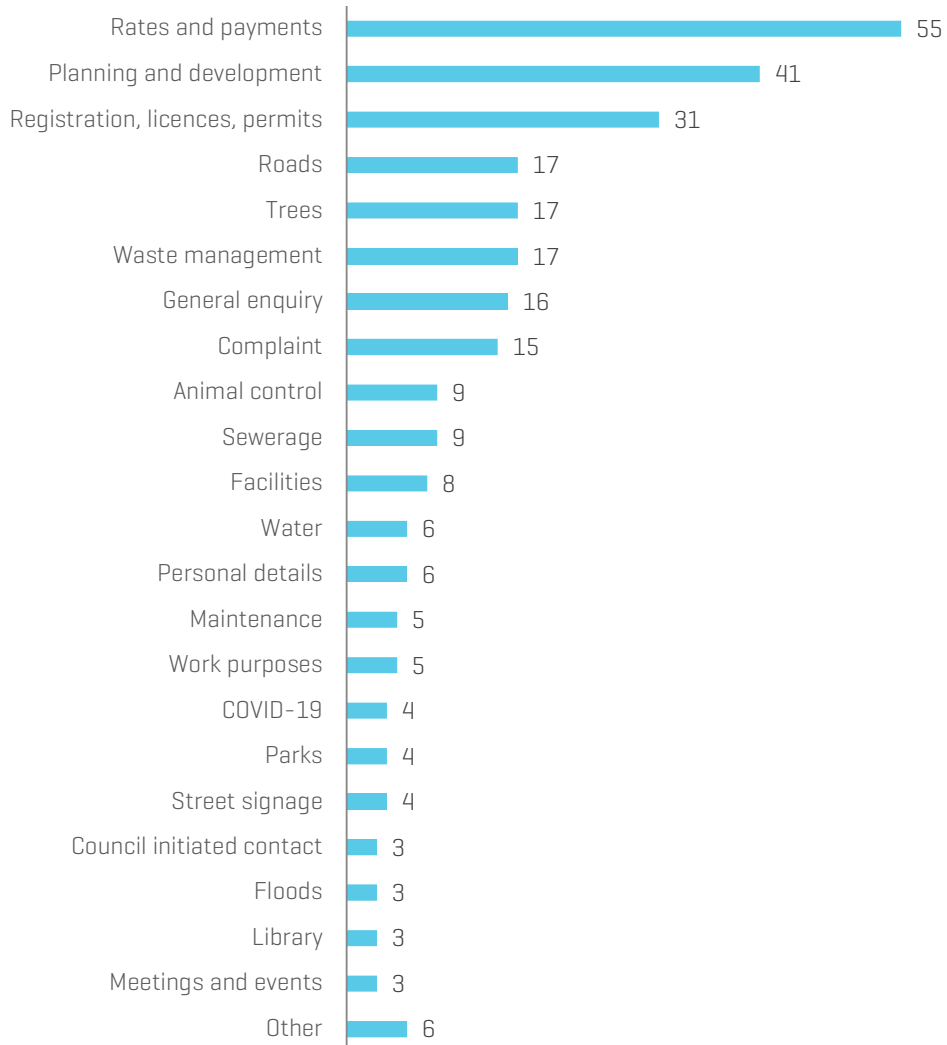
Subgroup	Significant Differences
Gender	- Males were more likely to visit in person .
Age	Nil
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	- Residents from North and South are more likely to visit in person than West.
Length of time lived in area	Nil

6.3 Reason for Contact

Customers were asked to describe their reason for contact in a few words.

The most common reasons for contacting Council included **rates and payments, planning and development** and **registration, licences and permits**. There were a wide variety of other reasons for customers to contact Council.

Figure 6.3 Nature of enquiry



Base: Customers (n=305)

Eighteen customers provided no response.

6.4 Satisfaction with Council's staff

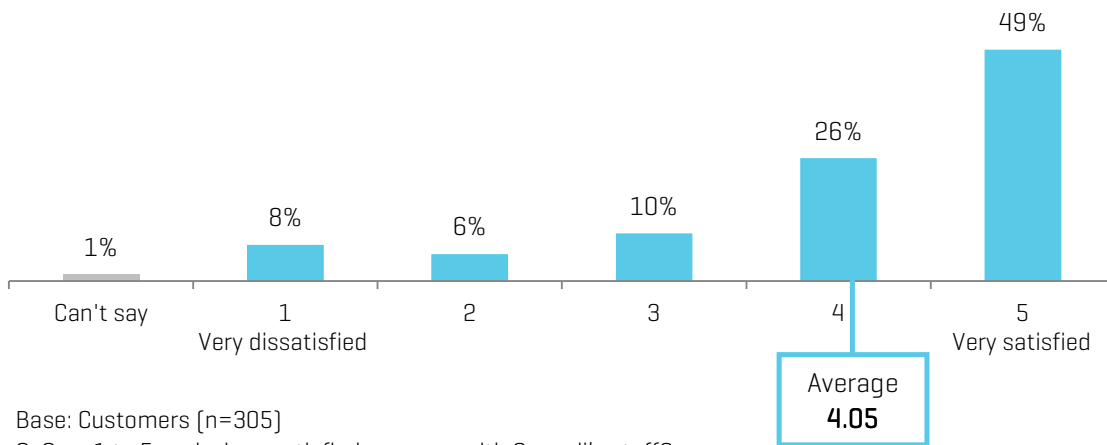
Customers were highly satisfied with Council's staff during their experience. In total, 75 percent of customers were satisfied, with almost half [49%] providing the highest rating of 5. Thirteen percent [13%] were dissatisfied with Council's staff.

These results combined for a high average satisfaction score of 4.05.

There were **no significant differences in average satisfaction** across subgroups, indicating that customers with a wide demographic profile share these high perceptions of Council's staff.

Customers that visited **in person** tended to be most satisfied with Council's staff [4.3]. This difference is not statistically significant. This means it is not necessarily a repeatable result.

Figure 6.4 Satisfaction with Council's staff



Base: Customers (n=305)

Q: On a 1 to 5 scale, how satisfied were you with Council's staff?

Note: Percentages do not sum to 100% due to rounding.

Figure 6.5 Satisfaction with Council's staff by Method of Contact

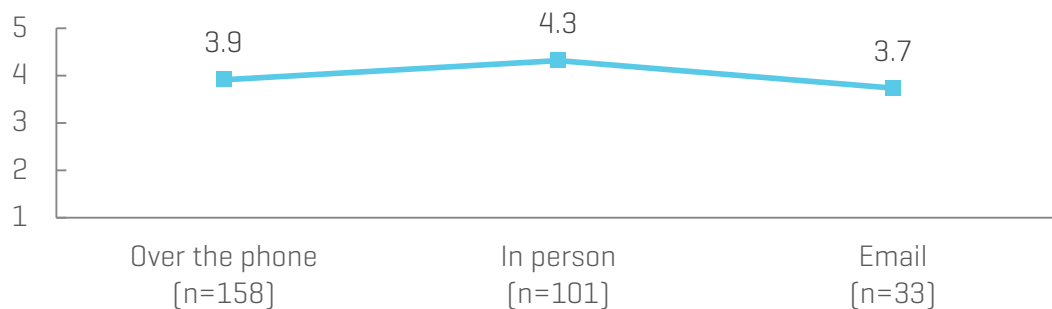
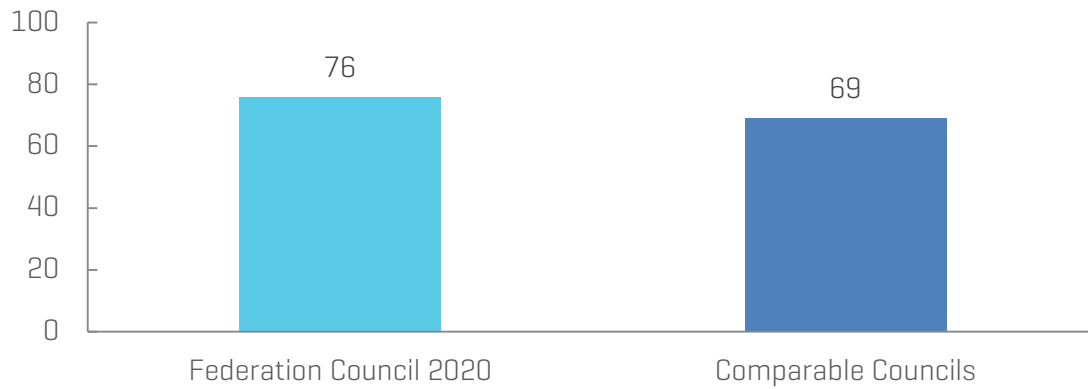


Figure 6.6 benchmarks customer satisfaction with Council staff and compares this result against an amalgamation of councils with comparable characteristics to Federation Council. A difference of +/- 4 pts indicates a statistically significant difference.

Customer satisfaction with Council staff is **outperforming** comparable councils.

Figure 6.6 Satisfaction with Council's staff – External Benchmarks



6.5 Overall satisfaction with customer experience

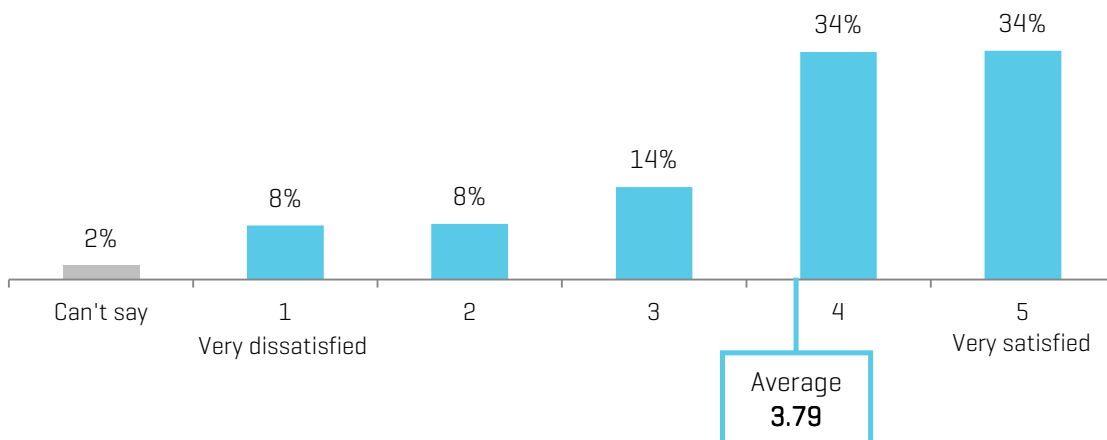
Overall, customers were satisfied with their experience. Over two thirds [68%] of customers were satisfied overall, with 34 percent providing the highest rating of 5. Sixteen percent [16%] were dissatisfied with their experience.

These results combined for a high average satisfaction score of 3.79.

There were **no significant differences in average satisfaction across subgroups**. The demographic profile of the customer does not impact overall satisfaction with customer experience.

Customers that visited **in person** tended to be most satisfied with their overall experience [4.0]. This difference is not statistically significant, meaning it is not necessarily a repeatable result.

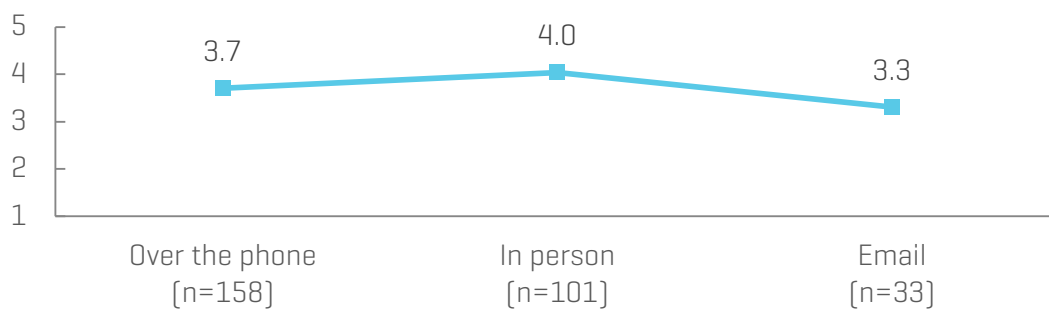
Figure 6.7 Overall satisfaction with customer experience



Base: Customers [n=305]

Q: And, overall, how satisfied were you with your experience with Federation Council?

Figure 6.8 Overall satisfaction with customer experience by Method of Contact

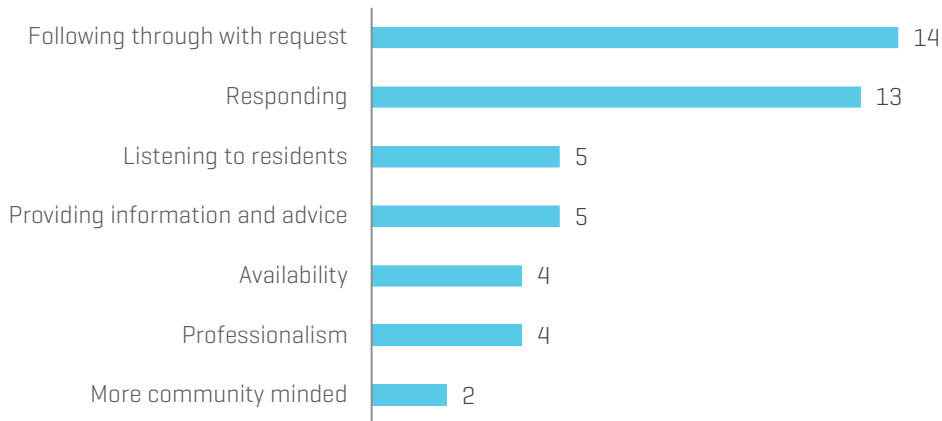


How could Council have improved your experience?

Customers that were dissatisfied overall with their experience were asked how Council could have improved their experience. These open-ended responses were classified into similar themes. A full list of open-ended responses has been provided to Council in a separate report.

The main ways that Council can improve the experience of dissatisfied customers is by **following through and completing the request** and by **acknowledging and responding to all requests when they are first made**.

Figure 6.9 Improving customer experience



Base: Dissatisfied with customer experience (n=47)

Note: Two customers did not provide a comment.

7 COMMUNICATION

This section of the report examines the most used and the most preferred sources of receiving information from Federation Council.

7.1 Sources of receiving information about Council

Respondents were read a list of sources and were asked to indicate which they usually use to receive information from Federal Council. They were able to select multiple responses.

Respondents were asked to select only **one** preferred source from that list.

Figure 7.1 (over page) shows the most used and most preferred sources of receiving information about Council, ranked from most used to least used.

The five most **used** sources of information include:

1. **By mail** [69%]
2. **Word of mouth [e.g. family and friends]** [61%]
3. **Local newspapers** [60%]
4. **Social media [e.g. Facebook]** [37%]
5. **Television** [34%]

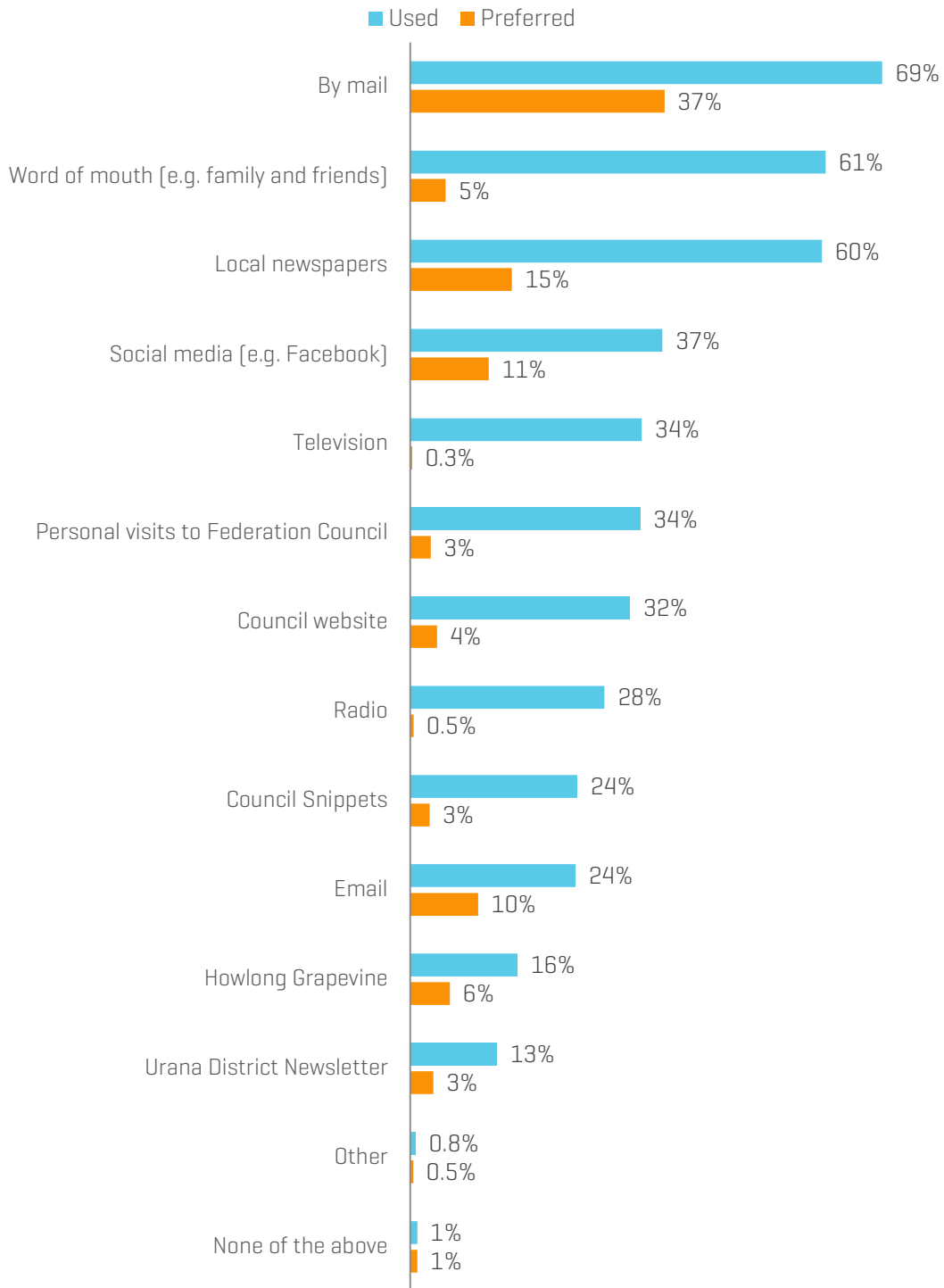
The five most **preferred** sources of information include:

1. **By mail** [37%]
2. **Local newspapers** [15%]
3. **Social media [e.g. Facebook]** [11%]
4. **Email** [10%]
5. **Howlong Grapevine** [6%]

Council is generally meeting the preferences of residents as **by mail** is both the most used [69%] and the most preferred [37%] method of receiving information from Council.

One in ten [10%] residents prefer receiving information through **email** but this method is only used by 24 percent of residents. This suggests email is underutilised and that Council email subscription services could benefit from increased promotion in other more commonly used information sources.

Figure 7.1 Most used and preferred sources of receiving Council information



Base: All respondents (n=400)

Q: Through which of the following sources do you usually receive information from Federation Council? [MULTIPLE CHOICE]

Q: And of those listed, which is your most preferred method? [SINGLE CHOICE]

Note: 'Used' figures do not total 100% as respondents could select multiple sources.

Tables 7.1 and 7.2 report subgroup analysis for the most used and most preferred sources of information.

Table 7.1 Most used sources of information – Subgroup Analysis

Subgroup	Significant Differences
Gender	Nil
Age	<ul style="list-style-type: none"> - 18-34s use social media more than all other age groups. - 18-34s and 50-64s use the Council website more than 65+s. - 18-34s use email more than 35-49s and 65+s.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> - Residents from South and West use local newspapers more than East. - Residents from South make personal visits to Federation Council more than North and East. - Residents from East use the Howlong Grapevine more than all other residents. - Residents from North use the Urana District Newsletter more than all other residents.
Length of time lived in area	<ul style="list-style-type: none"> - Residents that have lived in the area for 6 to 10 years use the Howlong Grapevine more than those that have lived in the area for more than 15 years.

Table 7.2 Most preferred sources of information – Subgroup Analysis

Subgroup	Significant Differences
Gender	<ul style="list-style-type: none"> - Males prefer word of mouth more than females.
Age	<ul style="list-style-type: none"> - 18-34s prefer social media more than 50-64s and 65+s. - 65+s prefer the Howlong Grapevine more than 18-34s and 50-64s.
Area North – Urana and surrounds South – Corowa and surrounds East – Howlong and surrounds West – Mulwala and surrounds	<ul style="list-style-type: none"> - Residents from South and West prefer local newspapers more than East. - Residents from East prefer the Howlong Grapevine more than all other residents. - Residents from North prefer the Urana District Newsletter more than all other areas.
Length of time lived in area	Nil

7.2 Further Segmentation

Table 7.3 lists the most used and most preferred sources for different types of residents, allowing Council to further target their communications.

Table 7.3 Sources of Information – Further Segmentation

Gender	Age	Usual Methods	Preferred Methods
Male	18 to 34	1 – Social media 2 – Local newspapers 3 – Word of mouth	1 – Social media 2 – By mail 3 – Local newspapers
	35 to 49	1 – By mail 2 – Local newspapers 3 – Word of mouth	1 – By mail 2 – Social media 3 – Word of mouth
	50 to 64	1 – By mail 2 – Local newspapers 3 – Word of mouth	1 – By mail 2 – Email 3 – Local newspapers
	65+	1 – Local newspapers 2 – By mail 3 – Word of mouth	1 – By mail 2 – Local newspapers 3 – Howlong Grapevine

Gender	Age	Usual Methods	Preferred Methods
Female	18 to 34	1 – Word of mouth 2 – By mail 3 – Council website	1 – By mail 2 – Email 3 – Social media
	35 to 49	1 – By mail 2 – Word of mouth 3 – Local newspapers	1 – By mail 2 – Social media 3 – Local newspapers
	50 to 64	1 – By mail 2 – Word of mouth 3 – Local newspapers	1 – By mail 2 – Social media 3 – Local newspapers
	65+	1 – By mail 2 – Local newspapers 3 – Word of mouth	1 – By mail 2 – Local newspapers 3 – Howlong Grapevine


APPENDIX 1 – SUBGROUP ANALYSIS

Overall Satisfaction

Overall satisfaction with the performance of Federation Council over the past 12 months

Overall Satisfaction	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Dissatisfied (1-2)	13%	16%	10%	11%	17%	17%	9%
Neutral (3)	34%	34%	35%	42%	39%	35%	27%
Satisfied (4-5)	52%	49%	54%	47%	44%	45%	64%
Can't say	0.95%	0.6%	1%	-	-	3%	0.4%
Average Satisfaction	3.5	3.4	3.6	3.5	3.3	3.4	3.7

Overall Satisfaction	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Dissatisfied (1-2)	1%	0.9%	-	2%	10%	13%	22%	13%
Neutral (3)	11%	14%	17%	20%	50%	40%	42%	28%
Satisfied (4-5)	30%	36%	42%	37%	36%	47%	36%	59%
Can't say	58%	50%	41%	42%	4%	-	-	0.8%
Average Satisfaction	3.6	3.5	3.3	3.4	3.4	3.5	3.2	3.6

 Statistically significant difference at the 95% confidence level.

Council Services & Facilities

Infrastructure

Infrastructure	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Appearance of public areas	3.9	3.9	4.0	3.7	4.0	3.9	4.0
Car parking	3.8	3.7	3.9	3.7	3.6	3.7	4.0
Maintenance of bridges	3.6	3.5	3.8	3.3	3.6	3.4	4.0
Public toilets	3.5	3.5	3.5	3.5	3.8	3.4	3.4
Condition of local streets	3.5	3.4	3.5	3.4	3.5	3.2	3.6
Street lighting	3.4	3.3	3.4	3.4	3.4	3.2	3.5
Swimming pools	3.4	3.4	3.3	3.0	3.5	3.0	3.7
Maintenance of sealed local roads	3.2	3.2	3.3	2.6	3.1	3.2	3.6
Condition of local footpaths	3.2	3.1	3.2	3.5	3.2	3.0	3.1
Maintenance of unsealed local roads	2.8	2.7	2.9	2.4	2.9	2.8	3.0
Public transport	2.2	2.1	2.2	1.9	2.4	2.2	2.1

Infrastructure	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Appearance of public areas	3.9	4.1	3.8	3.8	3.6	4.0	4.3	3.9
Car parking	3.8	3.9	3.6	3.8	3.9	3.9	3.3	3.8
Maintenance of bridges	4.0	4.0	2.3	3.4	3.6	3.6	3.5	3.7
Public toilets	3.5	3.7	3.4	3.4	3.2	3.7	3.4	3.5
Condition of local streets	3.6	3.3	3.4	3.0	3.5	3.4	3.7	3.4
Street lighting	3.7	2.8	2.9	3.4	3.6	3.1	3.2	3.4
Swimming pools	3.2	4.3	2.4	3.3	3.4	3.2	3.2	3.5
Maintenance of sealed local roads	3.4	3.3	3.0	2.5	3.0	3.3	3.2	3.2
Condition of local footpaths	3.2	3.2	3.1	3.0	3.5	3.1	3.3	3.1
Maintenance of unsealed local roads	2.8	3.0	2.9	2.4	2.7	2.9	2.9	2.8
Public transport	2.2	2.4	1.8	2.2	2.6	2.1	1.7	2.2

Economy

Economy	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Protection of heritage	3.6	3.6	3.6	4.0	3.6	3.4	3.5
Promotion of tourism	3.4	3.3	3.4	3.7	3.3	3.3	3.3
Planning and development	3.3	3.2	3.4	3.3	3.1	3.1	3.4
Development application assessment process	3.1	3.0	3.2	2.9	3.3	3.1	3.1
Promotion of economic development and job growth	3.0	3.0	3.1	3.3	2.7	2.8	3.2

Economy	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Protection of heritage	3.7	3.6	3.4	3.6	3.8	3.6	3.8	3.5
Promotion of tourism	3.3	3.1	3.7	3.3	3.3	3.3	3.3	3.4
Planning and development	3.3	3.3	3.2	3.1	3.1	3.5	2.8	3.3
Development application assessment process	3.0	3.3	2.9	3.4	3.3	3.5	2.6	3.0
Promotion of economic development and job growth	3.2	2.9	2.8	2.8	3.0	2.9	3.1	3.0

Environment

Environment	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Parks, playgrounds and gardens	4.2	4.1	4.2	4.0	4.2	4.1	4.2
Sewerage services	3.9	3.8	4.0	4.0	3.8	3.8	3.9
Water services	3.8	3.7	4.0	3.7	3.8	3.8	4.0
Waste management	3.8	3.7	3.8	3.4	3.7	3.8	3.9
Promoting environmental sustainability	3.3	3.3	3.4	3.3	3.3	3.3	3.4
Flood protection	3.3	3.4	3.3	3.1	3.4	3.3	3.4
Weed management	3.3	3.3	3.2	3.3	3.3	3.2	3.2
Stormwater drainage	3.1	3.0	3.2	3.0	3.2	2.9	3.3

Environment	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Parks, playgrounds and gardens	4.3	4.2	3.8	4.0	4.2	4.3	4.2	4.1
Sewerage services	4.0	3.9	3.7	3.6	4.0	4.0	4.1	3.8
Water services	3.9	3.9	3.9	3.3	3.7	4.0	3.3	3.9
Waste management	3.9	3.9	3.8	2.8	3.6	4.1	3.8	3.7
Promoting environmental sustainability	3.4	3.3	3.4	3.0	3.6	3.4	3.4	3.3
Flood protection	3.5	3.5	3.4	2.2	3.8	3.4	3.6	3.2
Weed management	3.4	3.0	3.1	3.0	3.3	3.4	3.3	3.2
Stormwater drainage	3.4	2.9	2.7	2.5	3.3	2.9	3.0	3.1

Community

Community	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Sporting fields	4.2	4.2	4.2	4.2	4.2	4.1	4.3
Library services	4.1	4.0	4.2	4.0	4.1	4.1	4.2
Childcare services	3.6	3.5	3.7	2.9	3.8	3.7	4.0
Services and facilities for children	3.6	3.6	3.5	3.3	3.4	3.6	3.8
Community buildings and halls	3.6	3.6	3.5	3.3	3.5	3.6	3.6
Services and facilities for older people	3.5	3.5	3.5	3.8	3.6	3.4	3.5
Community events	3.5	3.5	3.6	3.5	3.4	3.6	3.6
Enforcement of local laws	3.4	3.3	3.6	3.5	3.6	3.3	3.5
Art galleries and cultural centres	3.4	3.3	3.4	3.3	3.4	3.4	3.3
Services and facilities for youth	3.1	3.1	3.0	2.9	2.9	3.2	3.2

Community	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Sporting fields	4.2	4.4	4.1	3.8	4.3	4.2	4.3	4.1
Library services	4.2	4.0	4.1	3.7	4.2	4.2	4.0	4.1
Childcare services	3.9	4.0	2.2	3.1	4.1	3.7	2.9	3.6
Services and facilities for children	3.7	3.9	3.3	3.0	4.1	3.6	3.0	3.5
Community buildings and halls	3.7	3.5	3.4	3.3	3.6	3.7	3.2	3.6
Services and facilities for older people	3.6	3.3	3.4	3.4	3.8	3.5	3.2	3.5
Community events	3.6	3.4	3.5	3.6	3.5	3.6	3.7	3.5
Enforcement of local laws	3.5	3.5	3.5	3.2	3.4	3.6	3.7	3.4
Art galleries and cultural centres	3.6	3.0	3.0	3.0	3.5	3.5	3.5	3.3
Services and facilities for youth	3.2	3.5	2.9	2.1	3.2	3.3	2.8	3.0

Governance

Governance	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Ease of access to services	3.6	3.5	3.6	3.6	3.6	3.5	3.7
Informing the community	3.5	3.4	3.5	3.7	3.4	3.3	3.5
Council leadership and advocacy	3.4	3.3	3.4	3.3	3.2	3.3	3.5
Being a well-run and managed Council	3.3	3.2	3.4	3.3	3.2	3.1	3.5
Decisions made in the interest of the community	3.3	3.2	3.4	3.4	3.2	3.1	3.4
Providing value for money for my rates	3.2	3.1	3.2	3.3	3.0	3.0	3.3
Community consultation and engagement	3.1	3.1	3.2	3.2	3.1	3.1	3.2

Governance	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Ease of access to services	3.7	3.6	3.4	3.4	3.7	3.8	3.4	3.5
Informing the community	3.5	3.3	3.4	3.5	3.5	3.4	3.2	3.5
Council leadership and advocacy	3.4	3.3	3.1	3.6	3.4	3.3	2.8	3.4
Being a well-run and managed Council	3.4	3.3	3.1	3.3	3.4	3.4	2.7	3.3
Decisions made in the interest of the community	3.4	3.0	3.2	3.2	3.2	3.3	2.8	3.4
Providing value for money for my rates	3.2	3.3	3.0	3.0	3.1	3.3	3.2	3.1
Community consultation and engagement	3.2	3.0	3.0	3.1	3.4	3.0	2.6	3.2

Facility Usage Rate

Facility Usage Rate	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Parks, playgrounds and gardens	82%	78%	86%	100%	93%	84%	65%
Community buildings and halls	71%	69%	73%	89%	65%	73%	63%
Sporting fields	67%	71%	62%	100%	83%	69%	38%
Libraries	58%	52%	64%	63%	63%	57%	53%
Art galleries and cultural centres	39%	32%	47%	15%	39%	50%	43%
Facilities for children	33%	24%	42%	46%	55%	31%	15%
Swimming pools	29%	24%	33%	42%	40%	23%	20%
Facilities for youth	24%	23%	24%	32%	52%	17%	9%
Facilities for older people	21%	21%	20%	6%	16%	15%	36%

Facility Usage Rate	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Parks, playgrounds and gardens	83%	75%	91%	75%	94%	82%	89%	78%
Community buildings and halls	76%	53%	71%	79%	61%	64%	82%	74%
Sporting fields	62%	56%	82%	84%	81%	71%	75%	61%
Libraries	55%	60%	72%	45%	72%	68%	83%	48%
Art galleries and cultural centres	51%	29%	20%	34%	29%	30%	57%	42%
Facilities for children	33%	30%	36%	34%	40%	45%	45%	26%
Swimming pools	25%	42%	11%	52%	35%	33%	36%	25%
Facilities for youth	27%	20%	20%	18%	37%	28%	18%	21%
Facilities for older people	21%	33%	9%	17%	15%	27%	15%	21%

Support for Council's Special Rate Variation

Support for Council's Special Rate Variation	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Not supportive [1-2]	42%	49%	36%	32%	40%	47%	45%
Neutral [3]	28%	23%	33%	36%	33%	21%	27%
Supportive [4-5]	28%	28%	28%	27%	27%	32%	26%
Can't say	2%	-	3%	5%	-	0.6%	2%
Average	2.7	2.6	2.8	2.9	2.7	2.6	2.6

Support for Council's Special Rate Variation	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Dissatisfied [1-2]	36%	54%	47%	47%	24%	40%	51%	46%
Neutral [3]	30%	24%	27%	29%	48%	18%	26%	27%
Satisfied [4-5]	34%	19%	21%	24%	28%	36%	22%	27%
Can't say	0.6%	2%	5%	-	-	6%	-	0.96%
Average Satisfaction	2.9	2.3	2.4	2.5	3.0	2.8	2.4	2.6

Customer Experience

Recent contact with Council

Recent contact with Council	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
In the past week	14%	17%	12%	11%	16%	16%	13%
In the past month	15%	17%	14%	5%	14%	17%	20%
In the past 2 to 6 months	26%	24%	28%	42%	13%	22%	27%
In the past 7 to 12 months	8%	7%	9%	5%	13%	10%	5%
More than 12 months ago	13%	15%	11%	6%	17%	18%	10%
Never contacted	14%	14%	14%	21%	18%	8%	13%
I don't know	10%	7%	12%	10%	9%	8%	11%

Recent contact with Council	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
In the past week	14%	15%	13%	20%	4%	8%	13%	19%
In the past month	18%	16%	9%	10%	12%	15%	23%	15%
In the past 2 to 6 months	31%	20%	23%	11%	30%	28%	12%	26%
In the past 7 to 12 months	8%	6%	11%	6%	5%	13%	9%	7%
More than 12 months ago	8%	17%	25%	8%	5%	17%	27%	11%
Never contacted	13%	14%	12%	25%	39%	12%	7%	11%
I don't know	8%	12%	6%	19%	5%	7%	9%	11%

Method of Contact

Method of Contact	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Over the phone	52%	47%	58%	68%	59%	47%	46%
In person	34%	41%	26%	16%	28%	35%	45%
Email	11%	10%	12%	15%	10%	14%	6%
Council website	1%	0.5%	2%	-	-	2%	1%
By mail	0.6%	0.7%	0.5%	-	-	2%	-
Other	0.5%	1%	-	-	-	-	2%
I don't know	0.4%	-	0.9%	-	2%	-	-

Method of Contact	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Over the phone	47%	58%	69%	40%	54%	41%	58%	55%
In person	40%	29%	15%	45%	36%	38%	20%	35%
Email	11%	9%	12%	12%	10%	19%	20%	7%
Council website	0.8%	1%	1%	3%	-	-	-	2%
By mail	0.4%	-	2%	-	-	2%	2%	-
Other	-	3%	-	-	-	-	-	0.9%
I don't know	0.8%	-	-	-	-	-	-	0.7%

Satisfaction with Council's staff

Satisfaction with Council's staff	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Dissatisfied [1-2]	13%	17%	10%	15%	9%	18%	10%
Neutral [3]	10%	10%	10%	7%	13%	10%	10%
Satisfied (4-5)	75%	73%	78%	78%	73%	71%	79%
Can't say	1%	0.5%	2%	-	5%	0.7%	0.8%
Average Satisfaction	4.0	3.9	4.2	4.2	4.1	3.8	4.1

Satisfaction with Council's staff	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Dissatisfied [1-2]	13%	17%	14%	6%	19%	19%	25%	9%
Neutral [3]	12%	10%	7%	-	15%	13%	2%	10%
Satisfied (4-5)	74%	69%	77%	94%	66%	66%	71%	80%
Can't say	0.4%	4%	2%	-	-	2%	2%	1%
Average Satisfaction	4.1	3.8	4.0	4.3	3.8	3.7	4.0	4.2

Overall satisfaction with customer experience

Overall satisfaction with customer experience	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Dissatisfied [1-2]	16%	18%	15%	15%	16%	18%	15%
Neutral [3]	14%	16%	11%	-	18%	20%	12%
Satisfied (4-5)	68%	65%	70%	85%	61%	59%	71%
Can't say	2%	0.7%	4%	-	5%	3%	1%
Average Satisfaction	3.8	3.7	3.9	4.0	3.8	3.6	3.8

Overall satisfaction with customer experience	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Dissatisfied [1-2]	13%	17%	25%	18%	12%	19%	31%	14%
Neutral [3]	14%	20%	9%	10%	6%	20%	2%	15%
Satisfied (4-5)	71%	61%	64%	72%	82%	58%	63%	69%
Can't say	2%	2%	2%	-	-	2%	4%	2%
Average Satisfaction	4.0	3.6	3.4	3.9	3.9	3.6	3.4	3.9

Community Needs & Priorities

Community Needs & Priorities	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
I feel safe where I live	4.5	4.5	4.5	4.4	4.5	4.5	4.6
I am proud of where I live	4.5	4.4	4.5	4.2	4.5	4.5	4.6
It is affordable to live in the region	4.4	4.4	4.5	4.5	4.3	4.3	4.5
I live in an inclusive community	3.9	3.9	4.0	3.9	3.9	3.8	4.0
There is a range of employment and business opportunities	3.3	3.2	3.3	2.7	3.5	3.3	3.5

Community Needs & Priorities	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
I feel safe where I live	4.5	4.4	4.6	4.4	4.4	4.6	4.5	4.5
I am proud of where I live	4.4	4.3	4.7	4.5	4.2	4.5	4.3	4.5
It is affordable to live in the region	4.6	4.3	4.3	4.2	4.4	4.2	4.4	4.5
I live in an inclusive community	4.0	4.0	3.9	3.6	4.1	4.0	3.8	3.9
There is a range of employment and business opportunities	3.5	3.3	3.0	2.5	3.0	3.0	2.8	3.5

'Overall, I believe the Federation Council area is a good place to live.'

Agreement	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Disagree (1-2)	2%	1%	2%	-	2%	2%	2%
Neutral (3)	7%	4%	9%	11%	9%	7%	4%
Agree (4-5)	91%	94%	89%	89%	90%	90%	94%
Can't say	0.4%	0.6%	0.3%	-	-	1%	0.4%
Average Agreement	4.4	4.4	4.5	4.4	4.4	4.4	4.5

Agreement	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Disagree (1-2)	2%	2%	-	-	-	0.8%	2%	2%
Neutral (3)	5%	13%	3%	12%	18%	4%	5%	6%
Agree (4-5)	92%	84%	97%	88%	82%	94%	93%	92%
Can't say	0.3%	2%	-	-	-	2%	-	0.2%
Average Agreement	4.5	4.3	4.5	4.5	4.4	4.6	4.4	4.4

Communication

Usual methods of receiving information from Council

Usual methods of receiving information from Council	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
By mail	69%	69%	70%	58%	81%	73%	65%
Word of mouth (e.g. family and friends)	61%	56%	66%	73%	58%	64%	53%
Local newspapers	60%	65%	56%	59%	51%	60%	66%
Social media (e.g. Facebook)	37%	36%	38%	75%	40%	33%	18%
Television	34%	35%	33%	43%	27%	33%	34%
Personal visits to Federation Council	34%	35%	32%	37%	26%	39%	32%
Council website	32%	29%	36%	52%	26%	37%	21%
Radio	28%	32%	25%	48%	27%	25%	22%
Council Snippets	24%	25%	24%	16%	17%	24%	34%
Email	24%	26%	22%	48%	14%	25%	17%
Howlong Grapevine	16%	16%	15%	5%	12%	13%	26%
Urana District Newsletter	13%	12%	14%	15%	9%	17%	10%
Other	0.8%	0.4%	1%	-	-	0.6%	2%
None of the above	1%	-	2%	5%	-	0.6%	-

Usual methods of receiving information from Council	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
By mail	73%	63%	76%	50%	61%	73%	69%	70%
Word of mouth (e.g. family and friends)	67%	54%	58%	45%	59%	67%	65%	59%
Local newspapers	71%	30%	68%	48%	42%	55%	69%	65%
Social media (e.g. Facebook)	38%	38%	32%	36%	42%	43%	47%	32%
Television	40%	23%	33%	26%	24%	33%	28%	37%
Personal visits to Federation Council	41%	22%	32%	18%	23%	40%	47%	32%
Council website	34%	31%	27%	32%	25%	37%	39%	31%
Radio	29%	23%	29%	36%	40%	30%	30%	25%
Council Snippets	29%	13%	26%	17%	26%	18%	12%	28%
Email	29%	16%	21%	21%	27%	24%	38%	21%
Howlong Grapevine	2%	70%	7%	2%	13%	30%	21%	11%
Urana District Newsletter	6%	6%	4%	72%	16%	6%	8%	15%
Other	0.3%	4%	-	-	2%	-	-	1%
None of the above	-	-	-	10%	8%	-	-	-

Preferred method of receiving information from Council

Preferred method of receiving information from Council	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
By mail	37%	37%	38%	26%	47%	37%	37%
Local newspapers	15%	17%	13%	11%	7%	13%	23%
Social media [e.g. Facebook]	11%	10%	13%	27%	15%	9%	3%
Email	10%	8%	12%	15%	10%	11%	6%
Howlong Grapevine	6%	7%	5%	-	4%	2%	13%
Word of mouth [e.g. family and friends]	5%	8%	3%	6%	7%	5%	4%
Council website	4%	2%	5%	5%	5%	4%	3%
Urana District Newsletter	3%	4%	3%	-	3%	8%	2%
Personal visits to Federation Council	3%	4%	2%	6%	-	3%	3%
Council Snippets	3%	3%	3%	-	-	5%	4%
Radio	0.5%	-	0.96%	-	2%	-	0.4%
Television	0.3%	-	0.6%	-	-	-	0.8%
Other	0.5%	-	0.9%	-	-	0.6%	0.8%
None of the above	1%	-	2%	5%	-	0.6%	-

Preferred method of receiving information from Council	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
By mail	40%	38%	41%	15%	38%	42%	36%	36%
Local newspapers	18%	4%	21%	10%	16%	8%	20%	16%
Social media [e.g. Facebook]	14%	9%	12%	2%	8%	9%	11%	13%
Email	11%	7%	6%	17%	3%	13%	10%	11%
Howlong Grapevine	0.3%	27%	2%	2%	6%	12%	5%	4%
Word of mouth [e.g. family and friends]	5%	3%	9%	2%	14%	7%	-	3%
Council website	3%	4%	4%	9%	4%	-	3%	5%
Urana District Newsletter	0.5%	-	-	30%	1%	2%	2%	5%
Personal visits to Federation Council	3%	4%	1%	2%	2%	2%	11%	2%
Council Snippets	4%	-	3%	2%	-	2%	2%	4%
Radio	-	3%	-	-	-	2%	-	0.2%
Television	0.5%	-	-	-	-	0.8%	-	0.2%
Other	0.3%	2%	-	-	-	-	-	0.8%
None of the above	-	-	-	10%	8%	-	-	-

Frequency of hearing or reading a negative news story or comment about Council

Frequency of hearing or reading a negative news story or comment about Council	Total	Gender		Age			
		Male	Female	18 to 34	35 to 49	50 to 64	65+
Daily	0.9%	1%	0.3%	-	2%	0.6%	0.6%
Weekly	10%	9%	10%	5%	9%	10%	13%
Monthly	29%	32%	26%	37%	24%	28%	27%
Yearly	29%	27%	32%	32%	37%	26%	27%
Never	25%	25%	24%	26%	22%	30%	22%
I don't know	6%	6%	7%	-	6%	5%	11%

Frequency of hearing or reading a negative news story or comment about Council	Area				Length of Time Lived in Area			
	Corowa + srnds.	Howlong + srnds.	Mulwala + srnds.	Urana + srnds.	Less than 5	6 to 10	11 to 15	More than 15
Daily	0.4%	3%	1%	-	1%	3%	2%	-
Weekly	13%	9%	2%	9%	6%	7%	4%	12%
Monthly	30%	18%	38%	28%	27%	25%	43%	28%
Yearly	28%	31%	33%	30%	27%	27%	23%	32%
Never	24%	27%	22%	30%	34%	30%	23%	21%
I don't know	5%	13%	5%	4%	5%	8%	6%	6%

**COROWA SWIM CENTRE
REDEVELOPMENT OPTIONS REVIEW
FINAL DRAFT REPORT**



MARCH 2018

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EXECUTIVE SUMMARY

1.0 Purpose of the Study

The future redevelopment of the Corowa Swim Centre has been a major issue since initial reports in 1995 identified the facility was reaching the end of its operational life. There have been a large range of reviews completed over the last 20 years to investigate future facility redevelopment and replacement options.

The facility is now at the end of its operational life and the key objective of this study is to provide Council with clear direction in respect to the future redevelopment of the Corowa Swim Centre.

Council has a desire to create economic growth and maximise community benefit from the swim centre and caravan park. This must be achieved within the context of Council/community capacity and priorities. Any financial investment by Council should generate a clear and justified return for the community.

1.1 Scope of This Report

This report has been released as a final draft report to enable Council to consult and engage with key stakeholders and interested community members. It has been developed from sections of the Ball Park Caravan Park and Corowa Swim Centre Redevelopment Report November 2017 to investigate and identify the potential future redevelopment options and linking these facilities together.

1.2 CSC Redevelopment Options

Section three of this reports presents five redevelopment concept options and includes capital cost estimates and assumption based modelling for each option.

1.3 CSC Redevelopment Priority Options

The first draft of the Corowa Swim Centre Redevelopment Options Report was presented to a Council workshop in January 2018. Following review Council determined that the following three options be nominated as priority options and further reviews be completed on these options:

- Option 1: Indoor combined swimming pool and outdoor water play
- Option 2A: Indoor 25 metre x 8 lane Pool & Learn to Swim/Program Pool with outdoor water play.
- Option 4: Outdoor 50 metre x 8 lane Pool & Learn to Swim/Program Pool with outdoor water play.

1.4 CSC Redevelopment Priority Options Comparisons

Section 4 of this report compares the CSC priority redevelopment options and the following table compares key cost and operating projections. The following table highlights the projected usage and financial impacts for the three priority options and the estimated capital cost of each option.

Review Item	Option 1 Indoor Combined Pool and Waterplay (52 week season)	Option 2A Indoor Multiple Pools and Waterplay (52 week session)	Option 4 Outdoor 50 Metre Pool & LTS Program Pool and Waterplay (15 week season)
Aquatic Areas Estimated Capital Cost	\$8.375M	\$10.092M	\$8.668M
Shared New Entry/Amenities Estimated Capital Cost	\$2.704M	\$2.704M	\$2.704M
Total Project Capital Cost	\$11.079M	\$12.796M	\$11.372M
Average 10 Year Annual Visits	528,769	547,093	160,335
10 Year Average Visits/Week	1,017/week	1,052/week	1,068/week
10 Year Annual Income	\$3,882,538	\$4,069,902	\$964,226
Average Income/Year	\$388,253	\$406,990	\$96,422
10 Year Annual Expenditure	\$6,228,807	\$8,153,740	\$2,856,357
Average Expenditure/Year	\$622,880	\$815,374	\$285,635
10 Year Net Profit/(Loss)	(\$2,346,270)	(\$4,083,837)	(\$1,892,131)
Average Net Profit/(Loss)/Year	(\$234,627)	(\$408,383)	(\$189,213)



Note: Total capital cost includes new shared entry/amenities building. All budgets are operational and do not include depreciation or loan repayments.

A review of the CSC Redevelopment priority options indicates:

- **Capital Cost Estimates:** Option 1 is the estimated lowest capital cost at \$11.079M followed by Option 4 at \$11.372M and option 2A at \$12.796M.
- **10 Year Operating Losses:** Option 4 has the estimated lowest operating loss at \$1.892M (average \$189,213/year) compared to \$2.346M (\$234,627/year) for option 1. Option 2A 10 year operating losses are the highest at \$4.083M (\$408,383/year)

1.5 Staging of CSC Redevelopment Priority Options

The likely achievable opportunity for staged development of any of the priority options is to hold off the shared caravan park and swim pool building and caravan park redevelopment to later stages and that the current swim centre entry buildings and amenities continue to be used in the first stage of new aquatic facilities.

This will have an extra operational cost impact initially as the new swimming pool options all have been designed to be located close to the new entry and amenity building. The impact of not building this facility as part of the redevelopment of swimming facilities will see the need for more staff to be employed for all operational hours.

The following table highlights the projected usage and financial impacts (at year three business establishment year) for the three priority options and the estimated capital cost of each option for a staged development where the new entry building and amenities are not built/funded in the first stage.

Review Item	Option 1 Indoor Combined Pool and Waterplay (52 week season)	Option 2A Indoor Multiple Pools and Waterplay (52 week session)	Option 4 Outdoor 50 Metre Pool & LTS Program Pool and Waterplay (15 week season)
Aquatic Areas Est. Capital Cost	\$8.375M	\$10.092M	\$8.668M
Year 3 Annual Visits	51,942	53,742	15,750
Year 3 Annual Income	\$351,877	\$368,858	\$87,388
Year 3 Annual Expenditure	\$692,634	\$871,523	\$291,558
Year 3 Net Profit/(Loss)	(\$340,757)	(\$502,666)	(\$205,170)

Note: Total capital cost does not include new shared entry/amenities building. Visits/Financials are for year 3 as it is the established business year

A review of the CSC Redevelopment priority options, if staged indicates:

- **Capital Cost Estimates:** Option 1 is the estimated lowest capital cost at \$8.375M followed by Option 3 at \$8.668M and option 2A at \$10.092M.
- **10 Year Operating Losses:** Option 4 has the estimated lowest operating loss at an average of \$205,170/year compared to \$340,757/year) for option 1. Option 2A 10 year operating losses are the highest at \$502,666/year)

1.6 CSC Redevelopment Funding Status

In line with seeking funds for this project Council has submitted numerous grant applications and initiated a long-term savings program.

This has now resulted in \$2.5 million in state government grants being awarded to the project and in association with these funds a further \$1.9 million in reserve funding has been accumulated, to help fund the Corowa Swim Centre redevelopment.

This now sees a total of \$4.43 million in funding currently available for the project. Council will need to consider a funding strategy for the preferred development option with consideration towards the impact on Council’s long-term financial plan.



1.7 CSC Where To From Here

Council is aiming to canvas stakeholder and interested resident's opinions on the Corowa Swim Centre Priority Redevelopment Options so it can review and consider these at its April 2018 meeting.

It is proposed to adopt a final project option at this meeting and then appoint project management and design services to fast track the facility design.

During this process, Council will continue to seek further funding as well as consider loan and other project funding contributions so it can fund and tender the development to meet a new facility being open in Corowa by end of November 2019.



1. Background

1.1 Project Background

The Ball Park Caravan Park and Corowa Swim Centre Master Plan was completed by Otium Planning Group Pty Ltd (OPG) and forwarded for Council review in November 2017. Following review Council requested that a separate Corowa Swim Centre Redevelopment Options Report be developed utilising information from the November 2017 report but also considering two extra facility options being:

- Option 2A: Covering over the outdoor pools to create a larger indoor pool area than option 1.
- Option 4: Adding a LTS/Program Pool to the option three facilities to provide programmable and more children/family water.

1.2 Project History

Federation Council holds a large parcel riverfront Crown Land known as 'Ball Park' in Corowa. This land is classified as recreational land and has operated as a Caravan Park with the adjoining swim centre for several decades.

The existing lease term of ten years will end in June 2018 and the optimal use of this land will need to be reviewed and a new tender called to operate the Caravan Park and the swim centre.

Existing conditions within the lease require the operator to also manage the Corowa Swim Centre. The existing Corowa Swim Centre has been determined from Technical Reviews to be at the end of its operational life.

The future redevelopment of the Corowa Swim Centre has been a major issue since initial reports in 1995 identified the facility was reaching the end of its operational life. There have been a large range of reviews completed over the last 20 years to investigate future facility redevelopment and replacement options.

1.3 Study Objective

Key objective of this consultancy is to provide Council with clear direction in respect to the future redevelopment of the Corowa Swim Centre.

Council has a desire to create economic growth and maximise community benefit from the swim centre and caravan park. This must be achieved within the context of Council/community capacity and priorities. Any financial investment by Council should generate a clear and justified return for the community.

1.4 Project Methodology

The project team included the following companies and associated roles:

- Project Manager/Business Planning - Otium Planning Group Pty Ltd (OPG);
- Landscape Architecture - Michael Smith and Associates Landscape Architects (MSALA);
- Design Architects - Facility Development Group (FDG)
- Quantity Surveyors - Turner Townsend (TT)

1.5 Project Limitations

This project has not been able to be based on any detailed historical usage or financial information from the operation of the Ball Park Caravan Park or Corowa Swimming Centre as under the lease contract the operator is required to provide visitation data but this has not been able to be provided in a format that allows comparison and trend analysis.

To complete the project OPG has developed an assumption based methodology utilizing local visitation trends and aquatic industry operating trends to assist in modelling occupancy and capacity models for the Corowa Swim Centre.



This process has allowed the consultant team to develop assumption based usage and business models to enable facility options to be analysed and assessed.

These limitations are noted and OPG have developed three facility development concepts for Council review and analysis.

1.6 Project Area Overview

Federation Council is in southern New South Wales, approximately 600km south west of the Sydney CBD and 300km north of the Melbourne CBD. Federation Council is a predominantly rural area with several small townships.

The graphic below highlights the Federation Council area and shows the main population townships and district areas.

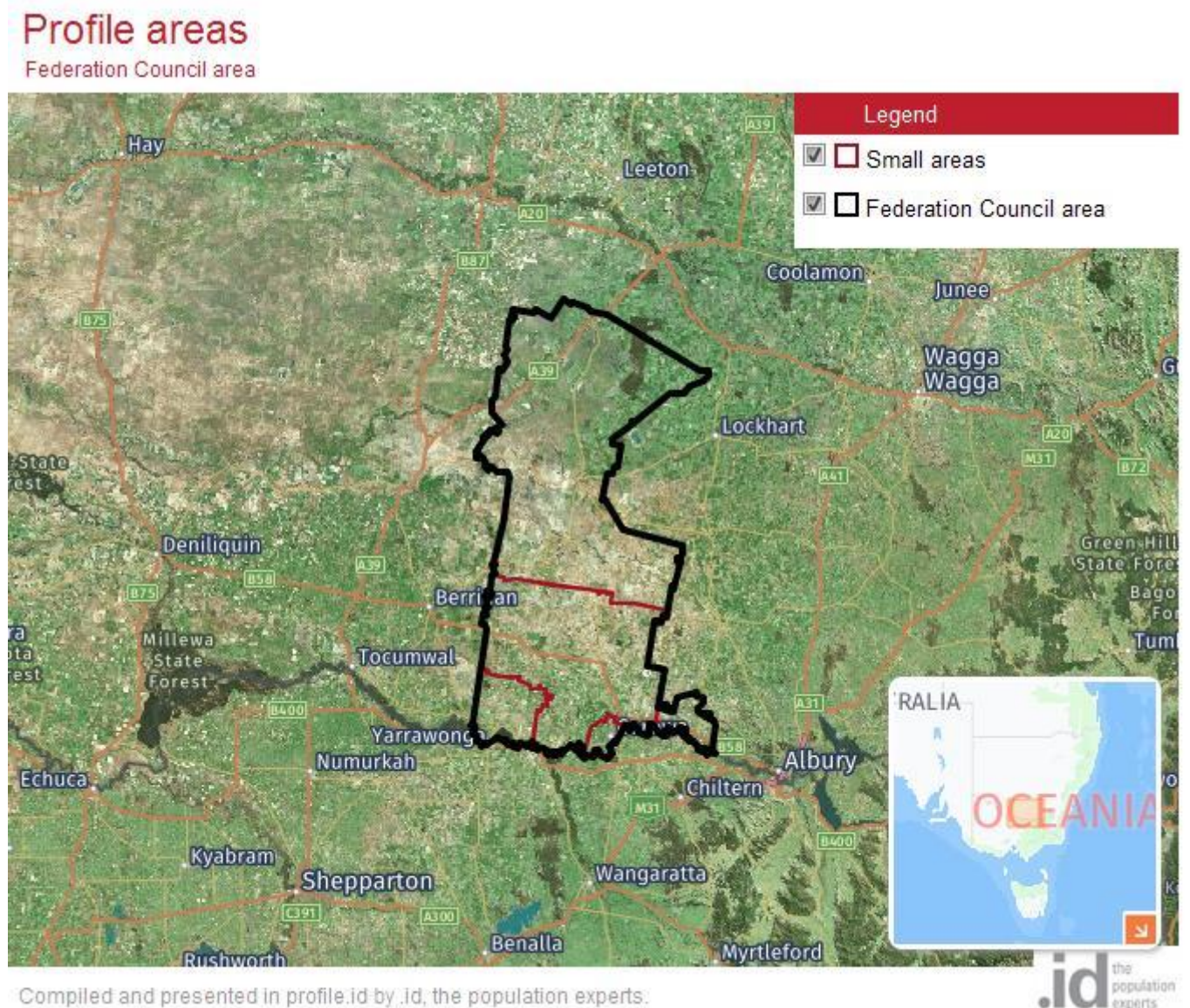


Figure 1 Map of Federation Council and Surrounding LGA Areas

Approximately half of the population of the Council area live in the township of Corowa (5,605 people 2011 ABS)) which is located adjacent to the Murray River between the townships of Mulwala (1,904 people) and Howlong (2,552 people). Corowa’s population does increase during main holiday seasons and a 2003



economic study indicated it can increase by 1,500 to 2,000 people.

Federation Council is a prospering rural community located within easy travelling distance to the rural cities of Albury, Wodonga, Wangaratta, Wagga Wagga, Shepparton and the Nation’s Capital, Canberra. Located only 3 hours from Melbourne, 4 hours from Canberra and 6 hours from Sydney, with a great climate and vibrant atmosphere Council promotes the area is an ideal location for businesses, families and retirees to experience exceptional lifestyle and opportunity.

1.7 Demographic Profile Review

To assist with identifying potential future aquatic facility users a review has been completed on population and demographic information for the Federation Council area compared to that of the Regional NSW. Unless otherwise stated all data is sourced from the Australian Bureau of Statistics (ABS) or online population analysis from website .id.

1.7.1 Federation Council Area Population Trends

The Council area population has remained relatively similar between 2011 and 2016 as highlighted in the following table.

Table 1: Resident Population 2016 and 2011 (ABS)

Federation Council Usual Population	2016		2011	
	Number	Population Change 2011	Number	Population Change 2006
	12,277	+128	12,149	N/A

Source: ABS Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id

Between 2011 and 2016 the population of the Federation Council area increased from 12,149 people to 12,277 people. This equates to a population growth of 147 people (+1%).

1.7.2 Population Gender Review

The following table details the gender mix of residents in 2016 compared to 2011.

Table 2: Population Gender Profile 2016 and 2011 (ABS)

Gender	2016		2011	
	Number	% of Total	Number	% of Total
Males	6,102	49.8	6,082	50.1
Females	6,174	50.4	6,067	49.9

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

There are slightly more females than males within the Federation Council population (50.4% compared to 49.8%).

1.7.3 Population Distribution and Age Group Profile

The age profile of residents in 2016 (ABS) compared to 2011 (ABS) has been estimated as follows in table 2 below.

Table 3: Resident Population by Age Group 2006 and 2011 (ABS)

Age Group/Years	2016		2011	
	Number	% of Total	Number	% of Total
0 to 4	632	5.2	752	6.2
5 to 9	746	6.1	747	6.1
10 to 14	719	5.9	777	6.4
15 to 19	672	5.5	762	6.3
20 to 24	518	4.2	456	3.8
25 to 29	489	4.0	454	3.7



Age Group/Years	2016		2011	
	Number	% of Total	Number	% of Total
30 to 34	497	4.1	531	4.4
35 to 39	564	4.6	634	5.2
40 to 44	634	5.2	709	5.8
45 to 49	713	5.8	770	6.3
50 to 54	822	6.7	795	6.5
55 to 59	937	7.6	902	7.4
60 to 64	940	7.7	929	7.6
65 to 69	1,063	8.7	850	7.0
70 to 74	808	6.6	750	6.2
75 to 79	644	5.3	571	4.7
80 to 84	449	3.7	446	3.7
85 and over	411	3.4	314	2.6
Total Population	12,258	100.0	12,149	100.0

Analysis of the five-year age groups of Federation Council in 2016 indicates:

- People aged 0 to 14 years accounted for 2,097 people or 17.2% of the area population.
- People aged 15 to 29 years accounted for 1,679 people or 13.7% of the area population.
- People aged 25 to 39 years accounted for 1,550 people or 13.9% of the area population.
- People aged 40 to 54 years accounted for 2,169 people or 17.7% of the area population.
- People aged 55 to 69 years accounted for 2,940 people or 24.0% of the area population.
- People aged 70 years and older accounted for 2,312 or 19.0% of the area population

The age profile review indicates people in their most active years aged 0 to 39 year's account for 5,326 people or 44.8% of the area population whilst people in their less active years aged 40 years plus account for 6,932 people or 55.2% of the area population.

1.8 Regional Tourism Area Review

As the Corowa Swim Centre is adjacent to the Ball Park Caravan Park and management operate the facility as part of the caravan park management contract, OPG have reviewed a range of regional area tourism trends for the Murray River Tourism Regional Area.

Table 4 Murray River Tourism - Key Trends

Policy / Report	Key Findings
Murray Region Tourism Destination Management Plan (Murray Regional Tourism Board, 2012)	<ul style="list-style-type: none"> • Key development opportunity identified as “diversifying the accommodation base in the Murray region to appeal to target visitor segments”. • Product development initiatives include eco lodges. • 96 caravan cabin and camping locations along the Murray. This is not identified as a shortfall in accommodation. • 3,041 bed spaces in Caravans and Camping in Corowa location. • Average visitor nights for Corowa location is 294,000 pa.
Travel to the Murray (Destination NSW, 2017)	<ul style="list-style-type: none"> • The Murray received nearly 1.1 million domestic overnight visitors, up by 2.2% on year ending March 2016. • 14.1% of these visitors stayed at caravan parks or commercial camping grounds. • 57.7% of visitors were aged 40 to 69 years • Domestic overnight visitors spent \$364 million in the region. On average, they spent \$129 per night. • 25,900 international overnight visitors spent 299,600 nights in the region.



2. Corowa Swim Centre Review

2.1 Introduction

This section of the report reviews the current Corowa Swim Centre and looks at current facilities and management arrangements as well as previous facility reviews.

2.2 Current Facility Review

The Corowa Swim Centre is in Ball Park off Bridge Road, Corowa and was built in 1956.

The main 50m swimming pool and associated plant room are now 61 years old. There have been several improvements at the site over these years including new program pool, toddlers pool, shading to pools and a new amenities and entry building built approximately in 1997.

The facility is located on a narrow site land locked by adjoining areas. The following aerial photo highlights the facilities location and adjoining areas.

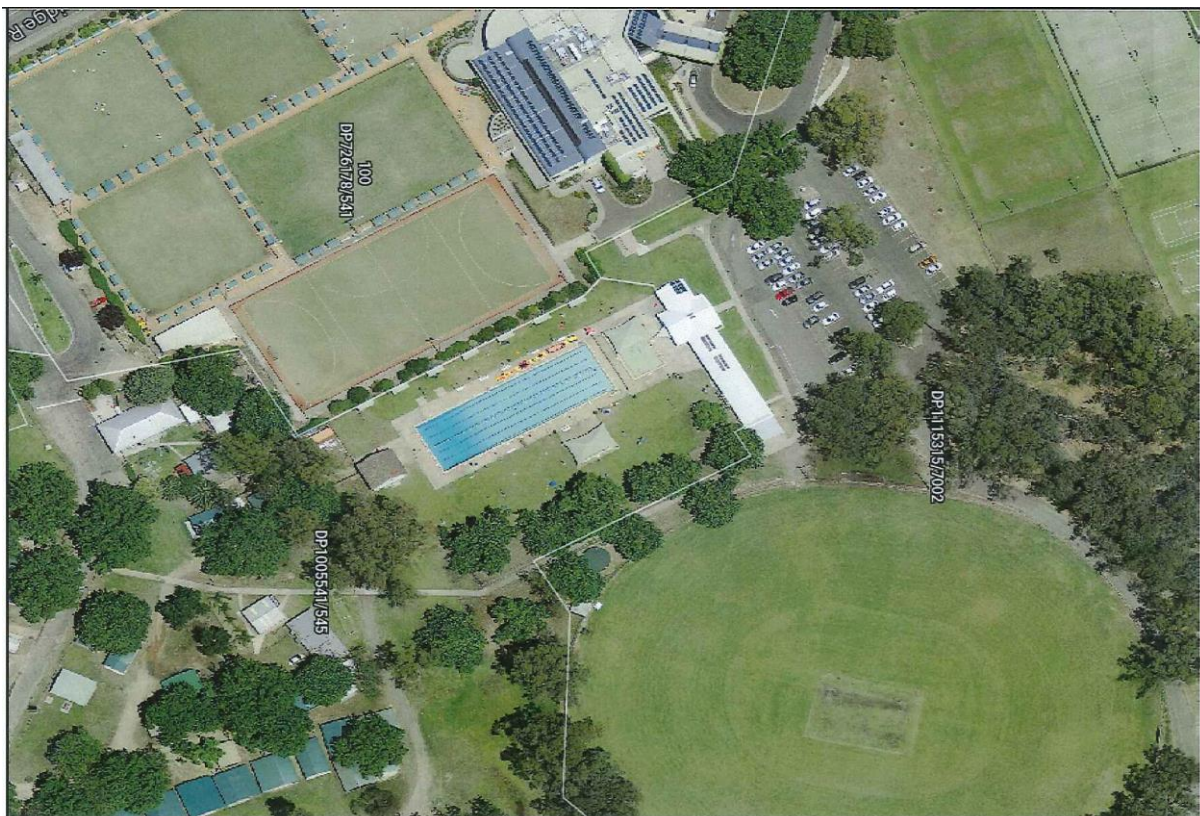


Figure 2 Corowa Aquatic Centre and Surrounding Areas

The swim centre site is land locked from all sides with:

- Caravan park to the south
- Playing fields to the east
- Car park to the north
- Synthetic Hockey pitch and Civic Centre to the west

Facilities at the site include:

- Outdoor 50 metre x 6 lane pool
- Outdoor learn to swim/program pool



- Toddlers Pool
- Fully Equipped Kiosk
- Change Rooms with hot showers
- Change facilities for oval users
- Lockers
- Large grassed and treed landscaped area.
- Plant room



Figure 3 Corowa Swim Centre Aerial

2.3 Current Operations and Management

The swim centre is managed by the operators of the Ball Park Caravan Park and the requirements of management are covered in the management agreement. It is operated as a seasonal pool from the end of November to Labour day weekend each year (approx. 15 to 17 weeks). Centre operational hours vary but on average are detailed in table 6.

Table 5 Corowa Swim Centre Operational Hours by Month

Nov and Feb		15/12 to 29/01	
Monday	6 hours/day	Monday	8 hours/day
Tuesday	4 hours/day	Tuesday	8 hours/day
Wednesday	6 hours/day	Wednesday	8 hours/day
Thursday	4 hours/day	Thursday	8 hours/day
Friday	6 hours/day	Friday	8 hours/day
Saturday	5 hours/day	Saturday	8 hours/day
Sunday	5 hours/day	Sunday	8 hours/day

Under Councils current aquatic centre contract the caravan park operators have rights to control and manage user entry, centre programs, café and retail services. In return the contract management retains all revenue in return for staffing the facilities at agreed hours. Council meets the cost of services and maintenance and capital works.

Under the current contract the operator is not required to report on usage or revenue generated so OPG are not able to assess the current usage levels of the facility or any data on facility user catchments.



The current entry fees to use the centre are:

- Adult casual entry: \$5.00
- Child/Pensioner casual entry: \$3.50
- Season Tickets:
 - Adult: \$125
 - Child/Pensioner: \$110
 - Family: \$235

2.4 Previous Corowa Swim Centre Redevelopment Reviews

Previously the Corowa Shire and now Federation Council have been reviewing the options for future redevelopment of the Corowa Swim Centre for more than a decade. The following information in table 7 highlights the various Council studies and recommended outcomes from each study completed between 2006 and 2016.

Table 6 Corowa Swim Centre Redevelopment Studies Summary

Previous Study	Overview	Options Considered
2006 Corowa Swim Centre Redevelopment Study - SGL Consulting Group Pty Ltd	<p>Reviewed four future development options ranging from current facility replacement to new indoor aquatic facilities.</p> <p>The capital costs of all options were considered well above Council's financial capability to fund so it was decided to continue to operate the existing outdoor pools with ongoing funds being allocated to keep them operational and safe.</p> <p>Over the next decade there were several reviews conducted on swimming pool upgrades including the need for an indoor pool for the area.</p>	<p>Option One Outdoor Pool Replacement (\$4.5M to \$5M):</p> <ul style="list-style-type: none"> ▪ New 50m x 20m competition/lap pool ▪ New shared learn to swim & leisure pool ▪ New toddlers pool ▪ New plant room <p>Option Two Outdoor Pool Replacement:</p> <ul style="list-style-type: none"> ▪ New 50m x 20m competition/lap pool ▪ New shared learn to swim and leisure pool ▪ New water play/splash pad/toddlers pool ▪ New plant room <p>Option Three Indoor Pool Replacement (\$6M to \$7M):</p> <ul style="list-style-type: none"> ▪ 25m x 20m competition pool ▪ Shared learn to swim/leisure and toddlers pool ▪ New plant room <p>Option Four Indoor Pool Replacement: (changed pool configuration to option 3).</p> <ul style="list-style-type: none"> ▪ 25m x 20m competition pool ▪ Shared learn to swim/leisure/toddlers pool ▪ New plant room
Corowa Swim Centre Upgrade Option Report 2014 - Internal Report	<p>Corowa Shire Council Officers prepared an internal Corowa Swimming Pool Upgrade Report in 2014 due to the continued aging of the pools, leakage and ongoing repairs to plant.</p> <p>The report considered options to repair pool leakage and update plant. Swimplex Australia Pty Ltd was requested to review the existing facilities and develop a scope of upgrade works and likely costs.</p> <p>They indicated at a minimum that Council would need to fund between \$3M and \$4M for the swimming pool redevelopment options investigated</p> <p>Following a review of these costs and scope of work Council determined the need to consider more longer term facility improvement options to obtain more accurate capital and operating cost impacts.</p>	<ul style="list-style-type: none"> • Option One: Repair 50M pool with new internal myrtha panels and new floor and wet deck and new pipework and water treatment plant at an estimated cost of \$1,919,000 plus GST. • Option Two: Build 25m x 15.3m pool inside existing 50m pool with new water treatment plant at an estimated cost of \$1,205,000 plus GST. • Added to either of these option costs was also the demolition of the toddler's and program pools and these to be replaced by a new 18m x 13m multi-function pool and a 150m² splash pad (water toys not included or costs not estimated) at an estimated cost of \$1,130,000 plus GST. • Other options for pool water heating and aquatic fit out for shade sails and pool blankets saw an estimated cost of \$372,000 plus GST. • 50m pool option (\$3.421M) compared to 25m pool option (\$2.707M).
2015/16 Corowa Swim Centre Redevelopment Review - SGL Consulting Group Pty Ltd	<p>SGL was retained in August 2015 to assist Council with reviewing in greater detail the future swimming pool facility redevelopment options at the current pool site or an alternative site. During reviewing the outdoor pool options the issue of the feasibility of developing an indoor aquatic centre to replace the outdoor pools was again raised.</p> <p>This lead to discussions in relation to considering future facility options at the existing site or at an alternative site where other organisations may be prepared to assist with operational support and capital cost subsidy.</p>	<p>Four facility options developed for Corowa Swim Centre Site and one option developed for an indoor swim centre at the RSL land owned site. These were:</p> <p><u>Corowa Swim Centre Site - all linked to current amenities and entry building</u></p> <ul style="list-style-type: none"> • Option 1: Indoor Shared Water Concept (est. cost \$5.635M) • Option 2: Outdoor 25m x 8 lane pool, splash pad and program pool built close to existing amenities Future option to cover in pools to become indoor swim centre) - est. cost \$5.774M.



Previous Study	Overview	Options Considered
	<p>During these investigations, a potential partnership development project was identified that required preliminary investigation of a possible indoor aquatic centre close to the Corowa RSL. This was not continued once the capital and operating costs were identified for this option.</p> <p>No decisions were made on the preferred option and It was agreed that the options be reviewed through community forums and surveys (telephone and online self-completion). These are detailed in sections 3.5 and 3.6 below</p>	<ul style="list-style-type: none"> Option 2a: Outdoor 25m, splash pad and program pool built across pool land area (est. cost \$6.964M. Option 3: Outdoor 50m x 8 lane pool, splash pad and program pool est. cost \$8.814M <p><u>Corowa RSL Owned Site</u></p> <ul style="list-style-type: none"> Indoor pool same layout as CSC option 1 but with new entry, amenities etc. - Est Cost \$7.633M

Appendix 6 provides an overview of the facility options and layout plans developed for each of the studies as listed in table 7.

2.4.1 Timeline of Corowa Swim Centre Redevelopment Reviews

The following table provides a summary timeline of the Corowa Swim Centre redevelopment reviews.

Table 7 Corowa Swim Centre Redevelopment Summary Timeline

Year/Month	Summary of Issues/Outcomes
1995	<p>Council appointed SJE consultants to assess the options for rehabilitation of the existing pool or to construct a new facility</p> <ul style="list-style-type: none"> Five options were put forward from a 25-metre indoor complex to a 50-metre outdoor complex. Costing varied from \$1M - \$3.75M After examination of the costs with the community and comparison of alternative sites it was determined that the existing site was the preferred location for the provision of an upgraded facility - when it was financially possible <p>The preferred option was to construct a new 65m X 15m, 6 lane swimming pool including upgrade of the plant room and toddlers pool</p>
1997	Amenities building/kiosk upgrade constructed to service swimming pool complex and sporting groups
2002	Council resolved to update the consultant's report and include the option for the enclosure/heating of the swimming pool. An indicative cost was obtained which was more than \$1.2M
2005	<p>Public meeting held which supported the following position:</p> <ul style="list-style-type: none"> 50 metre 8 lane outdoor pool received unanimous support Most favoured the existing site <p>Half of those present indicated they were prepared to look at the feasibility of a new indoor/outdoor complex at the Corowa Golf Club</p>
July 2006	<p>SGL engaged to prepare a further Swimming Pool Options report with the capital costs considered outside of Council capacity. The report outlined the following options:</p> <ul style="list-style-type: none"> Outdoor Pool replacement \$4.5M to \$5M (new 50 m, shared learn to swim, new toddlers pool a plant room) Outdoor Pool replacement as above with splash pad Indoor Pool replacement \$6M to \$7M (25X20m plus shared learn to swim and leisure) <p>Indoor Pool replacement with alternative configuration</p>
September 2006	Report updated to explore the option of the renewal of the Corowa Gold Club Indoor Facility (following an approach by the Golf Club) This estimated works @ \$7.85M. Council determined this was outside its capacity.
October 2006	Public meeting held October 2006 to present report. Swimming pool community steering committee formed.
December 2006	First meeting of the swimming pool steering committee. Recommendation to visit and investigate other swimming pool complexes
January 2007 -	Inspection by the Committee with Council of Wangaratta indoor heated complex (construction cost of \$6.6M) and Mansfield indoor heated complex (construction cost of \$9.4M). Inspection of June swimming complex.
February 2007	No recommendations in relation to the type of swimming pool complex made by the committee.
August 2008	Partnership formed with the Schools to attract Australian Government funding through 'Local Schools' funding initiative. Extensive application developed including business plan and political support obtained. Application not successful due it being a 'basic' infrastructure need.



Year/Month	Summary of Issues/Outcomes
December 2009	Major funding application submitted to Community Infrastructure Program.
May 2010	Notification provided by Department that grant application was not successful. Feedback that application suitable for funding but bushfire and flood stricken regions were given priority
May 2010	The Mayor and GM met with Federal Minister and his Advisor at Parliament House to express Councils dissatisfaction regarding no funding outcome and again highlight the urgent need for funding
2014	<p>Council officers prepared report and costing to Council on the following options:</p> <ul style="list-style-type: none"> • Repair existing 50m Pool and improvements \$1.9M • Build new 25X15.3m Pool inside existing Pool \$1.2M • Added to both options were to demolish existing toddler's pools and build new multi-purpose 18X13m facility with splash pad • Other options explored for outdoor pool heating <p>50m Pool option \$3.42m compared to 25m option at \$2.7M</p>
2015	SGL engaged again to review facility options. This included a review of other sites and RSL Park. A further five options were developed and these were to be tested through community consultation.
May 2016	Council secured \$1M Club Grant Funding.
July 2016	Council announces provision for \$4.6M in financial plan for 16/17 to build the Pool, which includes \$1M in grant funding, \$2M in Council saved funds and the remaining as loan funds.
Sept 2016	Whole of community survey and newsletter posted to all residents of Council. Phone survey of 330 residents completed. Consultation report prepared.
March 2017	New development options briefed in including the review integration options with of Ball Park Caravan Park.
March 2017	Funding announcement of further \$1.5M State Government Grant.
May 2017	Announcement made re decision on Swimming Pool deferred until Council is appointed (following community pressure).
Nov 2017	Draft report prepared with further Swimming Pool options including outdoor 50m, outdoor 25m (with future potential to convert to indoor) and indoor multi-purpose 25m.
January 2018	<p>Council reviews draft report and requests further feasibility and analysis be completed on:</p> <ul style="list-style-type: none"> • Increasing the scope and cost of the water play and splash pad area from \$300,000 to \$650,000. • Development of option 2A capital costs for covering over the outdoor pools. • Development of option 4 which included outdoor 50m x 8 lane pool, program pool and water play area • Review of the shared reception and amenity building to reduce internal areas and cost. <p>Development of staging options for the project if full funding for both the swim centre and caravan park redevelopment is not able to be achieved.</p>
March 2018	Corowa Swim Centre Final Draft Report completed and following Council review the final draft report is circulated for community consultation and review.
Nov 2019	<p>Potential Target opening date of a new Swimming Pool. Considerations include:</p> <ul style="list-style-type: none"> • A total of \$2.5M in grant funding is confirmed for this project with funding conditions set that the project must be completed prior to the end of 2019. • This is the last opening season the Corowa Swimming Pool will be able to be opened as it has reached the end of its operational life. <p>The project construction timeline will require the Pool to be closed for a season. If a decision is made by Council in respect to what Swimming Pool option is to be constructed - this may make it possible to limit the time Corowa is without a Swimming Pool to one season.</p>

The project timeline review indicates that the first review of the Corowa Swim Centre was in 1995, some 23 years ago. At that time, the options to redevelop the facilities ranged from \$1M to \$3.7M. The issue of replacement of the facility and the varied options and associated usage and capital costs have continued to be investigated/reviewed through to 2017.

With the formation of the new Federation Council in 2017 funding has been provided to complete joint caravan park and swim centre facility option designs, cost estimates and usage and operating budget impact reviews.



A first draft report in line with likely funding and community priorities there were three main development options (with a sub option 2A to cover the outdoor pools at a later date) for future redevelopment of the Corowa Swim Centre being:

- Option 1: Develop a shared facility (Caravan Park/Swim Centre Reception Building) indoor (shared water) aquatic facility (open all year).
- Option 2: Develop a shared facility outdoor aquatic facility with multiple pools with main pool being a 25-metre pool (open seasonally) with a program pool and water play area.
- Option 2A: Develop a shared facility and cover over the outdoor aquatic areas (multiple pools) to become an indoor pool and the water play area to remain an outdoor facility.
- Option 3: Develop a shared facility outdoor aquatic facility with a 50-metre pool and outdoor water play area.

Following a Council review of the first draft report a further option 4 was developed that included construction of an outdoor 50m x 8 lane pool, LTS/program pool and water play area.

These options are covered in detail in section 3 of this report.

2.5 Community Consultation

Council completed a range of telephone and electronic surveys to collect information on residents and visitors to the area use of swimming pools and associated facilities. These are summarised in the following sections.

2.5.1 2016 Resident Telephone Survey

This section summarises the key findings from the Federation Council Community Telephone Survey conducted during August and September 2016. A total of 360 respondents were contacted by phone by random sample to complete the survey providing information on the following:

- Current use or non-use of swimming pools/leisure centres
- Future use or non-use of swimming pools/leisure centres
- Ratings and issues relating to the Corowa Swimming Pool
- Respondent profile

The survey questions were based on a range of Otium Planning Groups aquatic and health and fitness survey standard questions and principally sought information on peoples use of public swimming pools/leisure centres which include Council, school, private and commercial centres but not home facilities.

2.5.1.1 Telephone Survey Respondent Profile

The following table provides details on the telephone survey respondent sample:

Table 8 Telephone Survey Respondent Sample

Category	Sub-Group	Number	%
Gender	Female	217	64.6
	Male	119	35.4
	Prefer not to specify	0	0.0
Age Range	15 - 19 years	6	1.8
	20 - 29 years	7	2.1
	30 - 39 years	11	3.2
	40 - 49 years	20	5.9
	50 - 59 years	52	15.3
	60 - 69 years	85	24.9
	70 years and older	159	46.6
	Prefer not to specify	1	0.3
Postcode	2646	337	99.1
	3687	2	0.6
	3678	1	0.3



A review of the survey respondent sample indicates that there were more females surveyed than males (64.6% compared to 35.4%). The spread of respondents across the age groups favoured the older age groups with nearly half of all respondents (46.6%) were aged over 70 years of age and a quarter (24.9%) aged 60 to 69 years of age. Most respondents lived in the 2646 postcode (99.1%).

2.5.1.2 Current Use of Swimming Pools/Leisure Centres

Survey respondents were questioned on their use of public swimming pools in the previous 12 months. Public swimming pools included council, school and commercial facilities but not home pools.

A total of seventy-three per cent (73.3%) of people had used or visited a pool in the past 12 months. This meant the twenty-seven per cent (26.7%) had not used or visited a pool.

Usage of swimming pools/leisure centres does not change by gender but does change depending on the age of the respondent as the following results listed in the table below indicate:

Table 9 Telephone Survey Use/Non-Use of Aquatic Facilities

Use of Facilities	Total Responses	Males	Females	15 to 29 Years	30 to 49 Years	50+ Years
Yes	27%	27%	26%	38%	68%	22%
No	73%	73%	74%	62%	32%	78%

The facility usage results indicate that just over 7 out of 10 people (73%) have used aquatic facilities with slightly higher use by females (74%) compared to males (73%). People aged 30 to 49 years of age (68%) were much more likely to use such facilities than those aged 15 to 29 and 50+ years (38% and 22% respectively).

2.5.1.3 Reasons for Non-Use of Swimming Pools

Nearly 3 out of 10 respondents (26.7%) has not used a swimming pool in the previous 12 months. The main reasons respondents have for non-use of these facilities were:

Table 10 Telephone Survey Main Reasons for Non-Use of Swimming Pools

Reasons for Non-Use of Swimming Pools	% of Respondents
Too old	50.9
Don't like swimming	12.7
Have and use own pool	12.7
No one to go with	7.9
Not interested	7.1
No indoor pools close by	6.0
Too busy	6.0
Health problems	4.5
Go to the river	4.1
Can't swim	3.0
Only outdoor pools available	1.5

The main constraints to use of facilities included being too old (50.9%), not liking swimming (12.7%) and having and using their own pool (12.7%). The main constraints to use of public swimming pools/leisure centres can be categorized under several common themes being:

- Personal Issues: Too old (50.9%), don't like swimming (12.7%), no one to go with (7.9%), not interested (7.1%)
- Placement Issues: Have and use own pool (12.7%), no indoor pools close by (6.0%), go to the river (4.1%)
- Product Issues: Only outdoor pools available (1.5%)

2.5.1.4 Most Popular Swimming Pools

The usage rates of people using swimming pools were primarily focus on a few facilities. A total of 21 pools were identified with a summary of the most used pools, compared to the pool people nominated as the one they use the most is as follows:



Table 11 Most Popular and Most Used Swimming Pools

Swimming Pool Facilities Used in Last 12 Months	% of Respondents	Facility Used the Most in Past 12 Months
Corowa Swimming Centre	82.1%	78.2%
Wangaratta Indoor Swimming Pool	17.9%	10.3%
Albury Swim Centre	6.3%	2.3%
Waves Wodonga Swimming Centre	6.3%	-
Wodonga Sports and Leisure Centre (Indoor Pool)	4.2%	-
GT Aquatics Swimming Pool	2.1%	2.3%
Rutherglen Swimming Pool	2.1%	-
Wagga Wagga Indoor Swimming Pool	2.1%	-

Survey respondents were asked to identify all the swimming pools/leisure centres that they had used in the previous 12 months. The current facility usage data indicates that the Corowa Swimming Centre is the pool that was identified as having been used by the largest number of respondents with over 80% (82.1%) having used the centre in the previous 12 months. The Wangaratta Indoor Swimming Pool was also high used by respondents (17.9%).

Respondents were asked to identify the pool that they had used the most in the past 12 months. Corowa Swimming Centre was once again the most frequently identified facility (78.2%), followed by the Wangaratta Indoor Swimming Pool (10.3%).

2.5.1.5 Swimming Pool Usage Profile

Respondents were asked several questions relating to the pool that they identified they had used the most in the previous 12 months

Frequency of Visitation

Most respondents indicated that they used the facilities less than monthly (28.4%), followed by 2 - 3 times per week (19.0%) and monthly (15.8%). This indicates survey respondents are not regular users of swimming pools.

Table 12 Frequency of Visitation to Most Used Pool

Usage of Most Used Pool	% of Respondents
Daily	2.1%
4 - 6 times per week	4.2%
2 - 3 times per week	19.0%
Weekly	12.6%
Fortnightly	6.3%
Monthly	15.8%
Less than monthly	28.4%
Don't know	2.1%
Other	9.5%

Travel to Facilities

Travelling by car was overwhelmingly the most common transport of choice for respondents with 77.7% of respondents indicating this was their form of travel.

Table 13 Mode of Travel to Most Used Pool

Mode of Transport	% of Respondents
Car (with others)	59.6%
Car (by yourself)	18.1%
Walk	14.9%
Cycle	7.5%
Public Transport	0.0%

Who Respondents Visited With

Most respondents visited their most visited facility with family members (67.7%) followed by visiting on their own (14.6%).



Table 14 Who the Respondents Visited Their Most Used Pool With

Visiting Facility With	% of Respondents
Family members	67.7%
By yourself	14.6%
Friends	13.5%
Club members	3.1%
Other	1.0%

Main Activities Undertaken

There was a large range of activities identified that were undertaken at the most used pools of respondents. Respondents could select up to three activities. The most commonly identified activities were:

- Take child to pool 47.3%
- Recreation swimming/fun 36.6%
- Lap swimming/fitness 28.0%
- Cool down from hot weather 21.5%
- Take part in aquatic program 12.9%
- Meet with friends 5.4%
- Take part in club activity 5.4%

Reasons for Choosing Most Used Facility

The following were the most commonly identified reasons respondents chose their most used facility.

- Close to home 69.0%
- Friends/Family use it 16.1%
- Take grandchild to pool 16.1%
- To attend aquatic program 14.9%
- It has an indoor pool 10.3%
- It has an outdoor pool 3.5%
- Leisure water/fun pool 3.5%

2.5.1.6 Use of Corowa Swimming Pool

Eighty per cent of respondents (83.2%) had used the Corowa Swimming Pool in the preceding 12 months. Survey respondents who had made use of this facility were asked to rate the facilities and services under a 5-point rating system. The results were:

- Excellent 10%
- Good 37% 47% (Combined excellent/good rating)
- Adequate 37%
- Poor 9%
- Very poor 6% 15% (Combined poor/very poor rating)

The survey responses indicated that nearly half of respondents (47%) were happy with the facilities and services rating them as excellent or good, while only 15% rated them as poor or very poor.

Respondents that rated the Corowa Swimming Pool as adequate poor or very poor were asked to identify which facilities and/or services they were unhappy with. Respondents could select up to three responses. The most commonly identified areas were:

- Age/condition of change rooms 56.3%
- Water temperature is too cold 21.9%
- No indoor pools 21.9%
- Facility is dated/too old/run down 18.8%
- Broken tiles 12.5%
- Outdoor 50m pool quality 12.5%
- Feeling of safety (security) 9.4%
- Lack of shaded grass areas 9.4%



2.5.1.7 Future Use of Swimming Pools

To assist with identifying the level of demand for future use of swimming pools, respondents were asked if they would like to make greater use of these facilities in the future.

Table 15 Future Use of Swimming Pools

Would like to make greater use	Total	Male	Female	Previously Visited Pool in past 12 months		15 - 29 Years	30 - 49 Years	50+ Years
				Yes	No			
Yes	52%	45%	57%	83%	42%	77%	87%	48%
No	48%	55%	43%	17%	58%	23%	13%	52%

Fifty-two per cent (52%) of people indicated that they would like to make greater use of swimming facilities in the future. The above table indicates that:

- Females are more likely to want to increase their use of swimming facilities than males (57% compared to 45%)
- Current users of swimming pools (83%) are significantly more likely to want to increase their use in the future than non-users of pools (42%)
- Adults (30-49 years old) are the age group that is most likely to increase their future use (87%), followed by 15 - 29 years (77%) and 50+years (48%)

Facilities and Features that would Encourage Greater Future Use of Pools

Respondents that indicated that they would like to make greater future use of swimming pools were asked to nominate features that would encourage this increased use. There were a range of different facilities/features nominated with the most popular responses being:

Table 16 Future Priority Features of Swimming Pools

Future Priority Features	% of Respondents
Indoor recreation/leisure pools	50.3%
Outdoor heated pools	18.2%
Indoor program/hydrotherapy pool	17.1%
Outdoor grassed/shaded areas	9.9%
Outdoor swimming pool	7.2%
Children's pool/splash pad/play areas	5.5%
Health and fitness classes (e.g. aerobics)	5.0%
Learn to swim programs	3.3%
Cleaner/more hygienic facilities	2.8%
Longer opening hours	2.8%
More variety of activities/programs	2.8%
Social and food areas (café)	2.8%
Water aerobics	2.8%
50m pool	2.8%

These results indicate there is support for indoor recreation/leisure pools, heated outdoor pools, indoor program/hydrotherapy pools and outdoor grassed/shaded areas.

Future Corowa Swimming Pool Features

Respondents were asked to identify if they support the development of a new pool in Corowa. Most respondents (94.5%) indicated that they were in favour of such a development.

Development Option 1: New 25m swimming pool, 15mx10m program and learn to swim pool, children's water play/splash pad.

Respondents were asked if they support this option, with slightly more (53.2%) in favour of this development option.

Those that did not support this option were asked to select the option that best met their views on the future aquatic facility.



Table 17 Views on Future Aquatic Facility

View	% of Respondents
Corowa does not need a swimming pool	1.4%
I would only support the option with a 50m pool	74.8%
I would only support the option with an indoor pool	23.8%
I'm not interested either way	4.1%
Don't know	4.8%

All respondents were asked to rank several facilities in order of their priority for Corowa, with 1 being the highest priority and 5 being the lowest priority.

Table 18 Ranking of Priority of Facilities

Feature	% of Respondents				
	1 = highest	2	3	4	5 = lowest
25 metre outdoor pool	19.6%	22.1%	16.6%	18.4%	23.3%
50 metre outdoor pool	63.0%	13.4%	9.8%	8.0%	5.8%
25 metre indoor pool	36.0%	28.4%	17.3%	9.6%	8.6%
Children's play/splash pad	6.0%	33.3%	26.2%	20.2%	14.3%
Hydrotherapy pool	16.8%	23.4%	25.2%	16.8%	18.0%

The facilities that ranked as the highest priority were a 50m outdoor pool (63.0% ranked it number 1 = highest priority) and a 25m indoor pool (36.0% ranked it number 1 and 28.4% ranked it number 2). A 25m outdoor pool ranked poorly with 41.7% ranking it as number 4 or 5 = lowest priority.

Additional Option 1: Additional Funds for New Indoor Aquatic Centre

Survey respondents were asked if they would support Council providing additional funds for the development of a new indoor aquatic centre instead of the proposed outdoor facility if the survey findings identified high community interest for such facilities.

This may mean Council would need to increase Council rates up to \$157 per annum to pay for the additional higher capital and operating costs. Of the 332 people who responded to this question, 31 identified that they were not Corowa rate payers and therefore these responses were removed from the results.

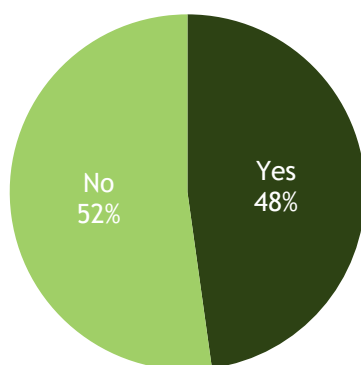


Figure 4 Support for Additional Option 1 - indoor aquatic centre

There was an almost even split between respondents that supported and didn't support the development of an indoor facility instead of the proposed outdoor facility with a slight favour away from the development of such as facility.

Additional Option 2: Additional Funds for New Outdoor 50 Metre Outdoor

Survey respondents were asked if they would support Council providing additional funds for the development of a new 50 metre outdoor facility instead of a 25-metre facility if the survey findings identified high community interest for such facilities.



This may mean Council would need to increase Council rates up to \$125 per annum to pay for the additional higher capital and operating costs. Thirty-one (31) respondents identified that they were not Corowa rate payers and as such were removed from the results for this question leaving a total of 304 respondents.

2.5.2 Online Electronic Survey

This section summarises the key findings from the Federation Council online survey conducted during August and September 2016. A total of 729 respondents completed the survey providing information on the following:

- Current use or non-use of swimming pools/leisure centres
- Future use or non-use of swimming pools/leisure centres
- Ratings and issues relating to the Corowa Swimming Pool
- Respondent profile

The survey questions were based on a range of Otium Planning Group aquatic and health and fitness survey standard questions and principally sought information on peoples use of public swimming pools/leisure centres which include Council, school, private and commercial centres but not home facilities.

2.5.2.1 Respondent Profile

The following table provides details the online survey respondent sample:

Table 19 Online Survey Respondent Sample

Category	Sub-Group	Number	%
Gender	Female	465	69.5
	Male	196	29.3
	Prefer not to specify	8	1.2
Age Range	15 - 19 years	31	4.6
	20 - 29 years	53	7.9
	30 - 39 years	141	20.9
	40 - 49 years	167	24.8
	50 - 59 years	119	17.7
	60 - 69 years	83	12.3
	70 years and older	75	11.1
	Prefer not to specify	5	0.7
Postcode	2646	536	85.5
	3687	19	3.0
	2643	7	1.1
	3685	6	1.0
	2640	5	0.8
	3677	4	0.6
	2647	3	0.5
	3690	3	0.5
	3683	2	0.3
	3925	2	0.3
	2035	1	0.2

A review of the survey respondent sample indicates that there were more females surveyed than males (69.5% compared to 29.3%).

There was a reasonable spread across the different age groups with the 40 to 49 years of age (24.8%) representing the largest percentage of the respondent group, followed by 30 to 39 years (20.9%) and 50 to 59 years (17.7%). Most respondents lived in the 2646 postcode area (85.5%), with 3687 (in Victoria) accounting for 3.0%.

2.5.2.2 Current Use of Swimming Pools/Leisure Centres

Survey respondents were questioned on their use of public swimming pools in the previous 12 months. Public swimming pools included council, school and commercial facilities but not home pools.



A total of seventy-five per cent (74.9%) of people had used or visited a pool in the past 12 months. This meant the twenty-five per cent (25.1%) had not used or visited a pool.

Usage of swimming pools/leisure centres does/does not change by gender as the following results listed in the table below indicates:

Table 20 Online Survey Use/Non-Use of Aquatic Facilities

Use of Facilities	Total Responses	Males	Females	15 to 29 Years	30 to 49 Years	50+ Years
Yes	75%	68%	79%	82%	91%	55%
No	25%	32%	21%	18%	9%	45%

The facility usage results indicate that nearly 8 out of 10 people (75%) have used these facilities with higher use by females (79%) compared to males (68%), and people aged 30 to 49 years of age (91%) were most likely to use such facilities compared to 15 to 29 years (82%) and 50+ years (55%).

2.5.2.3 Reasons for Non-Use of Swimming Pools

Nearly 3 out of 10 respondents (25.1%) has not used a swimming pool in the previous 12 months. The main reasons respondents have for non-use of these facilities were:

Table 21 Online Survey Main Reasons for Non-Use of Swimming Pools

Reasons for Non-Use of Swimming Pools	% of Respondents
Have and use own pool	24.7
No indoor pools close by	21.1
Too old	17.4
Only outdoor pools available	16.8
Go to the river	16.3
Not interested	12.6
Health problems	9.5
Family commitments	6.8
Activity not available	6.3
Work commitments	5.3
Too busy	5.3

The main constraints to use of facilities included having and using own pool (24.7%), no indoor pools close by (21.1%) and too old (17.4%).

The main constraints to use of public swimming pools/leisure centres can be categorized under several common themes being:

- Personal Issues: Too old (17.4%), not interested (12.6%), health problems (9.5%)
- Placement Issues: Have and use own pool (24.7%), no indoor pools close by (21.1%), go to the river (16.3%)
- Product Issues: Only outdoor pools available (16.8%), activity not available (6.3%)

2.5.2.4 Most Popular Swimming Pools

The usage rates of people using swimming pools was primarily focused on the Corowa Swimming Centre, however there were several other pools that were highly used by respondents. A total of 70 aquatic facilities were identified with a summary of the most used pools, compared to the pool people nominated as the one they use the most is as follows:

Table 22 Most Popular and Most Used Swimming Pools

Swimming Pool Facilities Used in Last 12 Months	% of Respondents	Facility Used the Most in Past 12 Months
Corowa Swimming Centre	89.2	75.5
Wangaratta Indoor Swimming Pool	26.6	11.4
Albury Swim Centre	16.7	1.4
Waves Wodonga Swimming Centre	12.5	1.5
Wodonga Sports and Leisure Centre (Indoor Pool)	12.1	2.9



Swimming Pool Facilities Used in Last 12 Months	% of Respondents	Facility Used the Most in Past 12 Months
Rutherglen Swimming Pool	8.2	1.0
Yarrowonga/Mulwala Swimming Pool	8.1	0.4
Lavington Swimming Pool (North Albury)	6.2	0.8
Howlong Swimming Pool	6.0	0.4
GT Aquatics Swimming Pool	3.9	-

Survey respondents were asked to identify all swimming facilities they had made use of in the previous 12 months. The current usage data indicates that the Corowa Swimming Centre is the pool most used by respondents with nearly nine out of every 10 respondents (89.2%) stating that they had made use of the centre. The Wangaratta Indoor Swimming Pool was also used by more than a quarter of respondents (26.6%) while the Albury Swim Centre, Waves Wodonga and the Wodonga Sports and Leisure Centre also had high usage rates.

Respondents were asked to identify which aquatic facility they had used the most in the past 12 months. Corowa Swimming Centre was again the most highly used facility with 75.5% of respondents stating it was their most used facility. The Wangaratta Indoor Swimming Pool was also highly used with 11.4%, with the rest of the respondents distributed over several other centres.

2.5.2.5 Swimming Pool Usage Profile

Respondents were asked several questions relating to the pool that they identified they had used the most in the previous 12 months

Frequency of Visitation

Most respondents indicated that over a quarter of respondents used the facilities weekly (26.6%), followed by 2 to 3 times per week (17.8%). More than half (57.7%) of respondents use their most frequently used facility at least once a week or more.

Table 23 Frequency of Visitation to Most Used Pool

Usage of Most Used Pool	% of Respondents
Daily	3.9%
4 - 6 times per week	9.4%
2 - 3 times per week	17.8%
Weekly	26.6%
Fortnightly	9.0%
Monthly	10.8%
Less than monthly	12.8%
Don't know	3.7%
Other	6.1%

Travel to Facilities

Travelling by car was overwhelmingly the most common transport of choice for respondents with 90% of respondents indicating this was their form of travel.

Table 24 Mode of Travel to Most Used Pool

Mode of Transport	% of Respondents
Car (by yourself)	38.0%
Car (with others)	52.0%
Cycle	3.1%
Public Transport	0.4%
Walk	6.5%

Who Respondents Visited With

Most respondents visited their most visited facility with family members (72.4%) followed by visiting on their own (13.8%).



Table 25 Who the Respondents Visited Their Most Used Pool With

Visiting Facility With	% of Respondents
By yourself	13.8%
Family members	72.4%
Friends	10.1%
Club members	0.7%
Other	3.0%

Main Activities Undertaken

There was a large range of activities identified that were undertaken at the most used pools of respondents. The most commonly identified activities were:

- Cool down from hot weather 46.5%
- Lap swim/fitness 42.6%
- Take child to pool 39.5%
- Recreation swimming/fun 35.1%
- Meet with friends 16.1%
- Take part in aquatic program 10.2%
- Competition activities 7.0%
- Health and fitness programs/classes 5.9%
- Spectator 5.7%

Reasons for Choosing Most Used Facility

The following were the most commonly identified reasons respondents chose their most used facility.

- Close to home 70.8%
- Friends/Family use it 30.1%
- Good facilities 20.3%
- To attend aquatic program 16.5%
- It has an indoor 15.4%
- It has an outdoor pool 14.1%
- Close to work/school 9.3%
- Low entry charges 7.1%
- Leisure water/fun pools 6.0%
- Range of pools available 6.0%

2.5.2.6 Use of Corowa Swimming Pool

Ninety per cent of respondents (89.8%) had used the Corowa Swimming Pool in the preceding 12 months. Survey respondents who had made use of this facility were asked to rate the facilities and services under a 5-point rating system.

The results were:

- | | | |
|-------------|-----|--------------------------------------|
| • Excellent | 7% | |
| • Good | 27% | 34% (Combined excellent/good rating) |
| • Adequate | 44% | |
| • Poor | 20% | |
| • Very poor | 3% | 23% (Combined poor/very poor rating) |

While most respondents were happy with the current facilities and services at the Corowa Swimming Centre (34% rated it as excellent or good), a significant proportion were unhappy with nearly a quarter (23%) rated them as poor or very poor and 44% only rating them as adequate.

Respondents that rated the Corowa Swimming Pool as adequate poor or very poor were asked to identify which facilities and/or services they were unhappy with.



Respondents could select up to three responses. The most commonly identified areas were:

- Outdoor 50m pool quality 50.0%
- Age/condition of change rooms 39.7%
- No indoor pools 37.4%
- No diving board 21.9%
- No children’s water play 20.0%
- Lack of shaded grass areas 13.6%
- Lack of shaded water areas 9.7%
- Costs too much to use 9.7%
- No health and fitness facilities 7.4%
- Lack of aquatic programs 7.1%
- No spa/sauna 6.5%

2.5.2.7 Future Use of Swimming Pools

To assist with identifying the level of demand for future use of swimming pools, respondents were asked if they would like to make greater use of these facilities in the future.

Table 26 Future Use of Swimming Pools

Would like to make greater use	Total	Male	Female	Previously Visited Pool in past 12 months		15 - 29 Years	30 - 49 Years	50+ Years
				Yes	No			
Yes	90%	86%	93%	98%	66%	98%	96%	81%
No	10%	14%	7%	2%	34%	2%	4%	19%

Ninety per cent (90%) of people indicated that they would like to make greater use of swimming facilities in the future. The results indicate that:

- Females are more likely to want to increase their use of swimming facilities than males (93% compared to 86%)
- Current users of swimming pools (98%) are significantly more likely to want to increase their use in the future than non-users of pools (66%)
- Teenagers and young adults (15 - 29 years) are the age group that is most likely to increase their future use (98%), followed by 30 -49 years (96%) and 50+ year olds (81%)

Facilities and Features that would Encourage Greater Future Use of Pools

Respondents that indicated that they would like to make greater future use of swimming pools were asked to nominate features that would encourage this increased use. There were a range of different facilities/features nominated with the most popular responses being:

Table 27 Future Priority Features of Swimming Pools

Future Priority Features	% of Respondents
Outdoor swimming pool	21.3%
Indoor recreation/leisure pools	20.6%
Water slide	20.6%
Outdoor heated pools	19.5%
Indoor program/hydrotherapy pool	16.2%
Health and fitness classes (e.g. aerobics)	16.2%
Indoor learn to swim pool	15.1%
Membership packages/discount offers	14.6%
Cleaner/more hygienic facilities	12.5%
Longer opening hours	12.1%
Indoor competition pool	10.8%
Diving board	9.5%
Outdoor leisure/play pool	9.2%



These results indicate there is support for maintaining an outdoor pool as well as adding an indoor recreation/leisure pool and a water slide. Improved services include the addition of health and fitness classes, membership packages/discount offers, cleaner/more hygienic facilities and longer opening hours.

Future Corowa Swimming Pool Features

Respondents were asked to identify if they support the development of a new pool in Corowa. Most respondents (90.0%) indicated that they were in favour of such a development.

Development Option 1: New 25m swimming pool, 15mx10m program and learn to swim pool, children’s water play/splash pad.

Respondents were asked if they support this option, with over three quarters (77.9%) of respondents not in favour of this development option. Only 22.1% stated that they supported this option. Those that did not support this option were asked to select the option that best met their views on the future aquatic facility.

Table 28 Views on Future Aquatic Facility

View	% of Respondents
Corowa does not need a swimming pool	2.1%
I would only support the option with a 50m pool	77.2%
I would only support the option with an indoor pool	23.3%
I’m not interested either way	1.7%
Don’t know	0.8%

All respondents were asked to rank several facilities in order of their priority for Corowa, with 1 being the highest priority and 5 being the lowest priority.

Table 29 Ranking of Priority of Facilities

Feature	% of Respondents				
	1 = highest	2	3	4	5 = lowest
25 metre outdoor pool	4.4%	10.4%	16.1%	23.5%	45.6%
50 metre outdoor pool	68.9%	11.9%	5.9%	5.5%	7.8%
25 metre indoor pool	21.0%	22.7%	17.5%	25.4%	13.5%
Children’s play/splash pad	5.5%	34.4%	31.4%	19.0%	9.7%
Hydrotherapy pool	4.9%	20.9%	29.0%	23.2%	22.1%

The facilities that ranked as the highest priority were a 50m outdoor pool (68.9% ranked it number 1 = highest priority, and 11.9% ranked number 2) and a 25m indoor pool (21.0% ranked it number 1 and 22.7% ranked it number 2). An outdoor 25m pool ranked poorly with 69.2% ranking it either number 4 or 5 = lowest priority.

Additional Option 1: Additional Funds for New Indoor Aquatic Centre

Survey respondents were asked if they would support Council providing additional funds for the development of a new indoor aquatic centre instead of the proposed outdoor facility if the survey findings identified high community interest for such facilities.

This may mean Council would need to increase Council rates up to \$157 per annum to pay for the additional higher capital and operating costs. Ninety-seven (97) respondents identified they were not Corowa rate payers and therefore these respondents were taken out of the questions results.

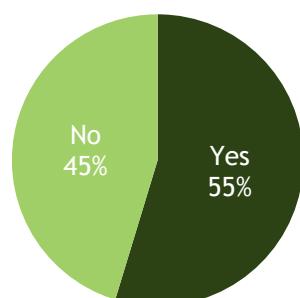




Figure 5 Support for Additional Option 1 - indoor aquatic centre

Slightly more people were in favour of the development of a new indoor facility instead of the planned outdoor facility (55% compared to 45%).

Additional Option 2: Additional Funds for New Outdoor 50 Metre Outdoor

Survey respondents were then asked if they would support Council providing additional funds for the development of a new 50 metre outdoor facility instead of a 25-metre facility if the survey findings identified high community interest for such facilities.

This may mean Council would need to increase Council rates up to \$125 per annum to pay for the additional higher capital and operating costs. For this question 92 respondents identified they were not Corowa rate payers and subsequently were taken out of the results.

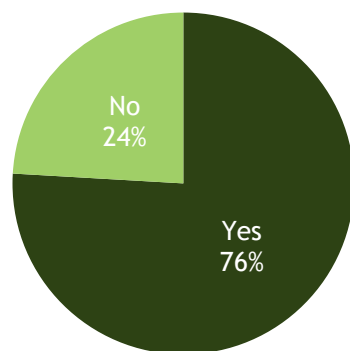


Figure 6 Support for Additional Option 2 - 50 metre outdoor pool

More than 3 quarters of respondents (76%) were supportive of the idea to develop a new 50m outdoor facility instead of the 25m facility despite the high capital cost.



3. Corowa Swim Centre Redevelopment Options Review

3.1 Introduction

This section of the report reviews the key findings of the Corowa Swim Centre Review to consolidate future redevelopment priorities for the area as well as potential shared management and activity spaces for the Ball Park Caravan Park.

It links to the key findings of the Ball Park Caravan Park Master Plan Report (November 2017 -see separate report) operating and business reviews which identifies the priority options for future redevelopment of these facilities under a linked management and operational model that also indicates Council may have a future opportunity to attract capital investment from the future combined areas lease.

The combined caravan park and swim centre masterplan has then been developed in line with shared management and business development opportunities. Capital cost estimates and business modelling are also covered in this section.

3.2 Ball Park Caravan Park Future Development Priorities

The review of the caravan park indicated that it was a large park with more than 220 sites and 20 (aged) cabins. Though the park has many sites, most of these (163 out of 223) being allocated to annual permit use whilst 60 were available for overnight casual hire.

Based on the low occupancies in off peak time plus the 20 cabins being added to over-night stay options, this was not seen as a major business constraint as it is providing ongoing income in low use periods.

The future redevelopment strategy for the caravan park therefore should be based on:

- New shared caravan park and swim centre reception and café building.
- New managers/caretaker's unit.
- Replacement of the cabins with more modern and contemporary cabins to assist in generating higher daily income/greater occupancy.
- Developing a new cabin area on higher ground to consolidate the cabins into a new landscaped area away from annual sites as well as reduce the incident of flooding to existing cabins (that require their relocation for major floods).
- New access roads to the new reception building and access pathways to current swim centre car park.
- New vehicle entry and exit control points.
- New shedding and caretakers' maintenance facilities
- Review of all park trees and development of a gradual removal and replanting program for identified trees.
- Development of new casual overnight hire sites where the cabins are currently located to increase the number of sites for hire.

3.3 Corowa Swim Centre Operating and Business Review

The review of the Corowa Swim Centre usage and business has identified:

- The contract for management of the Ball Park Caravan Park requires the lessee to also manage and operate the Corowa Swim Centre under a set of agreed conditions (listed in section 2.3 of this report).



- The lessee is required to open the swimming pool for approximately 76 hours/week during the months of November and February and 83 hours/week during the months of December, January and March.
- Council meets the costs of all services and maintenance and capital improvements at the swim centre.
- The lessee retains all revenue from gate takings, programs and retail/food and beverage sales. Without any data on attendances we are not able to project the likely revenue generated from these activities.
- As we do not have any operational information on staffing and other operating costs we are not able to determine the current financial performance of the Corowa Swim Centre.

Previous reviews of the Corowa Swim Centre from 2006 have noted that the pool, pipework and plant are past their operational life and the site requires redevelopment.

Over the 11 years since there have been a range of swim centre redevelopment options and concepts developed through feasibility reports that provide more sustainable (for a small population area) redevelopment options as well as attract more users due to the different water areas.

No options could be agreed upon due to a range of factors including high capital cost, strong support for just replacing the 50m pool compared to also strong support for a new indoor heated pool which was likely to be impacted by high future operating costs.

To test community responses on future swim centre development, telephone and electronic surveys were completed by more than 1,120 people in 2016 and the responses are detailed in sections 3.5 and 3.6 of this report

3.3.1 Corowa Swim Centre Redevelopment Options Surveys

The online and telephone surveys were well responded to and the results indicated there was significant support for development of a new swim centre in Corowa being:

- Telephone survey: 94.5% Yes support new swim centre/5.5% No do not
- Electronic survey: 90% Yes support new swim centre/10% No do not

Future facility development component option preferences from respondents to these surveys indicated.

Table 30 Future Combined Area Master Plan Opportunities and Options

Future Swim Centre Priority Components	Telephone Survey (360 sample)	Electronic Survey (769 sample)	Combined Surveys Future Facility Component Priorities (Sample 1,129)
Indoor recreation/leisure pools	50.3%	20.6%	1.
Outdoor heated pools	18.2%	19.5%	2.
Indoor program/hydrotherapy pool	17.1%	16.2%	3.
Outdoor grassed/shaded areas	9.9%		
Outdoor swimming pool	7.2%	21.3%	4.
Children's pool/splash pad/play areas	5.5%	9.2%	9.
Health and fitness classes (e.g. aerobics)	5.0%	16.2%	5.
Learn to swim programs	3.3%		
Cleaner/more hygienic facilities	2.8%	12.5%	7.
Longer opening hours	2.8%		
Waterslides		20.6%	6.
Indoor learn to swim pool		15.1%	8.
Membership packages/discount offers		14.6%	10.
Longer opening hours		12.1%	
Social and food areas (café)	2.8%		
Water aerobics	2.8%		
50m pool	2.8%		
Indoor competition pool		10.8%	
Diving board		9.5%	



The review of both surveys responses indicated the most popular future component priorities were:

1. Indoor recreation/leisure pools.
2. Outdoor heated pools
3. Indoor program/hydrotherapy pool
4. Outdoor swimming pool
5. Health and fitness classes
6. Indoor learn to swim pool
7. Cleaner/more hygienic facilities
8. Indoor learn to swim pool
9. Children’s pool/splash pad/play areas
10. Membership packages/discount offers

The combined survey results indicate high support for:

- Indoor program pools
- Outdoor pools
- Children’s water play

When asked though directly questions about which development option they would support there was high support for any development option containing a 50m pool as indicated in the responses in table 32 below.

Table 31 Future Facility Option Priorities

Facility Option	Telephone Survey % of Respondents	Electronic Survey % of Respondents
Corowa does not need a swimming pool	1.4%	2.1%
I would only support the option with a 50m pool	74.8%	77.2%
I would only support the option with an indoor pool	23.8%	23.3%
I’m not interested either way	4.1%	1.7%
Don’t know	4.8%	0.8%

The results indicated that more than three quarters of respondents supported a redevelopment option with a 50m pool whilst one quarter supported the option with an indoor pool.

To test this further survey respondents were asked to rank facility components in order of 1 (highest priority) through to 5 lowest priority. The number one priority rankings are listed in the following table.

Table 32 Future Aquatic Facility Component Number One Priority

Facility Option	Telephone Survey Priority Number 1 % of Respondents	Electronic Survey Priority Number 1 % of Respondents
25 metre outdoor pool	19.6%	4.4%
50 metre outdoor pool	63.0%	68.9%
25 metre indoor pool	36.0%	21.0%
Children’s play/splash pad	6.0%	5.5%
Hydrotherapy pool	16.8%	4.9%

The results were similar for both surveys with the number one item being a 50 metre outdoor pool followed by a 25 metre indoor pool.

Survey respondents were also asked if they prepared to pay higher rates to fund the development and ongoing operation of the swim centre and most respondents on the phone survey indicated they would support paying more rates for a new facility whilst it was a lower response for people completing the electronic survey.



3.3.2 Corowa Swim Centre Redevelopment Options that Have Been Reviewed

Based on the large range of swim centre replacement facility options that have been developed and debated by Council and the community over the last 11 years, it was agreed that this report would develop concepts, capital and 10 year operating models for the following range of options:

- **Option One: Indoor Combined Pool** - Development of all year-round open indoor combined water area pool including 5 lane 25m pool, program/learn to swim area and children's water play area. This option would also include development of an outdoor water play/splash pad for summer use.
- **Option Two: Outdoor Multiple Pools** - Development of a seasonal outdoor multiple water area including 8 lane 25m pool, learn to swim program pool and water play/splash pad. **An option 2A** was also identified for future development of a building over the 25 metre pool and program pool to develop it as an indoor pool.
- **Option Three: Outdoor 50 Metre Pool** - Development of a seasonal outdoor 50 metre x 8 lane pool and separate water play/splash pad.
- **Option Four: Outdoor 50 Metre Pool with Program Pool** - Development of a seasonal outdoor 50 metre x 8 lane pool and learn to swim program pool and separate water play/splash pad.

It was also agreed that as future management of this facility would be linked to the caravan park that each of the four swim centre options would be serviced by a new caravan park and swim centre reception, café, amenities/change building so all options would have a similar cost for these facilities.

3.4 Combined Area Development Master Plan Opportunities

The project brief required the consultant team to review both the caravan park and swim centre sites and associated constructed facilities, available land areas, access roads, car parking, services and key site environmental issues including flooding and planning requirements.

The usage and business review findings have been limited by the lack of documentation in relation to both the caravan park and swim centre usage, occupancy and financial performance trends.

The caravan park has been operating under leased management arrangements since 2008 (2 x 5-year lease periods). Shared capital improvements were agreed as part of the first 5-year lease.

The project team have therefore completed a review of current facilities, land areas and environmental issues and developed a range of future priority improvements that have been progressively worked through with Council project representatives to develop up a future priority improvement list (see table 45) which guides the options listed in section 4.3.2 of this report.

It is also noted that there have been a range of previous Corowa Swim Centre reviews commissioned as far back as 2006 and these have highlighted the need to decommission and renew/replace the pools, plant, pipework and plantrooms at the centre.

Though there appears an acceptance of the need to demolish and develop new swim facilities, the size, type of pool and if it is an indoor or outdoor water area has not been able to be agreed upon.

A key determinant for future improvements, that should be a fundamental design guide is as the previous management lease have linked management of both facilities they should not have separate reception/entry areas and food and beverage areas.

This has seen a double up of front of house staff that can now be improved with redevelopment of the swim centre entry being moved and shared with the caravan park reception area.

Placement of a new combined caravan park/swim centre entry/reception area with café/retail and shared administration building should be designed as all pools, pipework and plantrooms need to be demolished and rebuilt.



Location of change and amenity facilities that can be used by swim centre patrons off this main building could also provide an out of swim centre season extra amenity block for caravan park users, if one of the seasonal outdoor pool options are chosen.

The design of the shared reception facility can be laid out to suit all three aquatic facility options as well as still utilize the current swim centre carpark so vehicles entering the caravan park can still relate to this area only. This can be achieved by developing a new north south road/shared path adjacent to the synthetic training pitch on the west side of the swim centre.

These key design features have been incorporated in the future masterplan for the combined area.

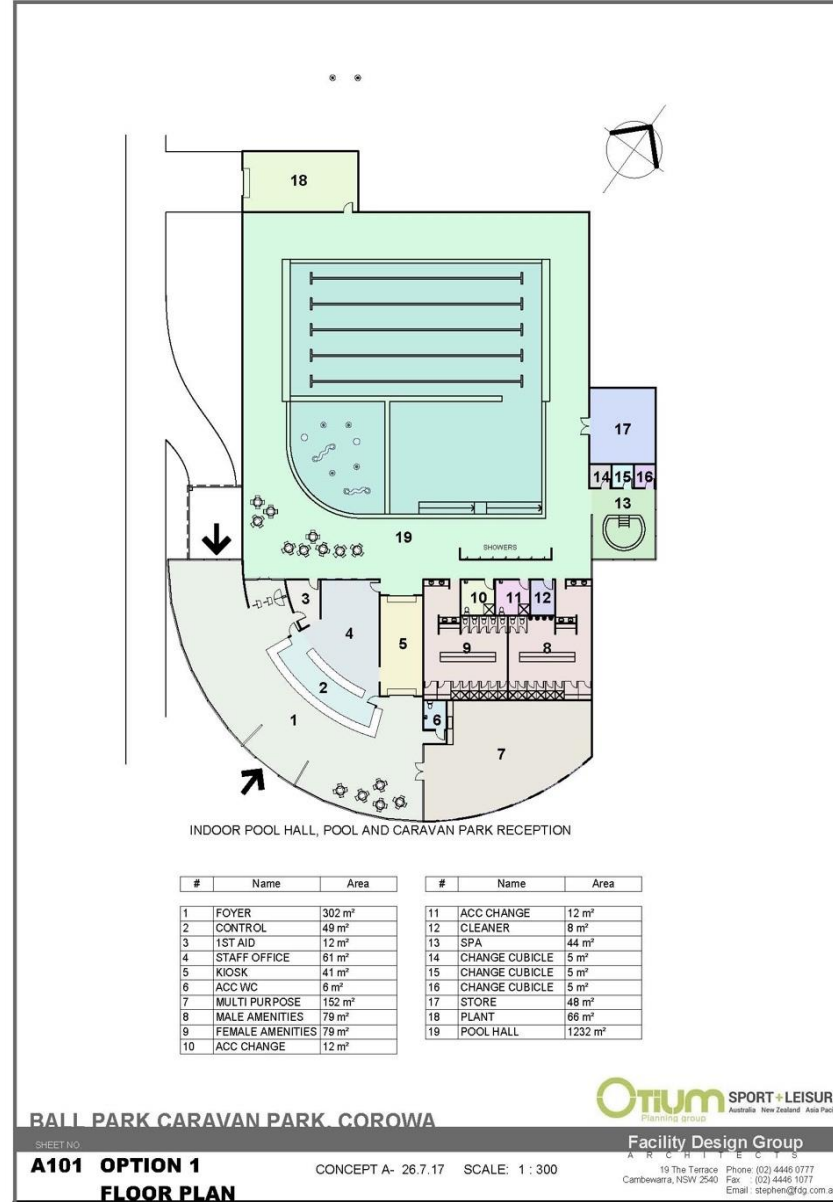
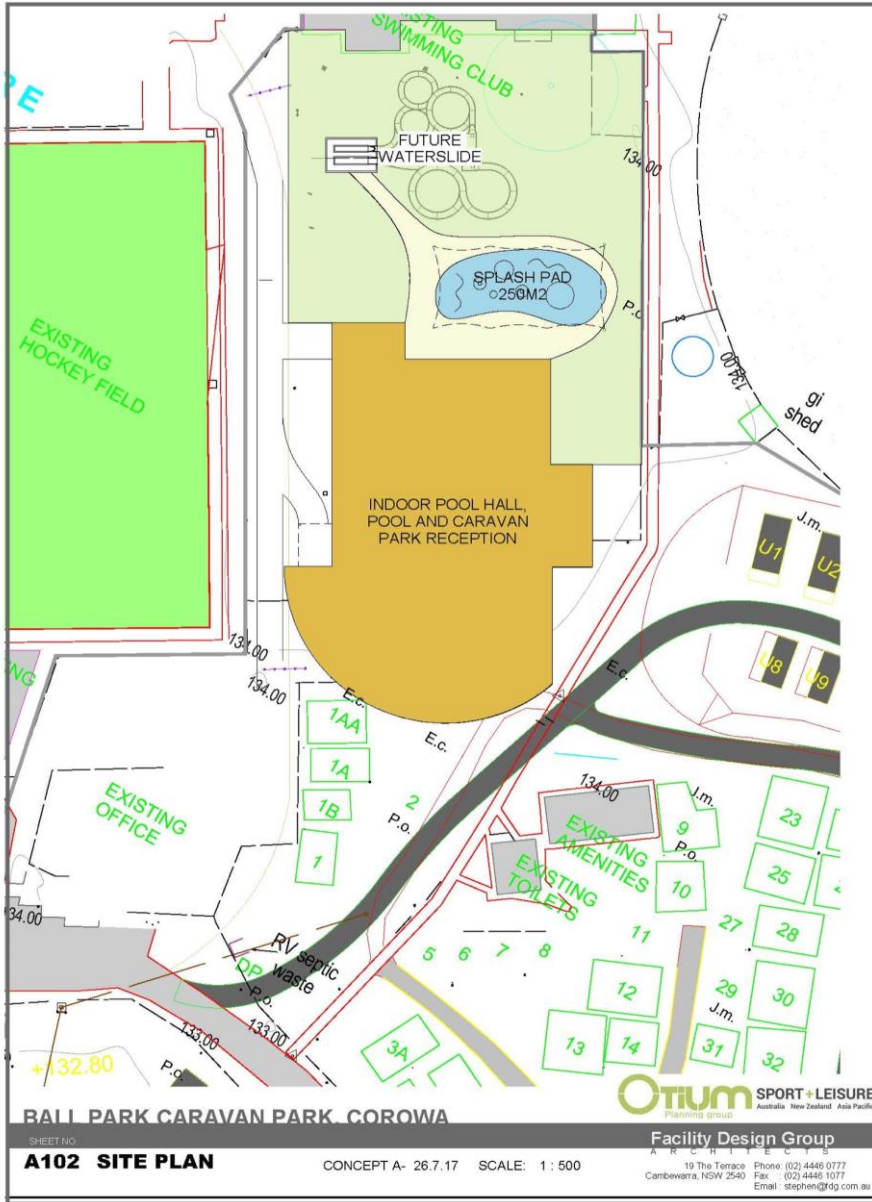
3.5 Corowa Swim Centre Development Option Plans

The Corowa Swim Centre development option plans have been developed by the Facility Development Group (FDG Architects) and are listed on the next four pages.

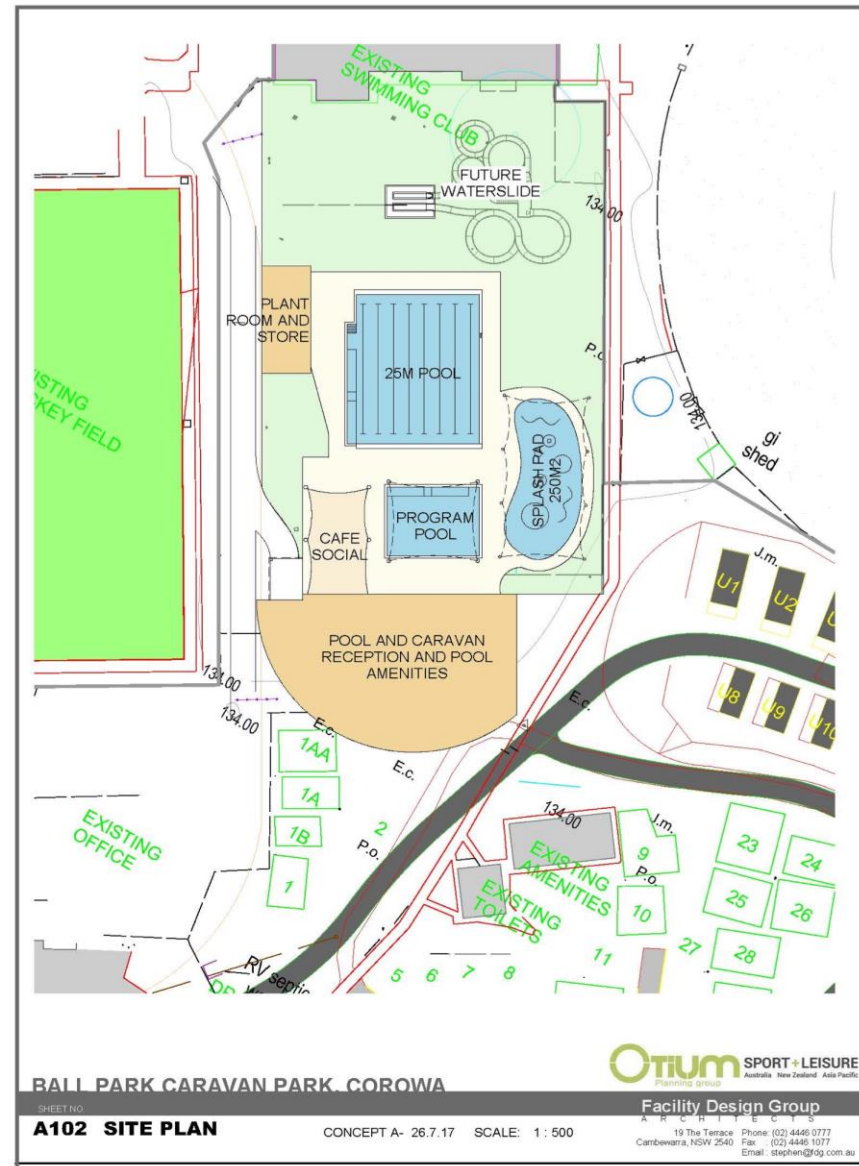
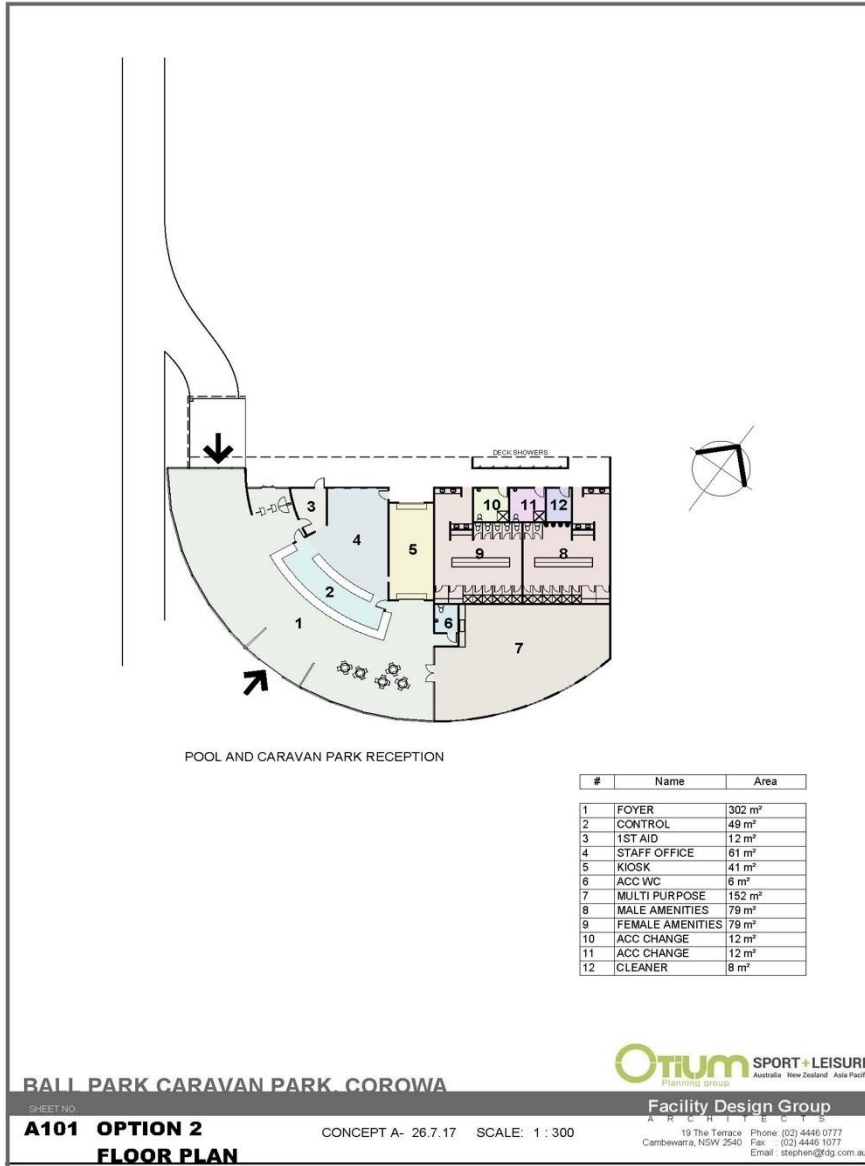
It should be noted when reviewing the plans that all options are linked to the new shared entry reception area design and all plans show an outdoor water play/splash pad and a future option to locate waterslides at the site as well.

These facilities have also been identified as high priority facilities for caravan park users due to their family, children and youth attraction.

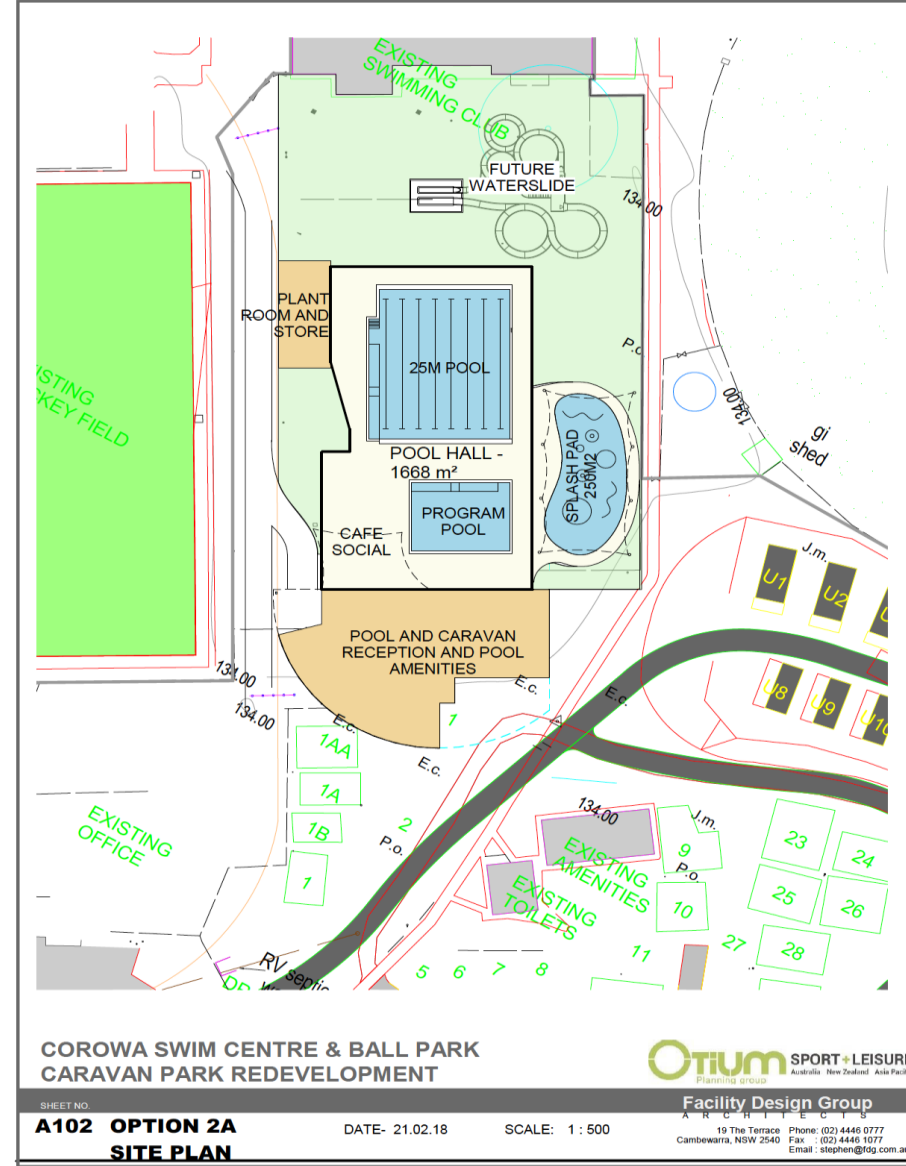
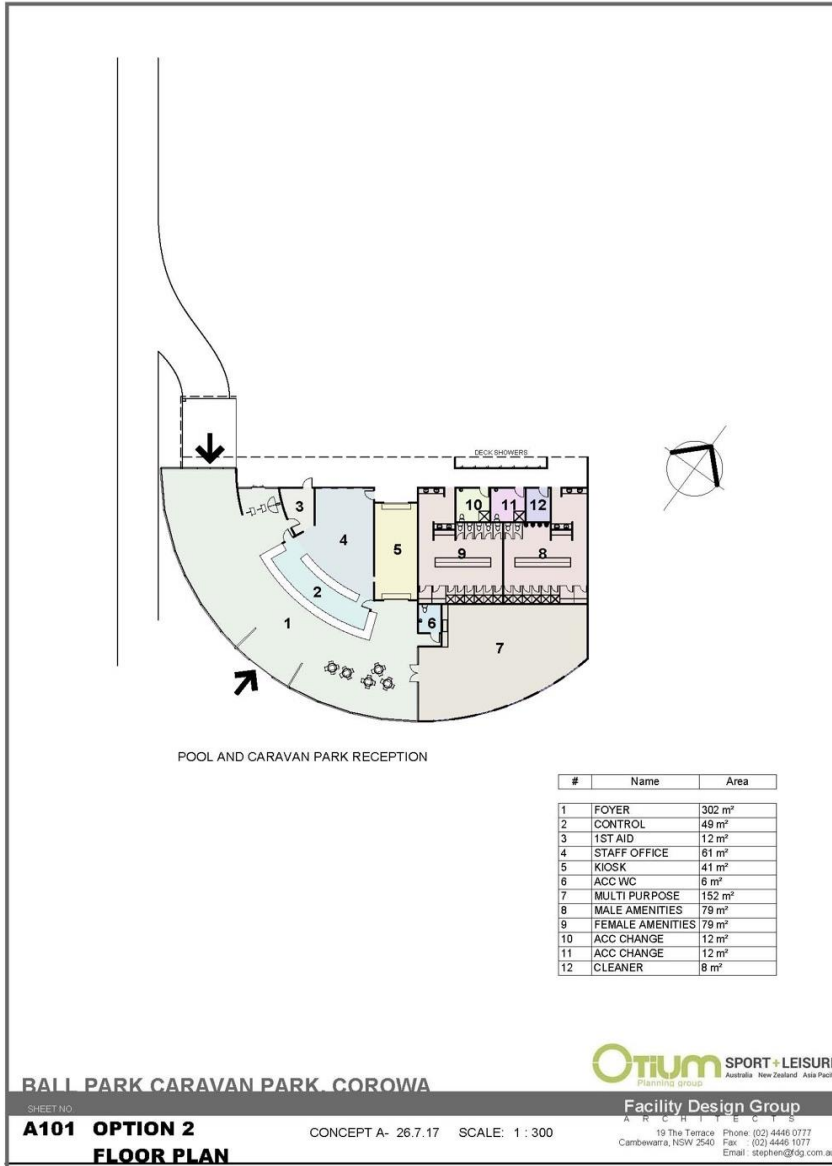
Option One: Indoor Combined Pool



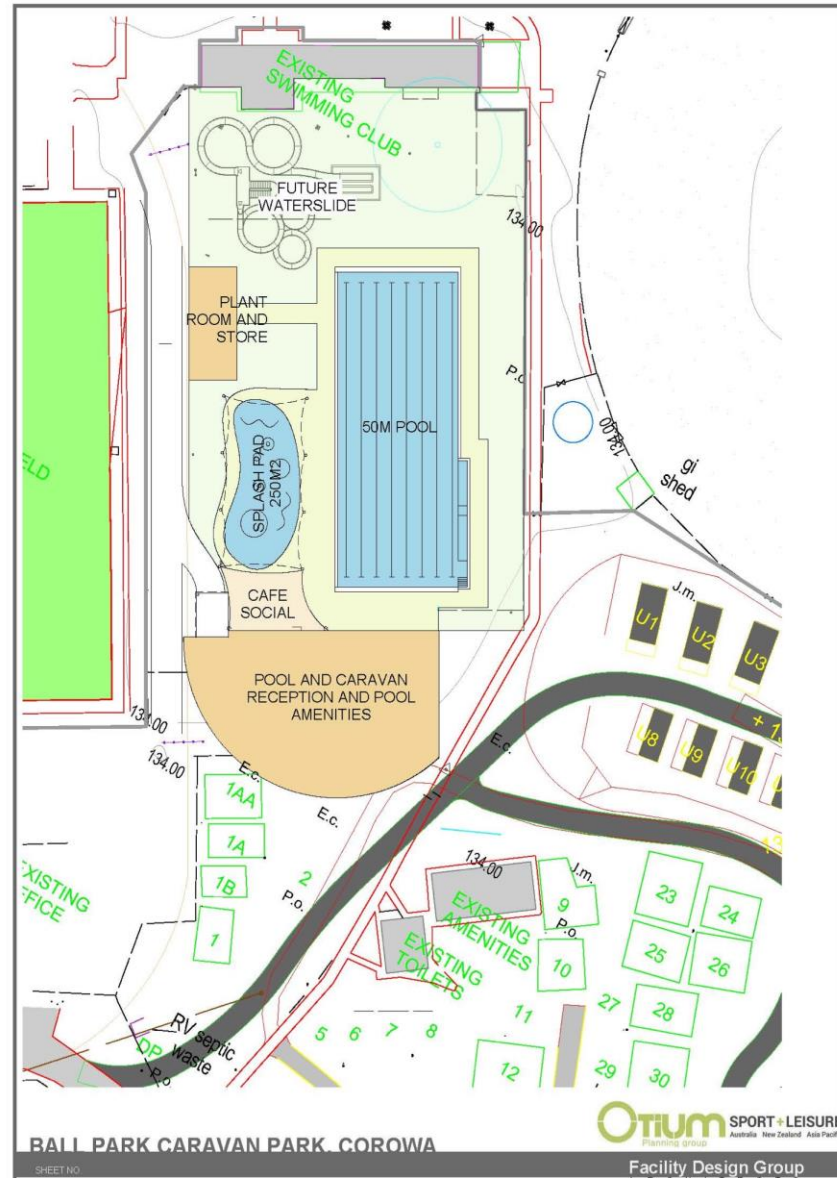
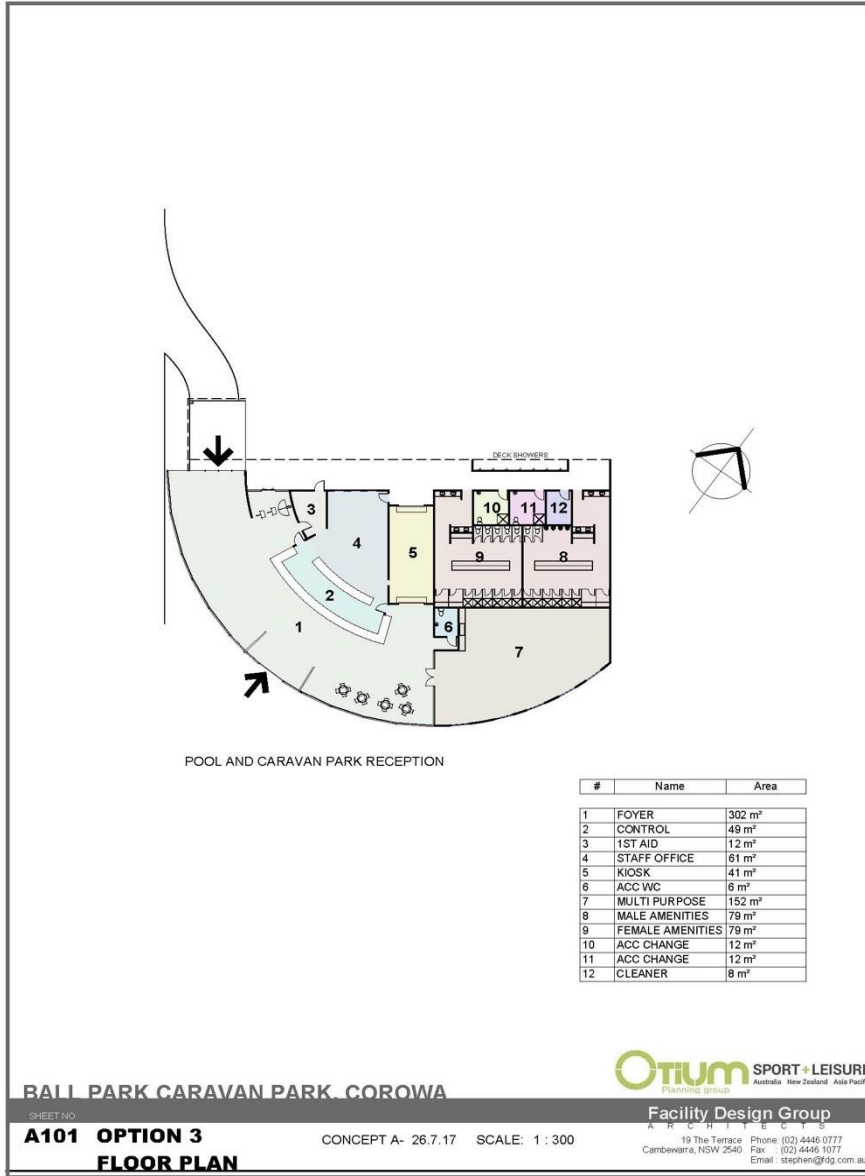
Option Two: Outdoor Multiple Pools



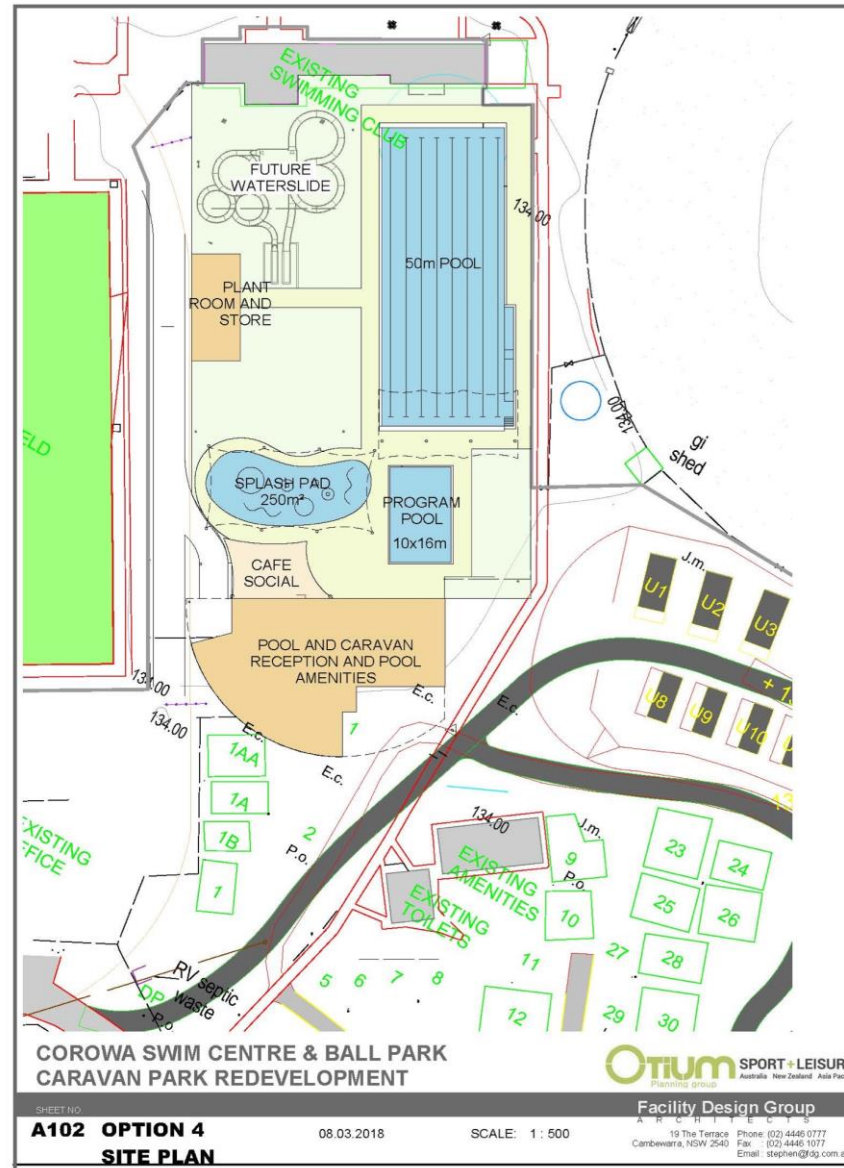
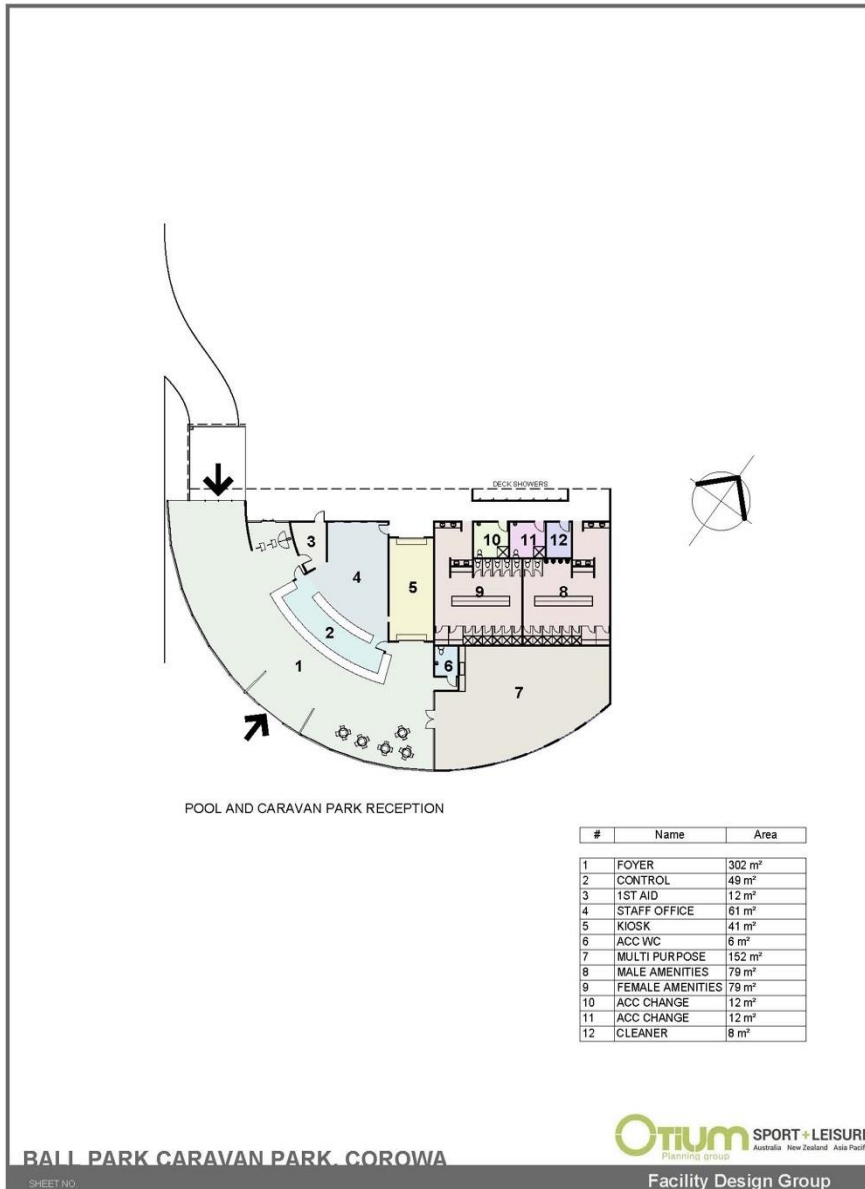
Option 2A: Outdoor Multiple Pools with Future Indoor Pool Hall Structure



Option Three: Outdoor 50 Metre Pool



Option Four: Outdoor 50 Metre Pool and Learn to Swim Program Pool





3.6 Indicative Capital Cost Review

Turner Townsend Quantity Surveyors (QS) were commissioned to complete indicative capital cost plans for each of the swim centre redevelopment options.

It should be noted that the project is at early conceptual stage and detailed capital cost estimates cannot be prepared with schematic plans so the QS has developed indicative capital costs estimates based on average industry construction, contingencies and fees allowances as an early project stage guide to likely costs.

It is critical that detailed plans and scope of works, finishes and fittings and services are developed to ensure the capital cost estimates can be updated to a more accurate level.

The project options cost schedules are listed in the report in the following appendixes and all have a fixed allowance for a water play area of \$650,000:

- Appendix One: Option One - Indoor Aquatic Centre
- Appendix Two: Option Two - Outdoor Multiple Pools and Option 2A with Indoor Pool Hall
- Appendix Three: Option Three - Outdoor 50 Metre Pool
- Appendix Four: Option Four - Outdoor 50 Metre Pool and LTS Program Pool

A summary of the indicative cost estimates for each facility development option and separate caravan park shared new entry and amenity building is listed in the following table.

Table 33 Swim Centre Development Options Indicative Costs

Activity	Shared Reception Building	Option 1 Indoor Aquatic Centre with Shared Water	Option 2 Outdoor 25 Metre & Program Pool	Option 2A Pool Hall Over Outdoor 25 Metre & Program Pools	Option 3 Outdoor 50 Metre Pool	Option 4 Outdoor 50 Metre Pool & Program Pool
Building Works	\$1,788,698	\$3,248,600	\$318,000	\$4,253,600	\$318,000	\$318,000
Pool Works	\$0	\$2,541,000	\$2,794,000	\$2,794,000	\$4,664,000	\$5,654,000
Water Play Area	\$0	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
External Works & Services	\$401,000	\$540,000	\$573,000	\$667,000	\$533,000	\$606,000
TOTAL CONSTRUCTION COST	\$2,189,698	\$6,979,600	\$4,335,000	\$8,364,600	\$6,165,000	\$7,228,000
Contingencies	\$266,000	\$765,000	\$489,000	\$957,000	\$676,000	785,000
Fees/Permits	\$249,000	\$631,000	\$370,000	\$771,000	\$551,000	\$655,000
TOTAL PROJECT COST	\$2,704,698	\$8,375,600	\$5,019,400	\$10,092,600	\$7,392,000	\$8,668,000

Note: All capital costs are based on area or component allowances and show high construction rates at this early stage of design. Water play area costed as a fixed price contract with no contingencies and fees/permit costs.

The indicative capital cost review provides a break-up of the potential capital work packages to allow OPG to complete cost benefit analysis on proposed works once business impacts are also modelled. The capital costs for the swim centre options (excluding the future shared caravan park new entry and amenity building costs of \$2.7M) are estimated at:

- Option 1: \$8.375M
- Option 2: \$5.019M
- Option 2A: \$10.092M
- Option 3: \$7.392M
- Option 4: \$8.668M



3.7 Corowa Swim Centre Usage and Financial Review

The proposed area master plan now links recommended improvements at the Ball Park Caravan Park with a new shared reception building and the future aquatic facility redevelopment options. The capital cost estimates are also broken up to allow Council to mix and match components so that it can develop a future management lease specification.

This would be used to test the market on tendering out the management of all facilities with an aim of also attracting a management group that will contribute to the range of capital improvements.

To assist Council in reviewing the Corowa Swim Centre Redevelopment Options, OPG have reviewed the potential new revenue and usage impacts of the proposed developments as detailed in the following sections.

3.7.1 Corowa Swim Centre Future Options Usage and Financial Review

Detailed 10 year financial models have been developed for each facility development option for Corowa Swim Centre. They are assumption based financial models and the key assumptions are detailed in appendix 5 of this report.

Aquatic Industry trends indicate that the highest operating costs for swim facilities are for management and supervisory staffing, followed by services (power/gas/water etc.) and maintenance costs (building & equipment).

All models have been based on the following key management and staffing assumptions:

- Swim Centre management is carried out by the Caravan Park Lessee under the joint facilities management arrangement and has not been costed to the swim centre's operating budget.
- Reception and café - food/beverage/retail is linked and costs for staffing, services and maintenance for this area are not costed to the swim centres operating budget.
- All supervisory staff rostered on for either the indoor pool hall or outdoor pools are based on allowing for the nominated operating hours for each option plus an hour a day for opening/closing duties.
- The option 1 indoor pool and option 2A covered pools are both open 60 hours/week x 52 weeks (all year round) whilst the option two and three outdoor pools are seasonal and open on average 44 hours/week (36 hours/week non-school holidays and 56 hours/week school holidays).
- The outdoor pools (options 2, 3 and 4) are open for use 15 weeks a year.
- Maintenance of the grounds are carried out by the caravan park maintenance crews.
- Water testing and opening and closing of facilities are completed by caravan park maintenance staff.

From a fees and charges perspective all fees and charges for the outdoor pool options (2, 3 and 4) are based on current facility fees and charges whilst option 1 and option 2A fees and charges are approximately 10% higher to reflect the higher staffing, services and maintenance costs for the indoor pool options.

From a usage and demand perspective OPG have reviewed indoor and outdoor aquatic facilities in 7,000 to 15,000 population areas to ensure usage projections were similar due to the areas limited population numbers.

3.7.2 Corowa Swim Centre Future Options 10 Year Models

Detailed 10m year electronic financial and usage models have been developed for the three facility options and should be read in association with the business result summaries included on the following pages. Please note the option 1 and option 2A indoor pools have heated water and pool hall air which impacts them with the highest energy costs.

The outdoor pool options (2, 3 and 4) do not include heated water so energy costs are lower.



1. Option 1: Combined Indoor Pools 10 Year Model

Table 34 CSC Option 1 Combined Indoor Pools with Outdoor Waterplay 10 Year Financial Model

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Visits	49,345	50,903	51,942	52,461	52,981	53,500	54,020	54,539	54,539	54,539
Ave. Weekly Visits	949	979	999	1,009	1,019	1,029	1,039	1,049	1,049	1,049
Annual Income	\$314,972	\$334,731	\$351,877	\$366,129	\$380,920	\$396,271	\$412,202	\$428,734	\$441,682	\$455,020
Annual Expenditure	\$552,398	\$567,490	\$582,634	\$597,805	\$613,398	\$629,426	\$645,900	\$662,835	\$679,766	\$697,155
Net Profit/(Loss)	(\$237,426)	(\$232,759)	(\$230,757)	(\$231,677)	(\$232,478)	(\$233,155)	(\$233,698)	(\$234,101)	(\$238,085)	(\$242,134)

The option one 10-year model indicates:

- A projected annual visitation of just under 50,000 users in year 1 and increasing to 54,500 by year 10. This would see weekly visitation targets of 950/year 1 through to 1,050 by year 10.
- A projected annual income of just under \$315,000 in year 1 and increasing to \$455,000 by year 10.
- A projected annual expenditure of just over \$552,000 in year 1 and increasing to \$455,000 by year 10.
- A net operating loss of \$237,400 in year 1 and increasing to \$242,000 by year 10.

2. Option 2: Outdoor Multiple Pools 10 Year Model

Table 35 CSC Option 2 Outdoor Multiple Pools with Waterplay Financial Model

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Visits	12,455	12,848	13,110	13,241	13,372	13,503	13,634	13,766	13,766	13,766
Ave. Weekly Visits	830	857	874	883	891	900	909	918	918	918
Annual Income	\$71,108	\$75,568	\$79,439	\$82,657	\$85,996	\$89,462	\$93,058	\$96,790	\$99,713	\$102,725
Annual Expenditure	\$163,713	\$168,203	\$172,751	\$177,356	\$182,092	\$186,961	\$191,968	\$197,117	\$202,325	\$207,677
Net Profit/(Loss)	(\$92,605)	(\$92,634)	(\$93,312)	(\$94,700)	(\$96,096)	(\$97,499)	(\$98,910)	(\$100,327)	(\$102,611)	(\$104,953)

The option two 10-year model indicates:

- A projected annual visitation of just under 12,500 users in year 1 and increasing to 13,800 by year 10. This would see weekly visitation targets of 830/week per year 1 through to 918/week by year 10.
- A projected annual income of just over \$71,100 in year 1 and increasing to \$102,700 by year 10.
- A projected annual expenditure of just over \$163,700 in year 1 and increasing to \$207,700 by year 10.
- A net operating loss of \$92,605 in year 1 and increasing to \$104,953 by year 10.

3. Option 2A: Indoor 25 Metre and LTS Program Pools 10 Year Model

Table 36 CSC Option 2A Indoor 25m & LTS/Program Pools & Outdoor Waterplay Financial Model

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Visits	51,055	52,667	53,742	54,279	54,817	55,354	55,892	56,429	56,429	56,429
Ave. Weekly Visits	982	1,013	1,034	1,044	1,054	1,065	1,075	1,085	1,085	1,085
Annual Income	\$330,172	\$350,884	\$368,858	\$383,797	\$399,303	\$415,395	\$432,094	\$449,424	\$462,996	\$476,979
Annual Expenditure	\$721,306	\$741,355	\$761,523	\$781,785	\$802,620	\$824,046	\$846,080	\$868,740	\$891,466	\$914,819
Net Profit/(Loss)	(\$391,135)	(\$390,471)	(\$392,666)	(\$397,988)	(\$403,317)	(\$408,651)	(\$413,985)	(\$419,316)	(\$428,469)	(\$437,840)



The option 2A Indoor Pools 10-year model indicates:

- A projected annual visitation of just over 55,000 users in year 1 and increasing to 56,500 by year 10. This would see weekly visitation targets of 982/year 1 through to 1,085 by year 10.
- A projected annual income of just over \$330,000 in year 1 and increasing to \$477,000 by year 10.
- A projected annual expenditure of just over \$721,000 in year 1 and increasing to \$915,000 by year 10.
- A net operating loss of \$391,135 in year 1 and increasing to \$437,840 by year 10.

4. Option 3: Outdoor 50 Metre Pool & Splash Pad 10 Year Model

Table 37 CSC Option 3 Outdoor 50 Metre Pool & Waterplay Financial Model

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Visits	12,303	12,691	12,950	13,080	13,209	13,339	13,468	13,598	13,598	13,598
Ave. Weekly Visits	820	846	863	872	881	889	898	907	907	907
Annual Income	\$65,968	\$70,106	\$73,698	\$76,682	\$79,780	\$82,996	\$86,332	\$89,795	\$92,506	\$95,300
Annual Expenditure	\$223,796	\$229,655	\$235,630	\$241,723	\$247,983	\$254,415	\$261,024	\$267,815	\$274,736	\$281,847
Net Profit/(Loss)	(\$157,828)	(\$159,548)	(\$161,933)	(\$165,041)	(\$168,203)	(\$171,420)	(\$174,692)	(\$178,020)	(\$182,230)	(\$186,547)

The option three 10-year model indicates:

- A projected annual visitation of just over 12,000 users in year 1 and increasing to 13,600 by year 10. This would see weekly visitation targets of 820/week for year 1 through to 907/week by year 10.
- A projected annual income of just under \$66,000 in year 1 and increasing to \$95,300 by year 10.
- A projected annual expenditure of just under \$224,000 in year 1 and increasing to just over \$282,000 by year 10.
- A net operating loss of \$157,828 in year 1 and increasing to \$186,546 by year 10.

5. Option 4: Outdoor 50 Metre Pool with LTS Program Pool & Water Play 10 Year Model

Table 38 CSC Option 4 Outdoor 50 Metre Pool with LTS Program Pool & Waterplay Financial Model

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Visits	14,963	15,435	15,750	15,908	16,065	16,223	16,380	16,538	16,538	16,538
Ave. Weekly Visits	998	1,029	1,050	1,061	1,071	1,082	1,092	1,103	1,103	1,103
Annual Income	\$78,223	\$83,130	\$87,388	\$90,928	\$94,601	\$98,414	\$102,370	\$106,476	\$109,691	\$113,004
Annual Expenditure	\$253,463	\$260,201	\$267,058	\$274,032	\$281,200	\$288,566	\$296,137	\$303,918	\$311,828	\$319,955
Net Profit/(Loss)	(\$175,240)	(\$177,071)	(\$179,670)	(\$183,105)	(\$186,599)	(\$190,152)	(\$193,766)	(\$197,442)	(\$202,136)	(\$206,951)

The option four 10-year model indicates:

- A projected annual visitation of just under 15,000 users in year 1 and increasing to 16,538 by year 10. This would see weekly visitation targets of 998/week for year 1 through to 1,103/week by year 10.
- A projected annual income of just over \$78,000 in year 1 and increasing to \$113,000 by year 10.
- A projected annual expenditure of just over \$253,000 in year 1 and increasing to just under \$320,000 by year 10.
- A net operating loss of \$175,240 in year 1 and increasing to \$206,951 by year 10.



3.7.3 Corowa Swim Centre Capital Cost and Financial Impact Comparisons

The review of the usage and financial projections for the Corowa Swim Centre Options indicates all options have varied:

- Operating seasons
- Projected visitations
- All options expected to operate in deficit even with the costs of reception/fee collection and management not included in the models (as provided by caravan park management)

A summary of the comparison of key operating projections for the 10-year period are listed in table 39 below.

Table 39 Comparison of CSC Redevelopment Options 10 Year Projections

Review Item	Option 1 Indoor Combined Pool and Waterplay (52 week season)	Option 2 Outdoor Multiple Pools and Waterplay (15 week season)	Option 2A Indoor Multiple Pools and Waterplay (52 week session)	Option 3 Outdoor 50 Metre Pool and Waterplay (15 week season)	Option 4 Outdoor 50 Metre Pool & LTS Program Pool and Waterplay (15 week season)
10 Year Annual Visits	528,769	133,461	547,093	131,834	160,335
10 Year Annual Income	\$3,882,538	\$876,516	\$4,069,902	\$813,163	\$964,226
10 Year Annual Expenditure	\$6,228,807	\$1,850,163	\$8,153,740	\$2,518,625	\$2,856,357
10 Year Net Profit/(Loss)	(\$2,346,270)	(\$973,647)	(\$4,083,837)	(\$1,705,462)	(\$1,892,131)
10 Year Average Visits/Week	1,017/week	889/week	1,052/week	879/week	1,068/week

The review of the consolidated 10 year models indicates:

1. Visitations

- Option 2A all year open indoor combined pool attracts approximately 4 times more visits than either of the 3 outdoor pool options and 5% more visits than option 1 due to separated indoor water areas.
- Option 2 (outdoor multiple pools) attracts slightly more visits (more programmable mix of water areas) than the deeper longer course outdoor 50 metre pool option 3 but when the LTS/Program pool is added this increases visitation due to the programmable water and option 4 becomes the highest outdoor pool visitation option.
- Average weekly visit targets are similar for outdoor pool options 2 and 3.

2. Annual Income

- Option 2A raises the highest income averaging \$180,000 more than option 1.
- Option 2A all year open indoor multiple pools raise approximately 4.5 times more income than either of the 3 outdoor pool options.
- Option 4 raises the most income from the three outdoor pool options.

3. Annual Expenditure

- Option 2A all year open indoor multiple pools costs approximately 3 times more to operate than either of the 3 outdoor pool options as it is open 52 weeks of the year compared to 15 weeks a year for all outdoor pool options. It is slightly less for option 1 indoor combined pools.
- Option 2 (outdoor multiple pools) has lower costs to operate (less supervisory staff) than the deeper longer course outdoor 50 metre pool options 3 and 4.



4. Net Operating Losses

- Option 2A all year open indoor combined pool due to its 52 weeks a year operations is the highest annual cost option that is 2.5 times more to operate than the lowest loss option 2 outdoor multiple pools.
- Option 2 (outdoor multiple pools) is significantly less in costs to operate (less supervisory staff and more income) than the option 3 and 4 deeper longer course outdoor 50 metre pool option.

3.7.4 Corowa Swim Centre Redevelopment Options Business Comparisons

The low resident catchment population base for the Corowa Swim Centre impacts on the low usage projections that have been developed for each of the future facility development options. This also impacts on the low revenue raising capacity of the centre which in turn sees substantial operating deficits for each option.

The projected annual visitations (year 3 base business year), total revenue/visit, expenditure/visit and net operating loss per visit are listed in the table below:

Table 40 Comparison of CSC Redevelopment Options Year 3 (Base Year) Projections

Review Item (Year 3)	Option 1 Indoor Combined Pool and Outdoor Waterplay	Option 2 Outdoor 25 Metre & LTS/Program Pools and Waterplay	Option 2A Indoor 25 Metre & LTS/Program Pools and Waterplay	Option 3 Outdoor 50 Metre Pool and Waterplay	Option 3 Outdoor 50 Metre Pool & LTS/Program Pools and Waterplay
Annual Visits	51,942	13,110	53,742	12,950	15,750
Annual Income	\$351,877	\$79,439	\$368,858	\$73,698	\$87,388
Income per Visit	\$6.77/visit	\$6.05/visit	\$6.86/visit	\$5.69/visit	\$5.54/visit
Annual Expenditure	\$582,634	\$172,731	\$761,523	\$253,630	\$267,058
Expenditure per Visit	\$11.21/visit	\$13.17/visit	\$14.16/visit	\$19.58/visit	\$16.95
Net Profit/(Loss)	(\$230,757)	(\$93,312)	(\$392,666)	(\$161,933)	(\$179,670)
Net Profit/(Loss)/Visit	(\$4.44/visit)	(\$7.11/visit)	(\$7.30/visit)	(\$13.89/visit)	(\$11.40)

The review of the year 3 (base year) business projections for each of the CSC options indicates that option one (indoor combined pool and outdoor splash pad) records:

- The highest usage (as open all year round);
- Has the highest annual income and income per visit (due to more programs and membership);
- Has the highest expenditure (open 365 days' year/heated water/air);
- Has the lowest expenditure per visit (more visits reduce the cost/visit);
- Has the highest annual operating deficit due to be being open 365 days a year;
- Has the lowest net loss/visit?

Option 4 (outdoor 50 metre pool, LTS/program pool and waterplay area) would be closest to the preferred community facility from the survey respondent's future facility priorities. This option attracts the most outdoor pool visits but due to the deep water (50 Metre Pool) this and option 3 requires more pool staff supervision to be rostered on which impacts on the high operating expenditure and expenditure per/visit.

Option 2 (outdoor 25 metre & program pool with waterplay) is the best financially performing outdoor pool option due to less staff required to supervise the smaller water areas than option 4.

3.7.5 Future Corowa Swim Centre Redevelopment Option Overview

The study findings indicate there will be a high capital cost to replace the existing swim centre, whatever of the options is chosen. These range from the lowest estimated capital cost (excluding new shared caravan park and swim centre building being:

- Option 2: \$5.019M
- Option 3: \$7.392M
- Option 1: \$8.375M
- Option 4: \$8.668M



- Option 2A: \$10.092M

The assumption based 10 year operating modelled results have indicated:

- If Council wishes to develop and all year open an aquatic centre for all user markets, for the maximum opening times then **Option 1** or option 2A will substantially improve residents and visitors to the caravan park access to open all year-round water areas, but it comes at the fourth highest (option 1) and highest capital (option 2A) costs and the highest annual operating costs.
- The most sustainable option and lowest capital cost seasonal outdoor pool but is likely to be only open 15 weeks a year is **Option 2**. This option provides a mix of outdoor short course/competition, program and children's water areas at the lowest capital cost outdoor pool option and the lowest operating cost option.
- The **Option 3** outdoor pool is projected to be the second lowest capital cost and second highest annual operating costs.
- The **Option 4** outdoor pool is projected to be the third highest capital cost and the highest annual operating cost for the three outdoor pool options.

3.7.6 Corowa Swim Centre Increased Usage and Revenue Opportunities

Combining management and operations of the Ball Park Caravan Park and Corowa Swim Centre and locating entry and control at a central reception/café area indicates significant operating cost savings to the previous management model where entry to the swim centre was separate and required more staff to control entry, pool side supervision and provide food/beverage services.

The development of the new swim centre access as part of the caravan park with new pools and waterplay area will also improve the marketability of the caravan park and give it a regional user attraction advantage over other caravan parks.

Redevelopment of the cabin area (highest revenue source for the park) to provide a further 10 cabins which also allows for 20 new sites developed on the former cabin site will significantly improve the caravan parks income generation as well as improve its marketability over close by competitor caravan parks.

Based on these trends the best option to help fund the increased deficit from the new swim centre option that is chosen is for an increase in site and cabin fees as a contribution for the upgraded facilities to help fund operating losses. This could be way of a peak use extra charge if Council adopts one of the seasonal outdoor pool options as these options will only be available for hot weather months.

This is likely to raise a further \$20,000 to \$30,000 to help subsidise operating losses.



4. Corowa Swim Centre Redevelopment Priority Options

The Ball Park Caravan Park and Corowa Swim Centre Master Plan was completed by OPG and forwarded for Council review in November 2017. Following review Council requested that a separate Corowa Swim Centre Redevelopment Options Report be developed utilising information from the November 2017 report but also to consider:

- Detailing up a new facility option being option 4: Adding a LTS/Program Pool to the option three outdoor 50m pool and water play facilities to provide programmable and more children/family water area.
- Developing new capital costs and operating budgets for the option 2A: Covering over the outdoor pools to create a larger indoor pool area than option 1.
- Consider how staging of the project could occur if the level of funds required for total project development could not be raised and developing new operational budgets for any staged development.

It was agreed that this report would then be reviewed by Council with the aim of prioritising the future CSC Redevelopment Options and that these then are put forward for stakeholder review and community feedback.

4.1 Combined Caravan Park and Swim Centre Development

The combined Ball Park Caravan Park and Corowa Swim Centre Redevelopment Report covers a large range of information in relation to future master planning of the Ball Park Caravan Park and the redeveloped Corowa Swim Centre.

The findings indicate that linking the two facilities redevelopments will provide a substantial future business improvement opportunity that can stimulate local accommodation and tourist services whilst also providing improved community swimming facilities.

The reviews completed also highlight the opportunity to better link the caravan and swim centre facilities that have previously been jointly managed but due to separate facility design and site layouts have required separate management and staffing when both operating.

Proposed redevelopment of the caravan park also provides an opportunity to relocate the high yield cabin area to enable a further 10 cabins to be developed and in turn create 20 new sites on the cabin area. These improvements are likely to increase park occupancy and revenue which can improve the profitability of the park (see separate Bell Park Caravan Master Plan Report).

Increased profitability could assist Council in funding loans for caravan park improvements as well as provide new revenue to part fund the projected high operating costs for the recommended Corowa Swim Centre redevelopment option.

This report recommends development of a new entry reception/cafe building that provides shared access to the new swim facilities and amenities whilst sharing the main building with caravan park management.

Facility layout plans and indicative capital cost estimates have been prepared for all options and these all have the flexibility to be completed as a one-off development, if funding availability permits, or as staged developments over a longer period, again as funding became available.

A key recommended future action to assist with proposed facility improvement funding is for Council to change its 5-year lease management model to a new 10 year expanding business management and capital investment model and seek a commercial caravan management company to partner with Council to complete and fund the improvements for both the caravan park and swim centre.

The report also recommends Council develops a facility improvement and management funding strategy to assist in funding proposed improvements.



All options require significant capital investment and ongoing operational subsidy. If the swim centre has to be developed as a staged option (due to lack of capital funding) then such a staged development will increase the projected operational loss for the swim centre and not have the new customers and income contribution from recommended caravan park site fee increase that go with the improved caravan park.

4.2 Corowa Swim Centre Redevelopment Priority Options

The first draft of the Corowa Swim Centre Redevelopment Options Report was presented to a Council workshop in January 2018. Following review Council has determined that the following three options be nominated as priority options:

- Option 1: Indoor combined swimming pool and outdoor water play
- Option 2A: Indoor 25 metre x 8 lane Pool & Learn to Swim/Program Pool with outdoor water play.
- Option 4: Outdoor 50 metre x 8 lane Pool & Learn to Swim/Program Pool with outdoor water play.

4.2.1 CSC Redevelopment Priority Options Capital and Operating Result Comparisons

The following table highlights the projected usage and financial impacts for the three priority options and the estimated capital cost of each option.

Table 41 Comparison of CSC Priority Redevelopment Options 10 Year Projections

Review Item	Option 1 Indoor Combined Pool and Waterplay (52 week season)	Option 2A Indoor Multiple Pools and Waterplay (52 week session)	Option 4 Outdoor 50 Metre Pool & LTS Program Pool and Waterplay (15 week season)
Aquatic Areas Estimated Capital Cost	\$8.375M	\$10.092M	\$8.668M
Shared New Entry/Amenities Estimated Capital Cost	\$2.704M	\$2.704M	\$2.704M
Total Project Capital Cost	\$11.079M	\$12.796M	\$11.372M
Average 10 Year Annual Visits	528,769	547,093	160,335
10 Year Average Visits/Week	1,017/week	1,052/week	1,068/week
10 Year Annual Income	\$3,882,538	\$4,069,902	\$964,226
Average Income/Year	\$388,253	\$406,990	\$96,422
10 Year Annual Expenditure	\$6,228,807	\$8,153,740	\$2,856,357
Average Expenditure/Year	\$622,880	\$815,374	\$285,635
10 Year Net Profit/(Loss)	(\$2,346,270)	(\$4,083,837)	(\$1,892,131)
Average Net Profit/(Loss)/Year	(\$234,627)	(\$408,383)	(\$189,213)

Note: Total capital cost includes new shared entry/amenities building.

A review of the CSC Redevelopment priority options indicates:

- **Capital Cost Estimates:** Option 1 is the estimated lowest capital cost at \$11.079M followed by Option 4 at \$11.372M and option 2A at \$12.796M.
- **10 Year Operating Losses:** Option 4 has the estimated lowest operating loss at \$1.892M (average \$189,213/year) compared to \$2.346M (\$234,627/year) for option 1. Option 2A 10 year operating losses are the highest at \$4.083M (\$408,383/year)

4.3 Corowa Swim Centre Redevelopment Staging Options

The likely achievable opportunity for staged development of any of the priority options is to hold off the shared caravan park and swim pool building and caravan park redevelopment to later stages and that the current swim centre entry buildings and amenities continue to be used in the first stage of new aquatic facilities.

This will have an impact initially as the new swimming pool options all have been designed to be located close to the new entry and amenity building. The impact of not building this facility as part of the redevelopment of swimming facilities will include:



- Option 1 and Option 2A indoor pool layouts are not designed to be developed as a standalone pool hall as all user entry and exit has been designed through the new shared building with direct access to amenities and change as well. These two options also require larger plantrooms and new services to be connected/built off the new building and these areas would have to be built as part of stage one.
- The outdoor pool option 4 can be developed under a staged building approach but it needs to be noted that the deeper water areas have been located to the rear of the site with shallower water areas closer to the new shared building. This is in line with Royal Lifesaving Society of Australia (RLSA) Safe Pool Operating and Design Guidelines where users entering a swimming pool area from change or reception should go past the shallowest water areas first. A dispensation from these guidelines would need to be sought from RLSA on this matter.

All options would require an extra staff person to be employed for all operational hours than currently allowed for in the shared entry building models as this position was to be covered under the joint caravan and swim centre management model. This would see for:

- **Indoor pool options 1 and 2A:** Employment of a receptionist/customer services officer for say 52 weeks for approximately 60 hours a week. Based on an average hourly rate of \$28.88 plus 20% on-cost this is likely to add a further 3,120 staff hours @ \$33/hr = \$102,960 to each option's operating costs. This would increase to approximately \$110,000 by year 3.
- **Outdoor pool option 4:** Employment of a receptionist/customer services officer for say 16 weeks (15 operational weeks and 1 week set up) for approximately 44 hours a week. Based on an average hourly rate of \$28.88 plus 20% on-cost this is likely to add a further 734 staff hours @ \$33/hr = \$23,332 to each option operating costs. This would increase to approximately \$24,500 by year 3.

Based on these assumptions the extra operating cost of staged development (using year 3 as the consolidated business year) for using the existing entry and amenities building is estimated as follows for each of the three outdoor pool options:

- Option 1 Estimated Operating Loss Year 3: Was \$230,757 and would increase to \$340,757
- Option 2A: Estimated Operating Loss Year 3: Was \$392,666 and would increase to \$502,666
- Option 4 Estimated Operating Loss Year 3: was \$179,670 and would increase to \$205,170

The following table highlights the projected usage and financial impacts (at year three business establishment year) for the three priority options and the estimated capital cost of each option for stage one where the new entry building and amenities are not built/funded in the first stage.

Table 42 Comparison of CSC Priority Redevelopment Options 10 Year Projections

Review Item	Option 1 Indoor Combined Pool and Waterplay (52 week season)	Option 2A Indoor Multiple Pools and Waterplay (52 week session)	Option 4 Outdoor 50 Metre Pool & LTS Program Pool and Waterplay (15 week season)
Aquatic Areas Est. Capital Cost	\$8.375M	\$10.092M	\$8.668M
Year 3 Annual Visits	51,942	53,742	15,750
Year 3 Annual Income	\$351,877	\$368,858	\$87,388
Year 3 Annual Expenditure	\$692,634	\$871,523	\$291,558
Year 3 Net Profit/(Loss)	(\$340,757)	(\$502,666)	(\$205,170)

Note: Total capital cost does not include new shared entry/amenities building. Visits/Financials are for year 3 as it is the established business year

A review of the CSC Redevelopment priority options, if staged indicates:

- **Capital Cost Estimates:** Option 1 is the estimated lowest capital cost at \$8.375M followed by Option 3 at \$8.668M and option 2A at \$10.092M.
- **10 Year Operating Losses:** Option 4 has the estimated lowest operating loss at an average of \$205,170/year compared to \$340,757/year) for option 1. Option 2A 10 year operating losses are the highest at \$502,666/year.



4.4 CSC Redevelopment Funding Status

Over many years, the former Corowa Shire and now Federation Council, has completed several feasibility studies into various options, undertaken community consultation, submitted numerous grant applications and initiated a long-term savings program.

This has now resulted in \$2.5 million in state government grants being awarded to the project and in association with these funds a further \$1.9 million in reserve funding has been accumulated, to help fund the Corowa Swim Centre redevelopment.

This now sees a total of \$4.43 million in funding currently available for the project. Council will need to consider a funding strategy for the preferred development option with consideration towards the impact on Council's long-term financial plan.

4.5 Corowa Swim Centre Redevelopment Options Community Feedback

It is critical that Council now determines the final Corowa Swim Centre Redevelopment option so detailed plans, cost estimates and final funding strategies can be completed.

This matter is now urgent as several government grants have funding conditions that require the funds to be committed and the project constructed and open by December 2019.

Council is also committed to seeking stakeholder and community reviews and feedback on the priority options has agreed to now put this report out for community review and feedback to assist it with determining a final facility option for detailed design, business planning and funding.

This will include making the final draft report available in electronic and printed format to key stakeholders and interested community members and developing a project options summary to be presented at a public forum on the 26th of March 2018.

4.6 Where to From Here

Council is aiming to canvas stakeholder and interested resident's opinions on the Corowa Swim Centre Priority Redevelopment Options so it can review and consider these at its April 2018 meeting.

It is proposed to adopt a final project option at this meeting and then appoint project management and design services to fast track the facility design.

During this process, Council will continue to seek further funding as well as consider loan and other project funding contributions so it can fund and tender the development to meet a new facility being open in Corowa by end of November 2019.



5. Warranties and Disclaimers

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

We have not conducted an audit of the information provided by others but have accepted it in good faith.

Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

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



Appendix 1 - Aquatic Facility Option 1 Indicative Cost Plan

Federation Council Corowa Aquatic Centre



Indicative Cost Plan

QS REF: me26121
Date: 26/02/2018

Function	OPTION 1				
	Area m2	Rate \$/m2	Common Facilities Cost \$	Swim Facilities Cost \$	Waterplay Facilities
Building Works					
Foyer	259	\$ 1,800	\$ 466,200		
Control	49	\$ 2,200	\$ 107,800		
First aid	12	\$ 2,000	\$ 24,000		
Staff Office	61	\$ 2,000	\$ 122,000		
Kiosk	41	\$ 2,600	\$ 106,600		
Kiosk Equipment	Allow		\$ 30,000		
ACC WC	6	\$ 3,300	\$ 19,800		
Multi purpose room (Future Expansion)	152		FUTURE		
Male / Female Amenities	158	\$ 2,000	\$ 316,000		
ACC Change	24	\$ 2,800	\$ 67,200		
Cleaner	8	\$ 2,000	\$ 16,000		
Spa	44	\$ 1,600		\$ 70,400	
Change cubicles	15	\$ 2,600		\$ 39,000	
Store	48	\$ 1,600		\$ 76,800	
Plant	66	\$ 1,600		\$ 105,600	
Pool Hall	1232	\$ 2,400		\$ 2,956,800	
Plant platforms	Allow		\$ 50,000		
Entrance Canopy	Allow		\$ 60,000		
ESD Initiatives	3%		EXCLUDED	EXCLUDED	
Total Building Works	2,175	\$ 637	\$ 1,385,600	\$ 3,248,600	\$ -
Aquatic Works - Internal					
Lap pool	Allow			\$ 900,000	
LTS pool incl ramp access	Allow			\$ 700,000	
Leisure pool	Allow			\$ 300,000	
- Water features	Allow			\$ 150,000	
BWIC - earthworks, piling, etc	Allow			\$ 200,000	
Aquatic Works - External					
Splashpad incl water features [fixed contract price]	Allow				\$ 650,000
BWIC - earthworks, piling, etc	Allow			\$ 60,000	
Water slide - EXCLUDED				FUTURE STAGE	
Preliminaries	Allow			\$ 231,000	
Total Aquatic Works			\$ -	\$ 2,541,000	\$ 650,000
External Works & Services					
Demolish existing swim club buildings	Allow		EXCLUDED		
Demolish existing swimming pool facility	Allow		\$ 100,000		
Site Preparation / Earthworks	Allow		\$ 46,000	\$ 85,000	
Plant room access	Allow			\$ 30,000	
Fencing	Allow			\$ 57,000	
External concourse	Allow			\$ 119,000	
Shade sail over splashpad	Allow			\$ 80,000	
Allowance for soft landscaping	Allow		\$ 100,000		
Allowance for external services	Allow		\$ 145,000	\$ 169,000	
Total External Works & Services			\$ 391,000	\$ 540,000	\$ -
Construction Cost			\$ 1,776,600	\$ 6,329,600	\$ 650,000
Locality Allowance	Allow		\$ 30,000	\$ 106,000	
Design Contingency		5%	\$ 91,000	\$ 321,000	
Construction Contingency		5%	\$ 95,000	\$ 338,000	
Sub Total			\$ 216,000	\$ 765,000	\$ -
Professional Fee Allowance		8%	\$ 160,000	\$ 567,000	
Authority Fees & Charges	Allow		\$ 18,000	\$ 64,000	
- Substation contribution for upgrade	Allow		\$ 30,000		
Loose Furniture and Equipment	Allow		EXCLUDED	EXCLUDED	
Sub Total			\$ 208,000	\$ 631,000	
Project Total			\$ 2,200,600	\$ 7,725,600	\$ 650,000



Appendix 2 - Aquatic Facility Option 2 Indicative Cost Plan

Federation Council Corowa Aquatic Centre



Indicative Cost Plan

QS REF: me26121
Date: 26/02/2018

Function	OPTION 2				
	Area m2	Rate \$/m2	Common Facilities Cost \$	Swim Facilities Cost \$	Waterplay Facilities
Building Works					
Foyer	259	\$ 1,800	\$ 466,200		
Control	49	\$ 2,200	\$ 107,800		
First aid	12	\$ 2,000	\$ 24,000		
Staff Office	61	\$ 2,000	\$ 122,000		
Kiosk	41	\$ 2,600	\$ 106,600		
Kiosk Equipment	Allow		\$ 30,000		
ACC WC	6	\$ 3,300	\$ 19,800		
Multi purpose room (Future expansion)	152		FUTURE		
Male / Female Amenities	158	\$ 2,000	\$ 316,000		
ACC Change	24	\$ 2,800	\$ 67,200		
Cleaner	8	\$ 2,000	\$ 16,000		
Roof overhang incl paving and deck showers	Allow			\$ 87,600	
External pool plant room and store	144	\$ 1,600		\$ 230,400	
Plant platforms	Allow		\$ 50,000		
Entrance Canopy	Allow		\$ 60,000		
ESD Initiatives	3%		EXCLUDED	EXCLUDED	
Total Building Works	914	\$ 1,516	\$ 1,385,600	\$ 318,000	\$ -
Aquatic Works - External					
25m pool incl ramp access	Allow			\$ 1,400,000	
Program pool incl ramp access	Allow			\$ 900,000	
Splashpad incl water features [fixed contract price]	Allow				\$ 650,000
BWIC - earthworks, piling, etc	Allow			\$ 240,000	
Water slide - EXCLUDED				FUTURE STAGE	
Preliminaries	Allow			\$ 254,000	
Total Aquatic Works			\$ -	\$ 2,794,000	\$ 650,000
External Works & Services					
Demolish existing swim club buildings			EXCLUDED	EXCLUDED	
Demolish existing swimming pool facility	Allow		\$ 100,000		
Site Preparation / Earthworks	Allow		\$ 47,000	\$ 9,000	
Plant room access	Allow			\$ 30,000	
Fencing	Allow			\$ 57,000	
External concourse	Allow			\$ 315,000	
Café shade sail	Allow			\$ 60,000	
Shade sail over splashpad	Allow			\$ 80,000	
Allowance for soft landscaping	Allow		\$ 100,000		
Allowance for external services	Allow		\$ 299,000	\$ 22,000	
Total External Works & Services			\$ 546,000	\$ 573,000	\$ -
Construction Cost			\$ 1,931,600	\$ 3,685,000	\$ 650,000
Locality Allowance	Allow		\$ 50,000	\$ 100,000	
Design Contingency		5%	\$ 100,000	\$ 190,000	
Construction Contingency		5%	\$ 104,000	\$ 199,000	
Sub Total			\$ 254,000	\$ 489,000	\$ -
Professional Fee Allowance		8%	\$ 175,000	\$ 333,000	
Authority Fees & Charges	Allow		\$ 20,000	\$ 37,000	
- Substation contribution for upgrade	Allow		\$ 30,000		
Loose Furniture and Equipment			EXCLUDED	EXCLUDED	
Sub Total			\$ 225,000	\$ 370,000	\$ -
Project Total			\$ 2,410,600	\$ 4,544,000	\$ 650,000



Federation Council
Corowa Aquatic Centre



Indicative Cost Plan

QS REF: me26121
 Date: 26/02/2018

Function	OPTION 2A				
	Area m2	Rate \$/m2	Common Facilities Cost \$	Swim Facilities Cost \$	Waterplay Facilities
Building Works					
Foyer	259	\$ 1,800	\$ 466,200		
Control	49	\$ 2,200	\$ 107,800		
First aid	12	\$ 2,000	\$ 24,000		
Staff Office	61	\$ 2,000	\$ 122,000		
Kiosk	41	\$ 2,600	\$ 106,600		
Kiosk Equipment	Allow		\$ 30,000		
ACC WC	6	\$ 3,300	\$ 19,800		
Multi purpose room (Future expansion)	152		FUTURE		
Male / Female Amenities	158	\$ 2,000	\$ 316,000		
ACC Change	24	\$ 2,800	\$ 67,200		
Cleaner	8	\$ 2,000	\$ 16,000		
Pool Hall	1668	\$ 2,400		\$ 4,003,200	
Roof overhang incl paving and deck showers	Allow			\$ 20,000	
External pool plant room and store	144	\$ 1,600		\$ 230,400	
Plant platforms	Allow		\$ 50,000		
Entrance Canopy	Allow		\$ 60,000		
ESD Initiatives	3%		EXCLUDED	EXCLUDED	
Total Building Works	2,582	\$ 537	\$ 1,385,600	\$ 4,253,600	\$ -
Aquatic Works - External					
25m pool incl ramp access	Allow			\$ 1,400,000	
Program pool incl ramp access	Allow			\$ 900,000	
Splashpad incl water features [fixed contract price]	Allow				\$ 650,000
BWIC - earthworks, piling, etc	Allow			\$ 240,000	
Water slide - EXCLUDED				FUTURE STAGE	
Preliminaries	Allow			\$ 254,000	
Total Aquatic Works			\$ -	\$ 2,794,000	\$ 650,000
External Works & Services					
Demolish existing swim club buildings			EXCLUDED	EXCLUDED	
Demolish existing swimming pool facility	Allow		\$ 100,000		
Site Preparation / Earthworks	Allow		\$ 147,000	\$ 109,000	
Plant room access	Allow			\$ 30,000	
Fencing	Allow			\$ 57,000	
External concourse	Allow			\$ 59,000	
Café shade sail	Allow			\$ 60,000	
Shade sail over splashpad	Allow			\$ 80,000	
Allowance for soft landscaping	Allow		\$ 100,000		
Allowance for external services	Allow		\$ 549,000	\$ 272,000	
Total External Works & Services			\$ 896,000	\$ 667,000	\$ -
Construction Cost			\$ 2,281,600	\$ 7,714,600	\$ 650,000
Locality Allowance	Allow		\$ 50,000	\$ 150,000	
Design Contingency		5%	\$ 117,000	\$ 394,000	
Construction Contingency		5%	\$ 122,000	\$ 413,000	
Sub Total			\$ 289,000	\$ 957,000	\$ -
Professional Fee Allowance		8%	\$ 206,000	\$ 693,000	
Authority Fees & Charges	Allow		\$ 23,000	\$ 78,000	
- Substation contribution for upgrade	Allow		\$ 30,000		
Loose Furniture and Equipment			EXCLUDED	EXCLUDED	
Sub Total			\$ 259,000	\$ 771,000	\$ -
Project Total			\$ 2,829,600	\$ 9,442,600	\$ 650,000



Appendix 3 - Aquatic Facility Option 3 Indicative Cost Plan

Federation Council Corowa Aquatic Centre



Indicative Cost Plan

QS REF: me26121
Date: 26/02/2018

Function	OPTION 3				
	Area m2	Rate \$/m2	Common Facilities Cost \$	Swim Facilities Cost \$	Waterplay Facilities
Building Works					
Foyer	259	\$ 1,800	\$ 466,200		
Control	49	\$ 2,200	\$ 107,800		
First aid	12	\$ 2,000	\$ 24,000		
Staff Office	61	\$ 2,000	\$ 122,000		
Kiosk	41	\$ 2,600	\$ 106,600		
Kiosk Equipment	Allow		\$ 30,000		
ACC WC	6	\$ 3,300	\$ 19,800		
Multi purpose room (Future expansion)	152		FUTURE		
Male / Female Amenities	158	\$ 2,000	\$ 316,000		
ACC Change	24	\$ 2,800	\$ 67,200		
Cleaner	8	\$ 2,000	\$ 16,000		
Roof overhang incl paving and deck showers	Allow			\$ 87,600	
External pool plant room and store	144	\$ 1,600		\$ 230,400	
Plant platforms	Allow		\$ 50,000		
Entrance Canopy	Allow		\$ 60,000		
ESD Initiatives	3%		EXCLUDED	EXCLUDED	
Total Building Works	914	\$ 1,516	\$ 1,385,600	\$ 318,000	\$ -
Aquatic Works - External					
50m pool incl ramp access	Allow			\$ 4,000,000	
Splashpad incl water features [fixed contract price]	Allow				\$ 650,000
BWIC - earthworks, piling, etc	Allow			\$ 240,000	
Water slide - EXCLUDED				FUTURE STAGE	
Preliminaries	Allow			\$ 424,000	
Total Aquatic Works			\$ -	\$ 4,664,000	\$ 650,000
External Works & Services					
Demolish existing swim club buildings	Allow		EXCLUDED	EXCLUDED	
Demolish existing swimming pool facility	Allow		\$ 100,000		
Site Preparation / Earthworks	Allow		\$ 47,000	\$ 9,000	
Plant room access	Allow			\$ 30,000	
Fencing	Allow			\$ 57,000	
External concourse	Allow			\$ 275,000	
Café shade sail	Allow			\$ 60,000	
Shade sail over splashpad	Allow			\$ 80,000	
Allowance for soft landscaping	Allow		\$ 100,000		
Allowance for external services	Allow		\$ 267,000	\$ 22,000	
Total External Works & Services			\$ 514,000	\$ 533,000	\$ -
Construction Cost			\$ 1,899,600	\$ 5,515,000	\$ 650,000
Locality Allowance	Allow		\$ 50,000	\$ 100,000	
Design Contingency		5%	\$ 97,000	\$ 281,000	
Construction Contingency		5%	\$ 103,000	\$ 295,000	
Sub Total			\$ 250,000	\$ 676,000	\$ -
Professional Fee Allowance		8%	\$ 171,000	\$ 496,000	
Authority Fees & Charges	Allow		\$ 19,000	\$ 55,000	
- Substation contribution for upgrade	Allow		\$ 30,000		
Loose Furniture and Equipment	Allow		EXCLUDED	EXCLUDED	
Sub Total			\$ 220,000	\$ 551,000	\$ -
Project Total			\$ 2,369,600	\$ 6,742,000	\$ 650,000



Appendix 4 - Aquatic Facility Option 4 Indicative Cost Plan

Federation Council Corowa Aquatic Centre



Indicative Cost Plan

QS REF: me26121
Date: 13/03/2018

Function	OPTION 4				
	Area m2	Rate \$/m2	Common Facilities	Swim Facilities	Waterplay Facilities
			Cost \$	Cost \$	
Building Works					
Foyer	259	\$ 1,800	\$ 466,200		
Control	49	\$ 2,200	\$ 107,800		
First aid	12	\$ 2,000	\$ 24,000		
Staff Office	61	\$ 2,000	\$ 122,000		
Kiosk	41	\$ 2,600	\$ 106,600		
Kiosk Equipment	Allow		\$ 30,000		
ACC WC	6	\$ 3,300	\$ 19,800		
Multi purpose room (Future expansion)	152		FUTURE		
Male / Female Amenities	158	\$ 2,000	\$ 316,000		
ACC Change	24	\$ 2,800	\$ 67,200		
Cleaner	8	\$ 2,000	\$ 16,000		
Roof overhang incl paving and deck showers	Allow			\$ 87,600	
External pool plant room and store	144	\$ 1,600		\$ 230,400	
Plant platforms	Allow		\$ 50,000		
Entrance Canopy	Allow		\$ 60,000		
ESD Initiatives	3%		EXCLUDED	EXCLUDED	
Total Building Works	914	\$ 1,516	\$ 1,385,600	\$ 318,000	\$ -
Aquatic Works - External					
50m pool incl ramp access	Allow			\$ 4,000,000	
Program Pool	Allow			\$ 900,000	
Splashpad incl water features [fixed contract price]	Allow				\$ 650,000
BWIC - earthworks, piling, etc	Allow			\$ 240,000	
Water slide - EXCLUDED				FUTURE STAGE	
Preliminaries	Allow			\$ 514,000	
Total Aquatic Works			\$ -	\$ 5,654,000	\$ 650,000
External Works & Services					
Demolish existing swim club buildings	Allow		EXCLUDED	EXCLUDED	
Demolish existing swimming pool facility	Allow		\$ 100,000		
Site Preparation / Earthworks	Allow		\$ 47,000	\$ 9,000	
Plant room access	Allow			\$ 30,000	
Fencing	Allow			\$ 57,000	
External concourse	Allow			\$ 348,000	
Café shade sail	Allow			\$ 60,000	
Shade sail over splashpad	Allow			\$ 80,000	
Allowance for soft landscaping	Allow		\$ 100,000		
Allowance for external services	Allow		\$ 267,000	\$ 22,000	
Total External Works & Services			\$ 514,000	\$ 606,000	\$ -
Construction Cost			\$ 1,899,600	\$ 6,578,000	\$ 650,000
Locality Allowance	Allow		\$ 50,000	\$ 100,000	
Design Contingency		5%	\$ 97,000	\$ 334,000	
Construction Contingency		5%	\$ 103,000	\$ 351,000	
Sub Total			\$ 250,000	\$ 785,000	\$ -
Professional Fee Allowance		8%	\$ 171,000	\$ 590,000	
Authority Fees & Charges	Allow		\$ 19,000	\$ 65,000	
- Substation contribution for upgrade	Allow		\$ 30,000		
Loose Furniture and Equipment	Allow		EXCLUDED	EXCLUDED	
Sub Total			\$ 220,000	\$ 655,000	\$ -
Project Total			\$ 2,369,600	\$ 8,018,000	\$ 650,000



Appendix 5 - CSC Options 10 Year Financial Model Assumptions

Business Category	Item	Option 1 Indoor Combined Pool with Outdoor Waterplay	Option 2 Outdoor 25 Metre & LTS/Program Pools with Waterplay	Option 2A Indoor 25 & LTS Program Pools with Waterplay	Option 3 Outdoor 50 Metre Pool and Waterplay	Option 4 Outdoor 50 Metre Pool and LTS Program Pool and Waterplay
Operational Season	Opening Weeks Per Year	52 Weeks/Year	15 Weeks/Year (last week Nov. to March Labour Day)	52 Weeks/Year	15 Weeks/Year (last week Nov. to March Labour Day)	15 Weeks/Year (last week Nov. to March Labour Day)
	Management/Staffing Allowances	52 Weeks/Year	17 Weeks/Year (allows 2 weeks set up/pack up)	52 Weeks/Year	17 Weeks/Year (allows 2 weeks set up/pack up)	17 Weeks/Year (allows 2 weeks set up/pack up)
Operational Hours	Average Hours Open/Wk	60 hours/week	44 hours/week (allows for 36 hrs/week for low season and 56 hours week school holidays)	60 hours/week	44 hours/week (allows for 36 hrs/week for low season and 56 hours week school holidays)	44 hours/week (allows for 36 hrs/week for low season and 56 hours week school holidays)
Global Impacts	Cost Impacts Across the Business	<ol style="list-style-type: none"> CPI Increases: Assumes on average 2.0% for years 2 to 10. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 2% to 95% of year and year 1 is discounted by 5% to 95% of year 3. Business growth year 4 is set at 101% (of year 3), year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 105% and year 10 105% Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.0% annually so slightly higher than annual CPI. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely 	<ol style="list-style-type: none"> CPI Increases: Assumes on average 2.0% for years 2 to 10. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 2% to 95% of year and year 1 is discounted by 5% to 95% of year 3. Business growth year 4 is set at 101% (of year 3), year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 105% and year 10 105% Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.0% annually so slightly higher than annual CPI. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely 	<ol style="list-style-type: none"> CPI Increases: Assumes on average 2.0% for years 2 to 10. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 2% to 95% of year and year 1 is discounted by 5% to 95% of year 3. Business growth year 4 is set at 101% (of year 3), year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 105% and year 10 105% Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.0% annually so slightly higher than annual CPI. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely 	<ol style="list-style-type: none"> CPI Increases: Assumes on average 2.0% for years 2 to 10. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 2% to 95% of year and year 1 is discounted by 5% to 95% of year 3. Business growth year 4 is set at 101% (of year 3), year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 105% and year 10 105% Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.0% annually so slightly higher than annual CPI. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely 	<ol style="list-style-type: none"> CPI Increases: Assumes on average 2.0% for years 2 to 10. Business Growth: Assumes year 3 is base year at 100% and year 2 is discounted by 2% to 95% of year and year 1 is discounted by 5% to 95% of year 3. Business growth year 4 is set at 101% (of year 3), year 5 102%, year 6 103%, year 7 104%, year 8 105%, year 9 105% and year 10 105% Real Price Growth: Assumes 1.0% price increases from year 2 to year 10. Alternative Expense Adjustment: Assumes energy costs and maintenance increase by 2.0% annually so slightly higher than annual CPI. Annual Salary Increases: Allows for annual increases of 1.2% above CPI (to reflect likely



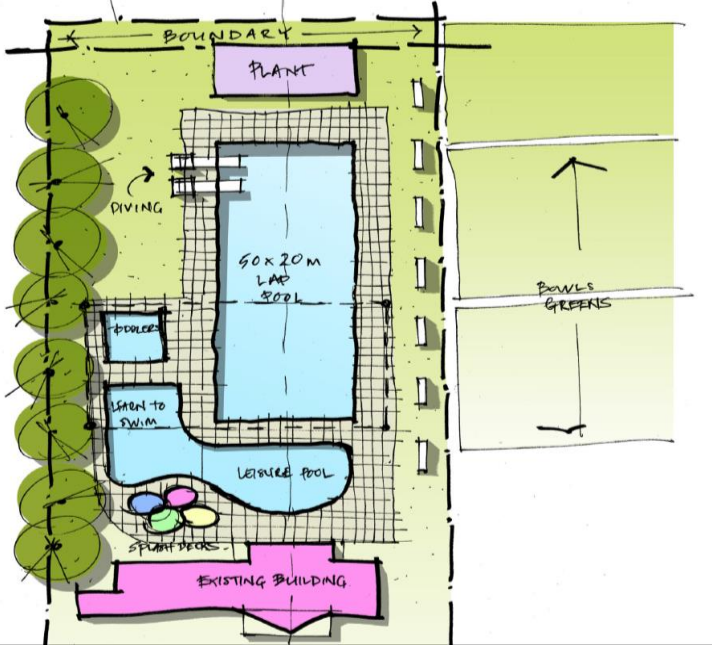

Business Category	Item	Option 1 Indoor Combined Pool with Outdoor Waterplay	Option 2 Outdoor 25 Metre & LTS/Program Pools with Waterplay	Option 2A Indoor 25 & LTS Program Pools with Waterplay	Option 3 Outdoor 50 Metre Pool and Waterplay	Option 4 Outdoor 50 Metre Pool and LTS Program Pool and Waterplay
		<p>salary increases).</p> <p>7. Expenditure Increases: Assumes annual expenditure increase of C.P.I but energy costs have been increased by CPI plus 2.5%.</p> <p>8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 30% of all labour costs.</p> <p>9. Pre-Opening Expenses: None included as start-up date not known.</p> <p>10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known.</p> <p>11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.</p>	<p>salary increases).</p> <p>7. Expenditure Increases: Assumes annual expenditure increase of C.P.I but energy costs have been increased by CPI plus 2.5%.</p> <p>8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 30% of all labour costs.</p> <p>9. Pre-Opening Expenses: None included as start-up date not known.</p> <p>10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known.</p> <p>11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.</p>	<p>salary increases).</p> <p>7. Expenditure Increases: Assumes annual expenditure increase of C.P.I but energy costs have been increased by CPI plus 2.5%.</p> <p>8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 30% of all labour costs.</p> <p>9. Pre-Opening Expenses: None included as start-up date not known.</p> <p>10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known.</p> <p>11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.</p>	<p>7. Expenditure Increases: Assumes annual expenditure increase of C.P.I but energy costs have been increased by CPI plus 2.5%.</p> <p>8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 30% of all labour costs.</p> <p>9. Pre-Opening Expenses: None included as start-up date not known.</p> <p>10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known.</p> <p>11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.</p>	<p>salary increases).</p> <p>7. Expenditure Increases: Assumes annual expenditure increase of C.P.I but energy costs have been increased by CPI plus 2.5%.</p> <p>8. Salary On-Costs: Assumes annual on costs on all salaries for superannuation, holiday pay/leave loading and sick leave and set at 30% of all labour costs.</p> <p>9. Pre-Opening Expenses: None included as start-up date not known.</p> <p>10. Asset management and Replacement Allowances: No allowances for asset management and renewals in the 10 year operating budgets at this early stage of schematic design as final design and plant and equipment not known.</p> <p>11. Depreciation or Loan Repayments: No allowances for annual depreciation or any loan repayments at this early stage of schematic design.</p>
Entry Fees	Casual Fees (see 10 year models for individual charges for casual, special use and programs)	Increased entry fees charged (approx. +10% on outdoor fees charged) for extra cost of energy and year round opening.	Same adult and child and multiple pass fees charged for both options	Increased entry fees charged (approx. +10% on outdoor fees charged) for extra cost of energy and year round opening.	Same adult and child and multiple pass fees charged for both options	Same adult and child and multiple pass fees charged for both options
Usage	Casual Usage	Model allows for casual adult, child, concession, school, group, caravan park and swim club user entry fees	Model allows for casual adult, child, concession, school, group, caravan park and swim club user entry fees	Model allows for casual adult, child, concession, school, group, caravan park and swim club user entry fees	Model allows for casual adult, child, concession, school, group, caravan park and swim club user entry fees	Model allows for casual adult, child, concession, school, group, caravan park and swim club user entry fees


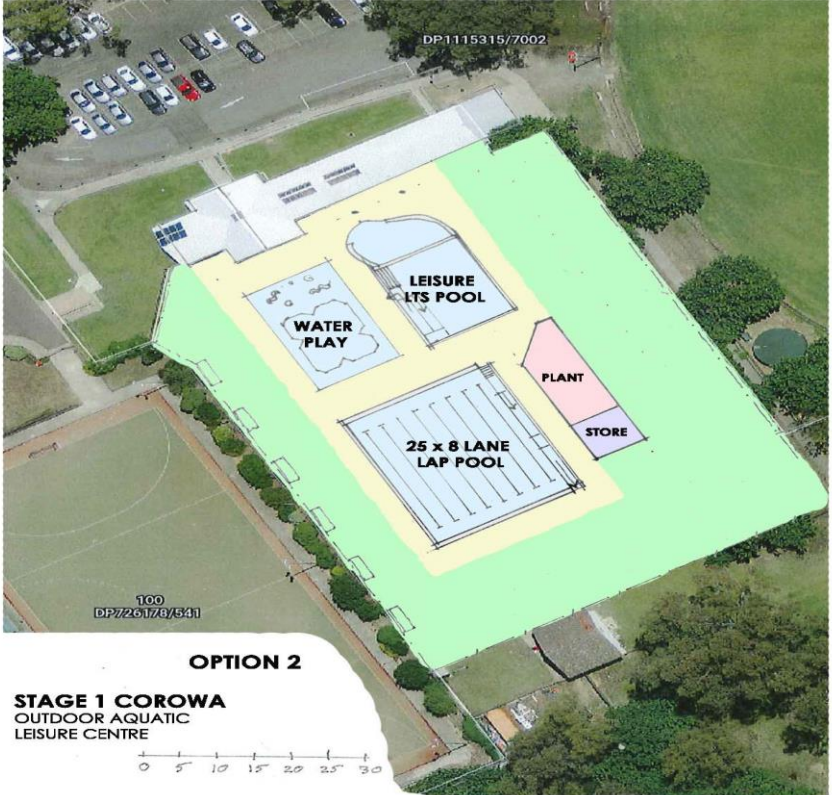
Business Category	Item	Option 1 Indoor Combined Pool with Outdoor Waterplay	Option 2 Outdoor 25 Metre & LTS/Program Pools with Waterplay	Option 2A Indoor 25 & LTS Program Pools with Waterplay	Option 3 Outdoor 50 Metre Pool and Waterplay	Option 4 Outdoor 50 Metre Pool and LTS Program Pool and Waterplay
	Programs	Indoor all year open water areas allow for up to 40 weeks of program use including: <ul style="list-style-type: none"> Learn to swim 40 weeks x 30 classes/week. Aquaerobics 40 weeks x 5 classes/week. Water exercise/physio classes 40 weeks x 5 classes/week Childrens Parties approx 20 parties/year 	Seasonal 15 weeks/year opening limits program use and modelling allows for: <ul style="list-style-type: none"> Learn to swim 10 weeks x 20 classes/week. Aquaerobics 10 weeks x 5 classes/week. Water exercise/physio classes 0 weeks x 0 classes/week Childrens Parties approx 10 parties/year 	Indoor all year open water areas allow for up to 40 weeks of program use including: <ul style="list-style-type: none"> Learn to swim 40 weeks x 35 classes/week. Aquaerobics 40 weeks x 5 classes/week. Water exercise/physio classes 40 weeks x 5 classes/week Childrens Parties approx 20 parties/year 	Seasonal 15 weeks/year opening and deep 50 metre pool and lack of shallow program pool limits program use and modelling allows for: <ul style="list-style-type: none"> Learn to swim 10 weeks x 10 classes/week. Aquaerobics 10 weeks x 5 classes/week. Water exercise/physio classes 0 weeks x 0 classes/week. Childrens Parties approx 10 parties/year 	Seasonal 15 weeks/year opening and deep 50 metre pool with shallow program pool has higher program use than option 3 & modelling allows for: <ul style="list-style-type: none"> Learn to swim 10 weeks x 20 classes/week. Aquaerobics 10 weeks x 5 classes/week. Water exercise/physio classes 0 weeks x 0 classes/week. Childrens Parties approx 15 parties/year
	Carnivals/Events	No carnival or events water in the indoor combination pool option	Limited carnival use and have allowed for 2 carnivals @ \$500/hire/carnival.	No carnival or events water in the indoor combination pool option	Highest carnival use due to 50 metre pool and allowed for 4 carnivals @ \$600/hire/carnival.	Highest carnival use due to 50 metre pool and allowed for 5 carnivals @ \$600/hire/carnival.
	Multiple Passes	All models have 5 and 10 visit discount card options.	All models have 5 and 10 visit discount card options	All models have 5 and 10 visit discount card options	All models have 5 and 10 visit discount card options	All models have 5 and 10 visit discount card options
	Memberships/Season Tickets	All year open facility allows for sale of montly membership (model assumes 120 memberships sold year 1. Seasonal memberships to cover summer only users also included (360/year).	Seasonal facility does not allow for sale of montly membership. Seasonal memberships to cover summer only users included (100/year).	All year open facility allows for sale of montly membership (model assumes 120 memberships sold year 1. Seasonal memberships to cover summer only users also included (360/year).	Seasonal facility does not allow for sale of montly membership. Seasonal memberships to cover summer only users included (100/year).	Seasonal facility does not allow for sale of montly membership. Seasonal memberships to cover summer only users included (100/year).
Staffing Allowances	Swim Centre Supervisory Staff Allownces (EFT)	<ul style="list-style-type: none"> Senior Lifeguard 1.0 EFT - 1,976 hours/year Lifeguards 1.2 EFT - 2,371 hours/year Program Instructors - 0.67 EFT - 1,323 hours/year 	<ul style="list-style-type: none"> Senior Lifeguard 0.4 EFT - 790 hours/year Lifeguards 0.5 EFT - 988 hours/year Program Instructors - 0.17 EFT - 336 hours/year 	<ul style="list-style-type: none"> Senior Lifeguard 1.0 EFT - 1,976 hours/year Lifeguards 2.5 EFT - 4,940 hours/year Program Instructors - 0.81 EFT - 1,600 hours/year 	<ul style="list-style-type: none"> Senior Lifeguard 0.4 EFT - 790 hours/year Lifeguards 0.8 EFT - 1,580 hours/year Program Instructors - 0.14 EFT - 277 hours/year 	<ul style="list-style-type: none"> Senior Lifeguard 0.4 EFT - 790 hours/year Lifeguards 1.0 EFT - 1,976 hours/year Program Instructors - 0.2 EFT - 277 hours/year
	Reception and Café Staff	Not charged out to swim centre	Not charged out to swim centre	Not charged out to swim centre	Not charged out to swim centre	Not charged out to swim centre
Operating Costs	Services	Have used comparable similar sized area facility operational costs for power, water and water/air heating	Have used comparable similar outdoor pool areas facility operational costs for services including power and water.	Have used comparable similar sized area facility operational costs for power, water and water/air heating	Have used comparable similar outdoor pool areas facility operational costs for services including power and water.	Have used comparable similar outdoor pool areas facility operational costs for services including power and water.
	Marketing	Assues 5% of income spent on marketing	Assues 5% of income spent on marketing	Assues 5% of income spent on marketing	Assues 5% of income spent on marketing	Assues 5% of income spent on marketing
	Building Maintenance	Allows for annual building and outdoor facility maintenance	Allows for annual outdoor facility maintenance	Allows for annual building and outdoor facility maintenance	Allows for annual outdoor facility maintenance	Allows for annual outdoor facility maintenance
	Outdoor Maintenance	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models

Business Category	Item	Option 1 Indoor Combined Pool with Outdoor Waterplay	Option 2 Outdoor 25 Metre & LTS/Program Pools with Waterplay	Option 2A Indoor 25 & LTS Program Pools with Waterplay	Option 3 Outdoor 50 Metre Pool and Waterplay	Option 4 Outdoor 50 Metre Pool and LTS Program Pool and Waterplay
	Insurances	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models	Assumes same allowance for all models
	Cleaning/materials	Assumes higher allowances than outdoor pools as open all year	Assumes same allowance for all outdoor pool options	Assumes higher allowances than outdoor pools as open all year	Assumes same allowance for all outdoor pool options	Assumes same allowance for all outdoor pool options
	Chemicals	Assumes higher allowances than outdoor pools as open all year	Assumes lower allowance due to smaller water areas.	Assumes higher allowances than outdoor pools as open all year	Assumes higher allowance than option 2 due to larger water areas.	Assumes higher allowance than option 3 due to larger water areas.
	Training	Assumes 2% of salaries	Assumes 2% of salaries	Assumes 2% of salaries	Assumes 2% of salaries	Assumes 2% of salaries

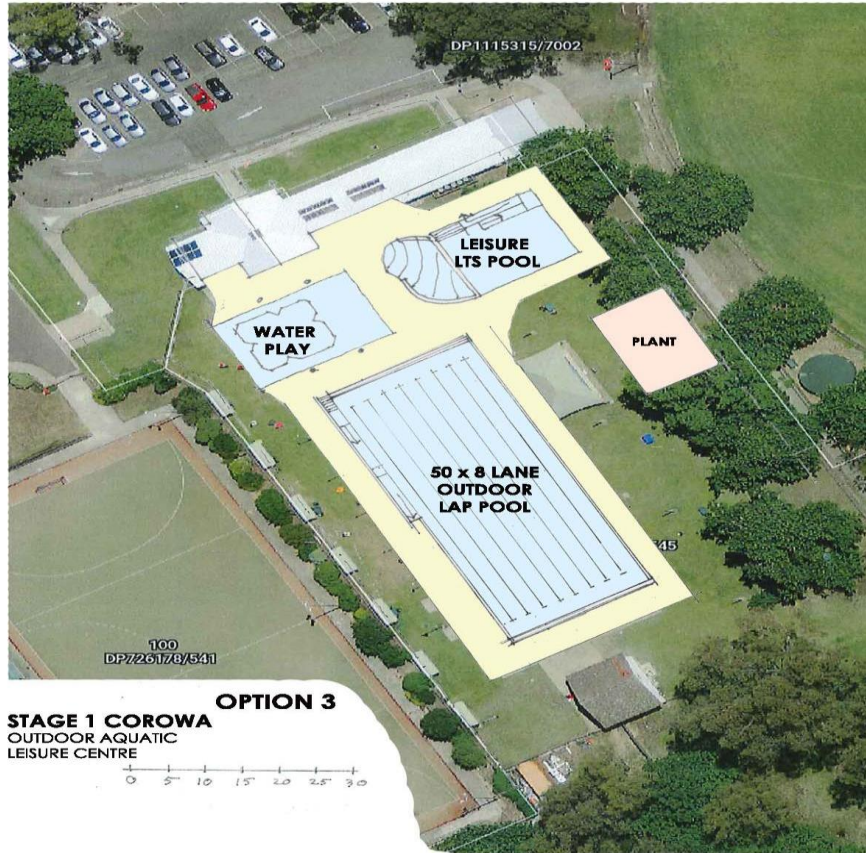


Appendix 6 - CSC Previous Study Facility Concept Options

Previous Study	Options Developed/Reviewed	Concept Layouts
<p>2006 Corowa Swim Centre Redevelopment Study - SGL Consulting Group Pty Ltd</p>	<p>Option One Outdoor Pool Replacement (\$4.5M to \$5M):</p> <ul style="list-style-type: none"> ▪ New 50m x 20m competition/lap pool and plant room ▪ New shared learn to swim & leisure pool ▪ New toddlers pool <p>Option Two Outdoor Pool Replacement:</p> <ul style="list-style-type: none"> ▪ New 50m x 20m competition/lap pool and plant room ▪ New shared learn to swim and leisure pool ▪ New water play/splash pad/toddlers pool <p>Option Three Indoor Pool Replacement (\$6M to \$7M):</p> <ul style="list-style-type: none"> ▪ 25m x 20m competition pool and plant room ▪ Shared learn to swim/leisure and toddlers pool <p>Option Four Indoor Pool Replacement: (changed pool configuration to option 3).</p> <ul style="list-style-type: none"> ▪ 25m x 20m competition pool and plant room ▪ Shared learn to swim/leisure/toddlers pool <p>50 Metre Pool Option</p> 	<p>25 Metre Pool Options</p>  <p>COROWA SWIMMING POOL REDEVELOPMENT</p> <p>OPTION 1 JUNE 2006</p> <p><i>Architecture</i></p> <p>OPTION 2 JUNE 2006</p>

Previous Study	Options Developed/Reviewed	Concept Layouts
<p>Corowa Swim Centre Upgrade Option Report 2014 - Internal Report</p>	<ul style="list-style-type: none"> • Option One: Repair 50M pool with new internal myrtha panels and new floor and wet deck and new pipework and water treatment plant at an estimated cost of \$1,919,000 plus GST. • Option Two: Build 25m x 15.3m pool inside existing 50m pool with new water treatment plant at an estimated cost of \$1,205,000 plus GST. • Added to either of these option costs was also the demolition of the toddler's and program pools and these to be replaced by a new 18m x 13m multi-function pool and a 150m2 splash pad (water toys not included or costs not estimated) at an estimated cost of \$1,130,000 plus GST. • Other options for pool water heating and aquatic fit out for shade sails and pool blankets saw an estimated cost of \$372,000 plus GST. • 50m pool option (\$3.421M) compared to 25m pool option (\$2.707M). 	<p>No concepts or plans developed for this report</p>
<p>2015/16 Corowa Swim Centre Redevelopment Review - SGL Consulting Group Pty Ltd</p>	<p>Four facility options developed for Corowa Swim Centre Site and one option developed for an indoor swim centre at the RSL land owned site. These were:</p> <p><u>Corowa Swim Centre Site - all linked to current amenities and entry building</u></p> <ul style="list-style-type: none"> • Option 1: Indoor Shared Water Concept (est. cost \$5.635M) • Option 2: Outdoor 25m x 8 lane pool, splash pad and program pool built close to existing amenities Future option to cover in pools to become indoor swim centre) - est. cost \$5.774M. • Option 2a: Outdoor 25m, splash pad and program pool built across pool land area (est. cost \$6.964M. • Option 3: Outdoor 50m x 8 lane pool, splash pad and program pool est. cost \$8.814M <p><u>Corowa RSL Owned Site</u> Indoor pool same layout as CSC option 1 but with new entry, amenities etc. - Est Cost \$7.633M</p> <p>Option One: Indoor Shared Water and New Amenities Concept</p> 	<p>Option Two: Separated Water Built Off Existing Amenities Concept</p>  <p>OPTION 2</p> <p>STAGE 1 COROWA OUTDOOR AQUATIC LEISURE CENTRE</p> <p>0 5 10 15 20 25 30</p> <p>OTUM SPORT & LEISURE ARCHITECTS</p> <p>Facility Design Group ARCHITECTS NSW Reg. No. 1168</p>

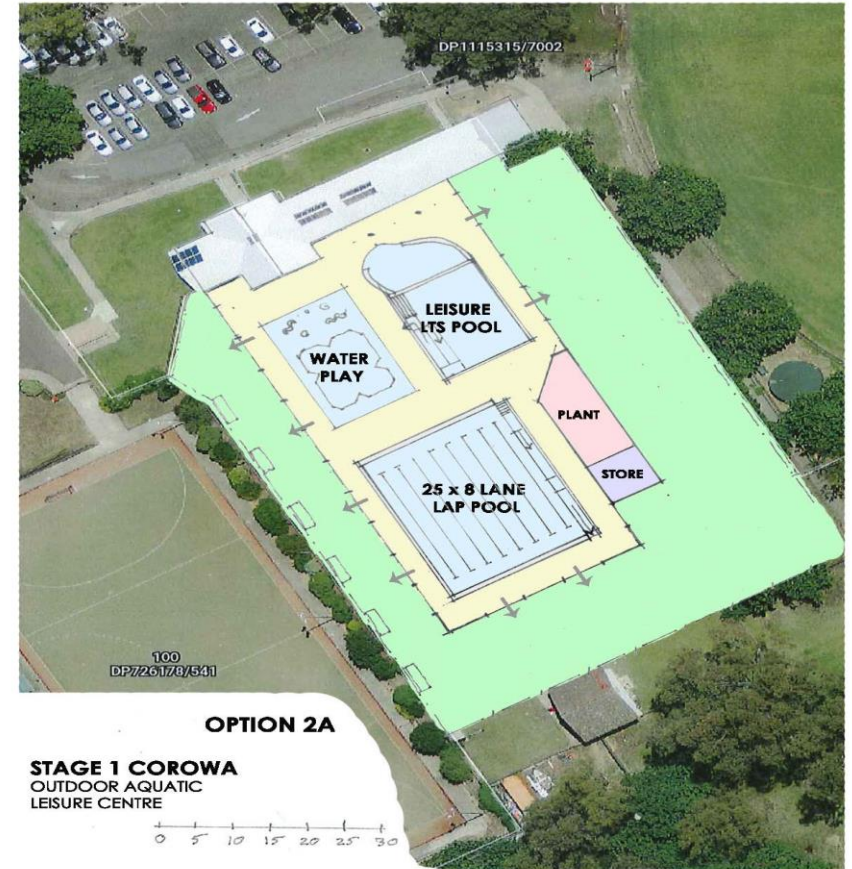
Option 3: 50M Pool Development



Otium SPORT + LEISURE

Facility Design Group ARCHITECTS
NSW Reg. No. 7188

Option 2A: Separated Water Built Further into the Site Concept



Otium SPORT + LEISURE

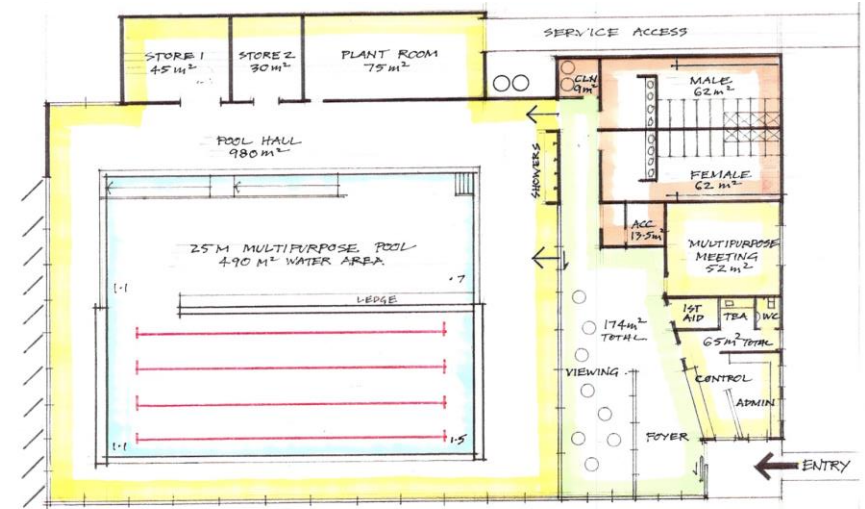
Facility Design Group ARCHITECTS
NSW Reg. No. 7188

Previous Study

Options Developed/Reviewed

Concept Layouts

Option - RSL Site Indoor Aquatic Centre



COROWA RSL - INDOOR 25M POOL - CONCEPT A - 1:200 @ A4 - FL. PLAN.