

**TO:** Council

**FROM:** Manager - Aquatic Services

**MEETING DATE:** January 2013

**SUBJECT:** **AQUATIC FACILITIES STAFF REPORT**

## SUMMARY

The Aquatic Facilities Working Party recommended to the Council (through the Community Development Committee Meeting of 30 November 2011) that "the establishment of new pool facilities in Mosgiel be referred to the January Long Term Plan (LTP) Council meeting agenda for consideration in the context of all other Council project priorities."

To further inform this discussion, at a time of fiscal constraint, Council staff recommended (in a report to the Council on 24 January 2012) that staff provide additional analysis of the options to address:

- A. Capacity constraints and maintenance issues at Mosgiel pool; and
- B. Capacity constraints at Moana Pool, including car parking demands.

It was recommended this work be done before any proposal could be considered by the Council for possible inclusion in an Annual or Long Term Plan. This report provides detailed analysis of options, each of which has been assessed for cost, benefits, value for money and how they fit with the Council's strategic priorities.

## IMPLICATIONS FOR:

- |                                        |                                                                                                                                                                                           |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (i) <b>Policy:</b>                     | No                                                                                                                                                                                        |
| (ii) <b>Approved Annual Budget:</b>    | No                                                                                                                                                                                        |
| (iii) <b>LTP/Funding Policy:</b>       | Yes – there is no funding included in the Long Term Plan for a substantial upgrade or new pool facilities.                                                                                |
| (iv) <b>Activity Management Plans:</b> | Yes – as above.                                                                                                                                                                           |
| (v) <b>Community Boards:</b>           | Yes - the options to address capacity constraints and maintenance issues at Mosgiel pool are within the Mosgiel Taieri Community Board area.                                              |
| (vi) <b>Sustainability:</b>            | Yes – Any additional or upgraded aquatic facilities in the Dunedin area will help with the sustained ability of Dunedin residents to learn to swim and participate in aquatic activities. |

## RECOMMENDATIONS

That the Council:

1. Note that further work has been undertaken by staff to investigate the full financial implications of the options for the provision of additional pool space at Mosgiel and at Moana Pool.
2. Note that the Aquatics Facilities Working Party has not met in the past 12 months and has not therefore considered the updated information contained in this report.
3. Decide whether any of the options outlined in this report should be investigated further for potential inclusion in the Council's next Long Term Plan.

## BACKGROUND

After considering LTP submissions in 2009/10, the Council commissioned a study on the development of aquatic services and the assessment of future aquatic provision in Dunedin City. A Council Working Party was formed to review the study.

The "Development of Aquatic Services and Assessment of Future Provisions Report – February 2010" (SGL Report February 2010) concluded that "the existing facilities are having problems meeting everyday demands." As part of a 10 year Aquatic Strategy, SGL proposed two additional pools to address this demand (*see p8, Attachment 2*).

An Aquatic Facilities Working Party was formed in May 2010 and tasked with reviewing the SGL report actions, consulting key stakeholders and reporting back to the Community Development Committee. At the meeting of 30 November 2011, the Working Party identified three options for additional pool space to address demand: new pool facilities in Mosgiel; an additional new pool at the Moana complex; and a new pool at the Forsyth Barr Stadium site. The Working Party's preferred option was new pool facilities in Mosgiel.

After considering the report, the Community Development Committee resolved:

- "1 That the report of the Aquatic Facilities Working Party be received.**
- 2 That the establishment of new pool facilities in Mosgiel be referred to the January 2012 Long Term Plan Council meeting agenda for consideration in the context of all other Council project priorities.**
- 3 That it be noted that the Aquatic Facilities Working Party will work on remaining matters in its brief such as school pools, and car parking and transportation issues.**
- 4 That the report be provided to the Mosgiel Taieri Community Board and Saddle Hill Community Board meetings for their information specifically asking for information on location and potential for fundraising initiatives.**
- 5 That all reports made to the Aquatic Facilities Working Party be made available on the website."**

In a report to the Council on 24 January 2012, the "Aquatic Facilities Staff Report" recommended that additional analysis of the options to address aquatic facilities provision in Dunedin was required before a decision could be taken on future options; and that any decision on aquatic facility improvements be deferred for 12 months while further work was done. At this meeting, the Council resolved:

**"That the Council:**

- 1 Note that additional analysis of the options to address aquatic facilities provision in Dunedin City is required before a decision can be taken on future options and that this work will be undertaken in the coming months in conjunction with the Aquatics Facilities Working Party.**
- 2 Agree to defer any decision on aquatic facility improvements for 12 months while further work is done on the options, noting that funding for any such improvement is unlikely to be available for a three to five year period."**

This report provides the results of additional work and includes detailed analysis of options, each of which has been assessed for costs and benefits, and how they fit with strategic priorities of the Council. In addition to work on car parking at Moana Pool, an initial review of the Working Party analysis identified a number of potential errors and discrepancies that needed to be resolved. Also, a 'whole of life' view of each of the options was required so that the full capital, operating, maintenance and renewal costs of each of the options can be fully understood.

Note that the Council Aquatics Facilities Working Party has not met since November 2011 and it has not therefore considered this report or its workings. Other priorities have meant the necessary work could not be undertaken earlier. In addition there was no funding provided in the annual plan and the Council decision in January 2012 noted that funding would be unlikely to be available for a three to five year period.

In the last 12 months, staff have reviewed: the underlying assumptions of work to date; the options analysis; the cost and benefit analysis; the funding mechanisms and opportunities; and the financial costings, including capital and operational costs. Original Working Party capital and operating costs have been reviewed and amended accordingly.

There has been some interest in developing a climbing wall and a café facility at Moana Pool, and the feasibility of adding these facilities to the site has been investigated. Currently this proposal sits outside of the Council's long term plan and is not addressed in this report.

## **Strategic Considerations**

### **Purpose of Aquatic Facilities**

The purpose of Aquatic Facilities is summarised by the Aquatic Facilities Service Objective, "To encourage and support recreation and leisure by providing affordable, accessible and quality aquatic facilities for Dunedin's residents." The LTP Outcome, "A City that provides and encourages participation in a broad range of sporting, recreational and leisure activities" is also relevant, as is the Services Activity Management Plan Goal, "Safe, accessible and quality water space and related services for leisure, fitness and competition for all."

### **Financial Strategy**

The Council's financial strategy, as presented in the Long Term Plan 2012/13 - 2021/22, applies limits to overall rates increases and borrowing. The Council will need to consider the implications of the options contained in this report in terms of the financial envelope established in the financial strategy and long term plan budgets. The intention to reduce the Council's gross debt to \$200 million by 2021/22 results in limited headroom for the inclusion of new projects in the capital expenditure programme. Inclusion of new expenditure may require review and reprioritising of the existing programmes.

### **Alignment with Other Council Strategies**

Core swimming functions such as school swimming, amateur swimming clubs and professional learn to swim programmes, as well as recreational aquatic use and water sports groups, are affected by the capacity constraints at Dunedin aquatic facilities. These issues impact on several Dunedin City Council strategies. Most relevant are: the Draft Parks and Recreation Strategy with aims of 'provision of recreational opportunities' and 'promotion of recreation'; the Physical Activity Strategy; the Draft Social Wellbeing Strategy with an aim of 'healthy and

safe people'; and the Financial Strategy with the aims around 'affordability (and balance)', and 'rate and debt levels'.

Other less significant, but relevant, aims and strategies are: 'vibrant and cohesive communities' and 'connected people' in the Draft Social Wellbeing Strategy; 'a compelling destination' in the Economic Development Strategy; and 'accessibility and vitality of city areas' in the Transport Strategy.

### **Potential for Development Contributions Funding**

Given that the solution to capacity issues at both Moana and Mosgiel will also cater for demand created by population growth and development in Mosgiel and Dunedin, the potential for development contributions to be used to part fund these solutions should also be explored. Typically, a greater share of the total project cost would be able to be funded by development contributions in cases where a longer term solution is provided.

## **DISCUSSION**

Council staff confirm there are significant pool space capacity constraints and car parking issues at Moana Pool and also capacity constraints and maintenance issues at Mosgiel pool. In both cases these capacity constraints are exacerbated by increasing demand resulting from population growth and development. For example, the Council's Growth Projections report suggests that Dunedin's peak day population will grow 8.5% between 2011 and 2031 while the peak day population in Mosgiel will grow by 21.2% over the same period.

The following options, to address these issues, have been identified and analysed in detail:

- Mosgiel 1: Status Quo;
- Mosgiel 2: Upgrade existing;
- Mosgiel 3: New pool;
- Mosgiel 4: New multi-pool complex;
- Moana Pool: Additional pool
- Car park 1: New layout at Moana;
- Car park 2: New car park behind Moana Pool, at Roberts Park.

These options have been investigated and updated assessments of the likely capital cost, full operating costs and estimated additional revenue streams have been undertaken. Appendix 1 provides a summary table of the options considered.

Note that the rates impact is based on capital cost, operating costs and expected revenue over a 50 year period. Community fundraising is an option to reduce the contribution of the ratepayer. Previous examples of this model are the Moana Pool Trust raising \$4.5 million before the upgrade of Moana Pool in 1999 and the Friends of St Clair community group raising \$1.1 million for the 2001/2 upgrade of the St Clair Pool. The upgrade of the Regent Theatre was partly funded in a similar way. Development contributions may also be able to be used as a funding source to the extent that any upgrade caters for growth related demand. This would also reduce the ratepayer contribution.

If it was decided to pursue a combination of pool options, such as additional facilities at Mosgiel and at Moana, then each option could be carried out at separate times. This would allow for the impact of the first facility on visitor numbers to be assessed so it could inform the nature of the second option.

### **A. CAPACITY CONSTRAINTS AND MAINTENANCE ISSUES AT MOSGIEL POOL**

The Mosgiel pool was 're-tanked' in 1998 and the building structure over the pool is 45 years old. The Mosgiel pool services a wide area and is full to capacity most of the seven months it is open. The SGL Report, 2010, estimates 19-22 additional hours of pool space per week is required in Mosgiel. This estimate is based on interviews with water sports groups in the Mosgiel area.

The most pressing issues for the Mosgiel Pool are:

- Limited season - the pool is closed for five months of the year because it is not insulated;
- Limited space – the pool is booked to full capacity most of the time;
- Depth of pool – the transition from shallow to deep is short so limits learn to swim and is too shallow for swim club activities;
- State of repair of the changing and toilet facilities;
- Lack of insulation.

Examples of need for additional pool space are:

- There are 120 on the waiting list of the Taieri Swim Club;
- Learn to Swim programmes are encroaching on lap swimming and aqua jogging times and space.

## OPTIONS FOR MOSGIEL

To address the issues at Mosgiel, the Aquatic Working Party identified the option of a new pool complex at Mosgiel which would be open all year and which would include a lap pool, leisure pool and separate learners' pool. Council staff investigated four options to address these issues and, to differing extents, to provide for the future:

- Mosgiel 1: Status Quo;
- Mosgiel 2: Upgrade existing;
- Mosgiel 3: New pool;
- Mosgiel 4: New multi-pool complex.

Detailed analysis, including whole of life costings, benefits (such as estimations of increased participation rates and population growth), benefit-cost ratios, and rates impacts, were undertaken. The advantages and disadvantages of each option, as well as the benefits and financial costs of each are set out below. Note that options involving a new pool, or pools, will require land acquisition and resource consent costs which are not included in these figures. Note that the existing Mosgiel pool has an estimated physical lifespan of five to ten years if no maintenance or improvements are carried out.

### Mosgiel 1: Status Quo

This option assumes no further unplanned maintenance will be carried out at the Mosgiel Pool. Existing budgets of \$1.1 million for ongoing maintenance and renewals for the next 10 years remain. The \$420,000 allocated in the Long Term Plan (LTP) for filtration, plant improvements, upgrading the changing rooms, tiling the pool and maintaining the outer structure still stands. This funding of \$420,000 has been moved from the 2013/14 financial year to the 2016/17 financial year.

In this option current opening hours, staffing, and the seven month season would continue. Participation rates are estimated to continue around current levels of 30,000 - 36,000 per annum. While this option incurs no additional capital or operating cost for the next 10 to 20 years, it would mean that for continued aquatic provision in Mosgiel after 10 to 20 years, a new facility would be required. Estimated population increases for the Mosgiel area have been factored into participation figures.

Rates Impact: None i.e. there is no rates impact over and above the current LTP financial plan.

2013/14 Estimates	Participation Numbers	Annual Operating Cost (\$k)	Annual Revenue (\$k)	Existing Rates Funding - including the cost of loan repayments (\$k)	Existing Per User Rates Cost
Mosgiel Pool - Existing	30,000	\$200	\$54	\$120	\$4

Note that these figures are for seven months that the Mosgiel Pool is open.

### **Advantages**

This option incurs no additional rates impact for Dunedin ratepayers.

### **Disadvantages**

None of the capacity constraints at Mosgiel or Moana pools, or the maintenance issues at Mosgiel pool is addressed by this option.

### **Mosgiel 2: Upgrade**

This option involves upgrading the current facility so that it can be open all year round. It includes heating the pool hall (e.g. wood chip boiler), upgrading the changing and toilet facilities and double sealing the structure for insulation. It assumes opening hours of 6.00 am until 7.00 pm daily, with two staff on duty at all times. Participation numbers for the year are estimated at 60,000. This includes an additional 25,000-30,000 on current figures due largely to the pool being open all year round. A 10% dip in visitor numbers in winter has been factored in to account for traditional drop in visitors. Estimated population increases for the Mosgiel area have been factored into participation figures.

	Capital Cost (\$k)	Estimated Additional Participants	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement - including the cost of loan repayments (\$k)	Per User Rates Cost
Basic Mosgiel	\$2,250	30,000	\$590	\$96	\$491	\$8.20

### **Advantages**

This option addresses some of the capacity issues in Mosgiel as the pool is open all year round. It addresses some of the Mosgiel maintenance issues, extends the life of the existing Mosgiel pool and has the least rates impact for ratepayers of the new or upgraded Mosgiel options.

### **Disadvantages**

Although this pool is open all year round, it does not address the summer capacity constraints, learn to swim, and leisure pool demands for Mosgiel. Facilities remain basic and operational costs are high. With this option a new pool in Mosgiel would still be required in the short to medium term. This option does not address capacity constraints at Moana Pool.

### **Mosgiel 3: New Pool**

This option involves building a new 25m x 25m pool which would be open all year round. It would be located at a different site to the existing pool. It assumes opening hours of 6.00 am–10.00 pm weekdays, 7.00 am–7.00 pm Saturdays, and 7.00 am–10.00 pm on Sundays. Staffing requirements would be three lifeguards, one receptionist and one supervisor, with three extra staff at weekends. Total participation numbers for the year are estimated at 75,000 (with 45,000 additional visitors). This is more than the basic Mosgiel option because the pool will be about twice the size of the existing pool, and will have room to cater for more learn to swim and recreational demands. Estimated population increases for the Mosgiel area have been factored into participation figures.

	Capital Cost (\$k)	Estimated Additional Participants	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement – including the cost of loan repayments (\$k)	Per User Rates Cost
New Mosgiel	\$5,977	45,000	\$938	\$112	\$860	\$11.60

### **Advantages**

This option provides an all year facility for Mosgiel and, as it will be about twice the size of the existing Mosgiel pool, addresses most of the capacity constraints and all current maintenance issues at Mosgiel.

### **Disadvantages**

This option has a higher rates impact for Dunedin ratepayers than Options 1 and 2. Operational costs are high. Although most capacity constraints are met with this option it does not address some current and future demand and desires of this community such as leisure pool, spa and sauna facilities for a population that is aging. It does not address capacity constraints at Moana Pool.

### **Mosgiel 4: New Multi-Pool Complex**

This involves building a new complex at Mosgiel which would include a 25m x 25m pool, 20m x 8m learn to swim pool, a 20m x 20m recreation/leisure pool, a spa and a sauna. This option also assumes that a different site to the existing pool would be used. It assumes opening hours of 6.00 am–10.00 pm weekdays, 7.00 am–7.00 pm Saturdays, and 7.00 am–10.00 pm on Sundays. Staffing requirements would be approximately eight lifeguards, one receptionist and one supervisor, with three extra staff at weekends. Total participation numbers for the year are estimated at 105,000 with 75,000 additional visitors. This is more than the other Mosgiel options because of the additional facilities, and the expectation that the larger leisure pool will act as a 'destination facility' for residents outside the Mosgiel community. Estimated population increases for the wider catchment of the new multi-pool complex have been factored into participation figures.

	Capital Cost (\$k)	Estimated Additional Participants	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement – including the cost of loan repayments (\$k)	Per User Rates Cost
New Advanced Mosgiel	\$18,000	75,000	\$3,180	\$187	\$3,094	\$29.50

### **Advantages**

This option fully addresses all capacity constraints and maintenance issues at Mosgiel now and into the distant future. It caters for all aquatic demands for all age groups in the Mosgiel community as well as the wider area.

### **Disadvantages**

This option has the greatest rates impact for Dunedin ratepayers as capital costs and operating costs are high. It does not address capacity constraints at Moana Pool.

## **B. CAPACITY CONSTRAINTS AND CAR PARKING AT MOANA POOL**

### **Capacity Constraints**

Insufficient pool space at Moana Pool means many users are unable to access the pool for the time and frequency they would like. The SGL Report, 2010, estimates 41–44 additional hours of pool space per week are currently required in Dunedin for the summer months and 30–32 additional hours per week for the winter months. These estimates are based on interviews with water sports groups in the Dunedin area.

While pool staff do their best to meet all user needs, core swimming functions such as school swimming, amateur swimming clubs and professional learn to swim programmes are all affected. For some children, school swimming is the only opportunity to learn to swim and, as this is currently being compromised, lack of water safety for Dunedin residents, now and in

the future, is a risk. Water sports groups are also affected at a time where participation in all forms of physical activity is being encouraged.

Examples of need for additional pool space are:

- 20 primary school Flippaball teams were turned away from the local competition;
- Most Moana Pool based swimming clubs have waiting lists;  
In June 2012, requests for pool time for seven schools were able to be only partly met or not met;
- The professional swim teaching programme 'Swimsation' has 20-30 young swimmers on their waiting list each week;
- Teacher/pupil ratios in swimming and water sport lessons are being extended in an effort to limit waiting lists. This affects the quality of lessons.

2013/14 Estimates	Participation Numbers	Annual Operating Cost (\$k)	Annual Revenue (\$k)	Existing Rates Funding – including the cost of loan repayments (\$k)	Existing Per User Rates Cost
Moana Pool - Existing	650,000	\$5,626	\$1,600	\$3,840	\$6

## Car Parking

Aquatic Services has also identified a need for more car parking at Moana Pool. The problem is noted in the SGL Report (*p 6, Attachment 2*), 2010 and CERM Performance Indicators Review reports of 2010 and 2011.

There are currently 121 car parks at the pool. These are free parks but have time limits of two hours or four hours, depending on the parks. All parks are often full, particularly between the hours of 3.30 pm and 6.30 pm on weekdays and during most weekends when there are events at the pool and Learn to Swim programmes. Additional car parking is already required at Moana Pool and the option of a new layout for the existing car park would help alleviate existing demands (see Option 2 for Moana). However, any additions to pool space capacity at Moana Pool will require more car parking and, if this happens, the use of Roberts Park could be considered in order to provide a further option (see Option 3 for Moana).

Charging visitors for car parks at Moana Pool would increase revenue for Aquatic Services and thus reduce the rates contribution. The benefits of this would have to be considered alongside the costs to the users.

## OPTIONS FOR MOANA

Options to address capacity constraints and car parking issues at Moana Pool are:

- Additional Pool;
- Car parking 1: New Layout to Existing Car park;
- Car parking 2: New Car park behind Moana, at Roberts Park.

### Moana: Additional Pool

Building an additional 25m x 25m pool within the existing Moana Pool complex will address most of the capacity constraints at Moana Pool. It is assumed that opening hours will be the same as existing opening hours at Moana Pool and that an additional 2.5 staff will be required. Additional participation is estimated to be 100,000 visitors. This is based on unmet demand for pool space in the city and takes into account population growth, as described.

	Capital Cost (\$k)	Estimated Additional Participants	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement – including the cost of loan repayments (\$k)	Per User Rates Cost
Moana Pool – Additional	\$3,961	100,000	\$634	\$300	\$356	\$3.56

**Advantages**

This option has the least impact on rates for Dunedin ratepayers. Capital costs of building the pool are cheaper than building a similar pool in Mosgiel as there is existing infrastructure at Moana. Similarly, operating costs are cheaper as reception, staffing and administration are already established at Moana. This option has the most benefits with an estimated 100,000 additional visitors able to visit the pool. This caters for population growth and meets most of the unmet demand in Dunedin City.

**Disadvantages**

This option does not address the lane space, limited season and maintenance issues experienced in the Mosgiel area. Also, for this option to go ahead, the Moana Pool hydroslide would have to be relocated. (Note that the capital cost includes the cost of dismantling the hydroslide but not relocating it. Relocation sites would need to be investigated.) This option would require the provision of additional car parking. Space at Moana Pool is limited and, if other enhancements such as a climbing wall and café are to be considered at the site, then careful consideration would be required as to the staging of improvements. For example, if a climbing wall and café is added before an additional pool, then access to build the pool would be more difficult and more expensive.

**Car park 1: New Layout at Moana**

This option to address the shortage of car parking at Moana Pool involves removing the green area and realigning the car parking along the bottom road at the existing pool car park. It is estimated that up to 70 additional car parks will be provided. The capital cost is estimated to be \$300,000, and the cost per car park \$4,286 (based on 70 car parks). Figures for this option assume no charging for parking. Charging for the use would fund the car park development and provide additional revenue to the pool. It is recommended that this option be investigated further, including the option of charging for use. Note that the 'Per User Rates Cost' is based on 650,000 visits per year.

	Capital Cost (\$k)	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement – including the cost of loan repayments (\$k)	Per User Rates Cost
New layout to Moana Pool Car Park	\$300	\$38	\$0	\$38	\$0.46

**Advantages**

This option provides the most car parks per dollar.

**Disadvantages**

Although the extra 30-70 car parks will help to alleviate existing demands, they will be insufficient to fully address future needs, particularly if more pool space is provided at Moana.

## Car park 2: New car park behind Moana at Roberts Park

This option involves replacing part of Roberts Park, which is on Stuart Street behind Moana Pool, with car parking. An area of 3500m<sup>2</sup> would provide approximately 150 additional car parks. The capital cost to develop this car park is estimated to be \$993,800, and the cost per car park \$6,625. Roberts Park is owned by the Dunedin City Council and is currently used as a soccer field by Dunedin schools and clubs.

	Capital Cost (\$k)	Annual Operating Cost (\$k)	Revenue Estimate (\$k)	Rates Funding Requirement – including the cost of loan repayments (\$k)	Per User Rates Cost
New Car Park at Roberts Park	\$994	\$126	\$0	\$126	\$1.52

### **Advantages**

This option should meet current and future car parking demands at Moana Pool.

### **Disadvantages**

The loss of the Roberts Park soccer field would need to be replaced elsewhere in the city. Also, access to the pool from the car park would be by steps which is not ideal for the elderly or for people with physical disabilities.

## C. FORSYTH BARR STADIUM PRECINCT AREA TRAINING POOL

Note that the option of a training pool in the Forsyth Barr Stadium precinct area was identified and considered by the Working Party, but discarded because it would not significantly reduce pressure at Moana and Mosgiel pools; it would not address the Mosgiel Pool quality issues; and it was unclear who would pay for it, who would run it and whether it would be available for use by the general public.

## CONCLUSION

Council staff confirm there are significant pool space capacity constraints and car parking issues at Moana Pool and also capacity constraints and maintenance issues at Mosgiel pool. Various options to address these issues have been identified and analysed in detail.

Prepared by:

Approved for submission by:

Anne Gray  
**Survey Administrator**

Steve Prescott  
**Manager - Aquatic Services**



Approved by: Tony Avery  
**General Manager - Operations**

Date report prepared: 9 January 2013

## **Attachments**

- 1 Summary of Costs, Revenue and Additional Rates Impact for Options
- 2 'Development of Aquatic Services and Assessment of Future Provisions Report – February 2010- SGL Executive Summary'

### Annual Summary of Costs, Revenue and Rates Impact for Options

	POOL SPACE OPTIONS					CAR PARK OPTIONS	
	MOSGIEL				MOANA	MOANA POOL	
	Mosgiel 1: Status Quo	Mosgiel 2: Upgrade	Mosgiel 3: New Pool	Mosgiel 4: New multi-pool	Moana: New Pool	Car park 1: New layout	Car park 2: New car park
Initial Capital Costs (\$k)	N/A	\$2,250	\$5,977	\$18,000	\$3,961	\$300	\$994
Total OPEX (\$k)	\$200	\$590	\$938	\$3,180	\$634	\$38	\$126
Total Non-Rates Revenue (\$k)	\$54	\$96	\$112	\$187	\$300	\$0	\$0
Total Rates Funding – including the cost of loan repayments (\$k)	\$120	\$491	\$860	\$3,094	\$356	\$38	\$126
Rates Subsidy	\$4	\$8.20	\$11.50	\$29.50	\$3.56	\$0.46	\$1.52

Note that the rates subsidy is over and above the current LTP financial plan.

Note also that the Mosgiel status quo is for 6 months operation

# Development of Aquatic Services and Assessment of Future Provisions Strategy

April 2011

## Executive Summary and Recommendations

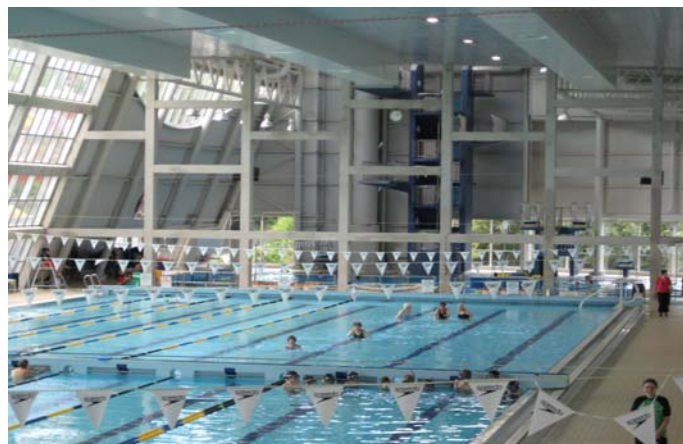
Prepared for Dunedin City Council



Prepared by: **SGL Group New Zealand Limited in association with  
Ross Maguire Architects Limited**

## TABLE OF CONTENTS

<b>1</b>	<b>STUDY OVERVIEW</b> .....	<b>1</b>
<b>2</b>	<b>STUDY METHODOLOGY</b> .....	<b>1</b>
<b>3</b>	<b>KEY STUDY FINDINGS</b> .....	<b>1</b>
3.1.1	Business and Usage Trends.....	2
3.1.2	Household Telephone Survey Key Findings .....	5
3.1.3	Schools Pools Survey .....	5
3.1.4	Key Informant Interviews .....	6
<b>4</b>	<b>DCC FUTURE AQUATIC STRATEGY 2010 TO 2020</b> .....	<b>8</b>
4.1.1	Where to From Here .....	16



## 1 STUDY OVERVIEW

Aquatic Services is an activity within the Sport, Recreation and Leisure Group of activities that contributes to community outcomes of Active City in the Council's Long Term Council Community Plan (LTCCP).

Overall aquatic facilities, programmes and services are performing very well from a user and resident satisfaction rating with the quality of facilities and delivery of service remains extremely high. With increasing participation and expectations some aquatic facilities are struggling to meet demand, particularly at peak times.

This study was set up to investigate the current issues impacting on the delivery of aquatic services and consider future development and investment strategies for continuing to deliver on agreed community outcomes. Two key areas of work were completed being:

- **Analysing and managing current and future demand**  
Researching and analysing existing usage and demand as a basis for managing future expectations of the existing or expanded network aquatic facilities and services as well as Identifying issues and trends of the wider aquatic industry that can be used to provide informed future development and investment decision making.
- **Providing facilities that meet demand and growth in aquatic services**  
Investigated development and investment options that respond effectively to the future requirement for delivery of aquatic services through a comprehensive study and report back of the opportunities, costs and impacts to increase capacity at existing aquatic facilities or expanded network of facilities for the city.

## 2 STUDY METHODOLOGY

The project methodology was set up under four inter-related steps to meet the defined scope of work:

- Step One: Background Review
- Step Two: Research and Consultation
- Step Three: Development and Investment Options
- Step Four: Final Strategy and Recommendations

The completed tasks and associated outcomes have been developed to meet the projects specific objectives and to work in partnership with key internal and external stakeholders and to ensure:

- That any recommended development or investment maximises the opportunities for expanding aquatic service provision in a beneficial way for the city and its community
- All reviews are based on well documented strategies that effectively deliver key information for the Council to make informed decisions.

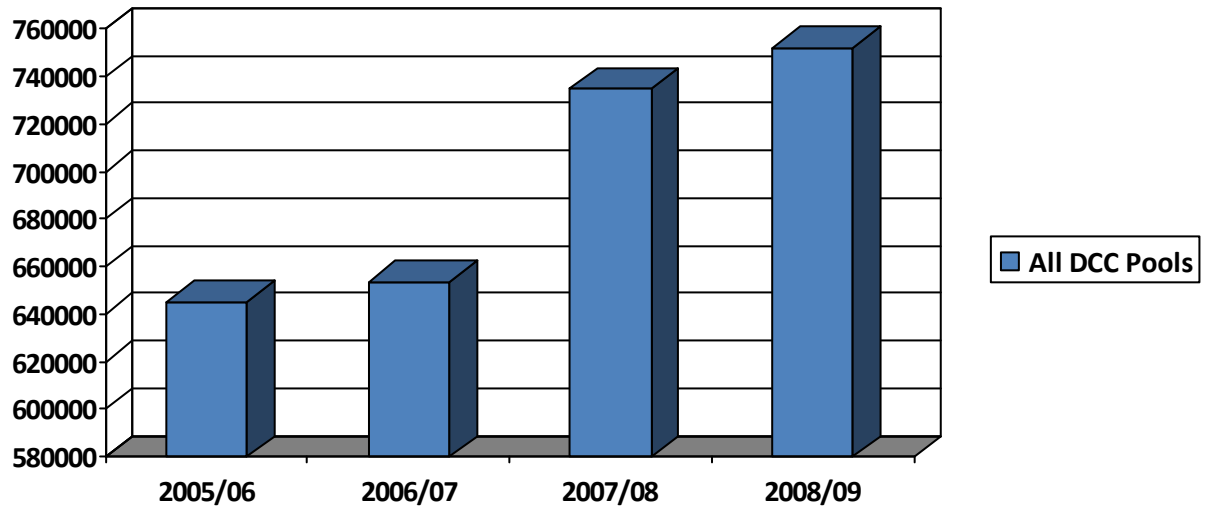
## 3 KEY STUDY FINDINGS

The review of the four Council aquatic facilities indicates that Dunedin City Council is operating a very extensive and high use aquatic service for its residents.

### 3.1.1 Business and Usage Trends

The project team has graphed key aquatic business trends as follows:

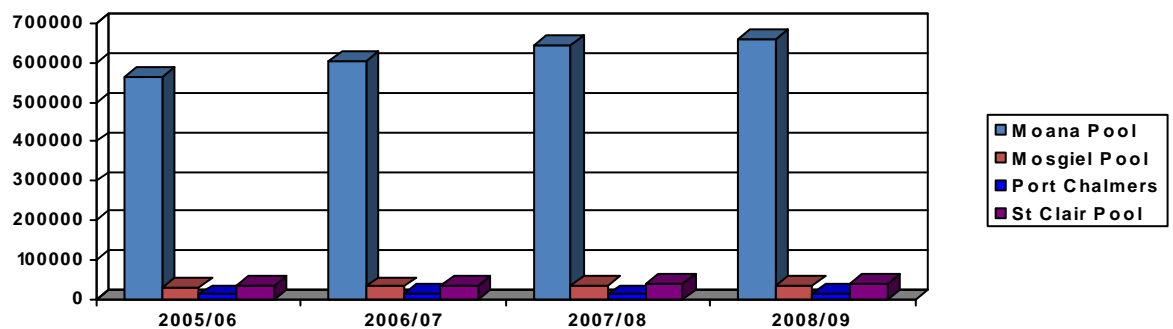
#### 1. Usage Trends



Graph 1: Combined DCC Aquatic Facilities Annual Usage

The review of combined DCC Aquatic facilities usage indicates aquatic usage has increased by approximately 93,000 visits between 2005/06 and 2008/09.

The graph on the next page indicates the Moana Pool is the most used aquatic facility followed by the St Clair Pool (summer seasonal outdoor pool) and then the Mosgiel Pool (summer seasonal indoor pool).



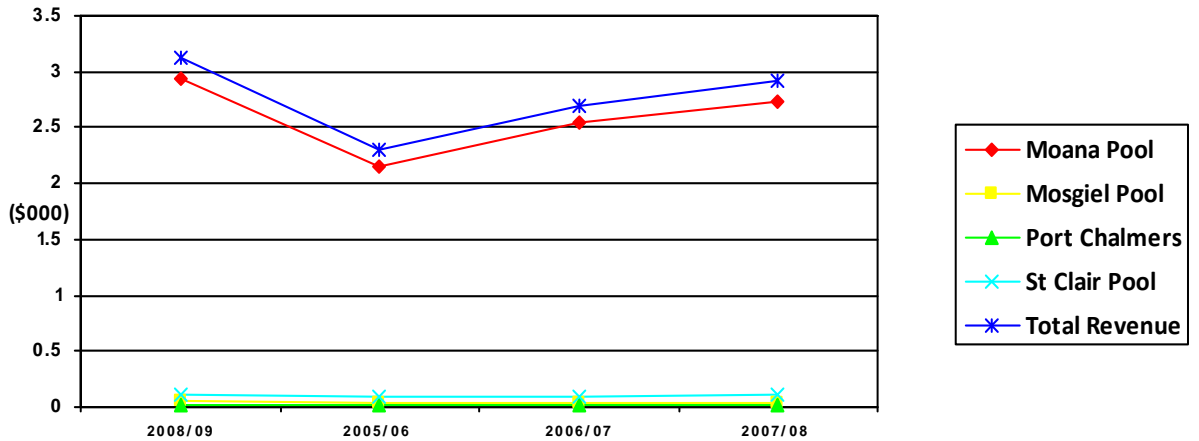
Graph 2: Annual Visits by DCC Aquatic Facility

The usage review indicates:

- Usage over the four main pools totalled 752,000 in 2008/09, 734,921 (07/08), 653,625 (06/07) and 645,236 (05/06).
- This has seen an increase of 106,764 visits to pools in the four year review period which is a 16.5% increase (average of 4.1%/annually).
- The most used pool is clearly Moana Pool which had more than 660,000 visits in 2008/09 (represents 87% of all pool visits to the 4 DCC aquatic facilities). St Clair Pool is the next highest used pool at approximately 39,600 visits (08/09) and then Mosgiel Pool at 35,000 visits (08/09).

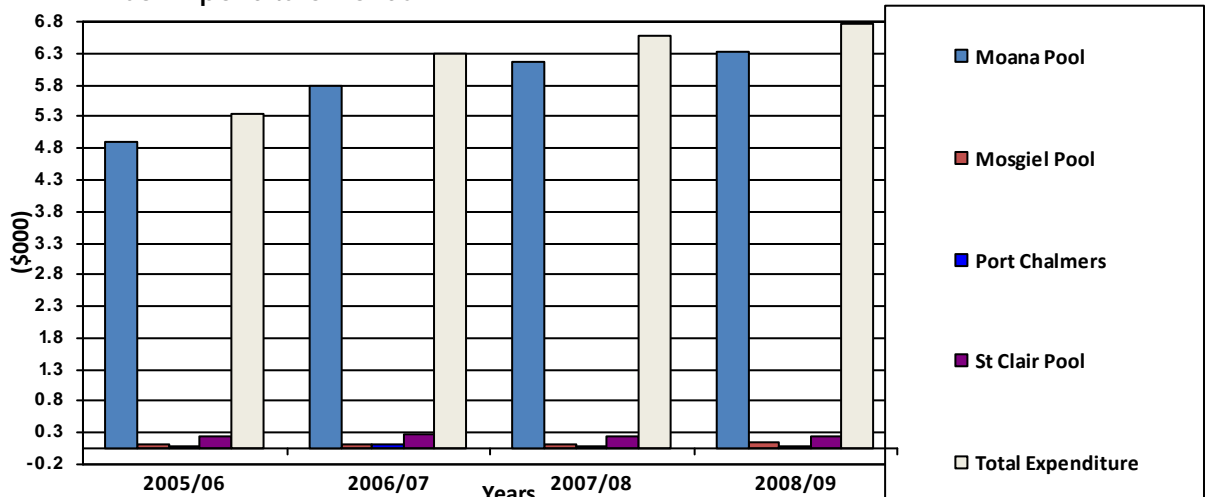
- This high pool usage in 2008/09 sees 5.5/visits per head of population (based on an estimated 135,000 area population) which is high considering other areas of New Zealand we have worked in (range across country is 3 to 6 visits/head).

2. Annual Revenue



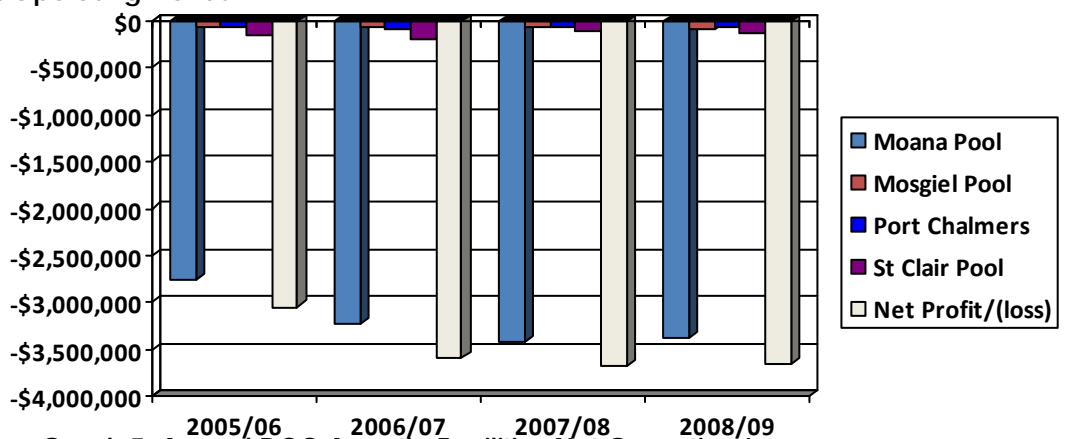
Graph 3: Annual Revenue by DCC Aquatic Facility

3. Annual Expenditure Trends



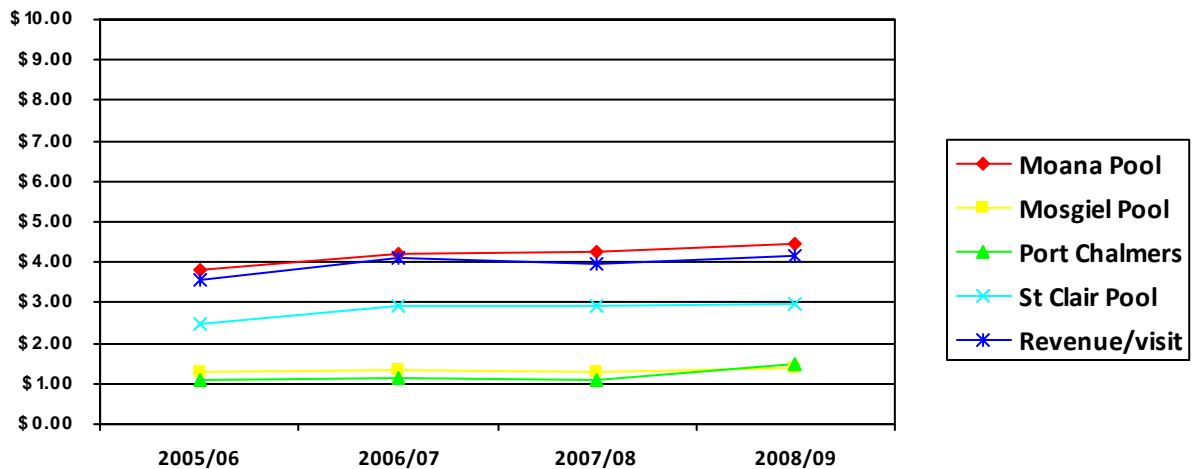
Graph 4: Annual Expenditure by DCC Aquatic Facility

4. Net Operating Trends

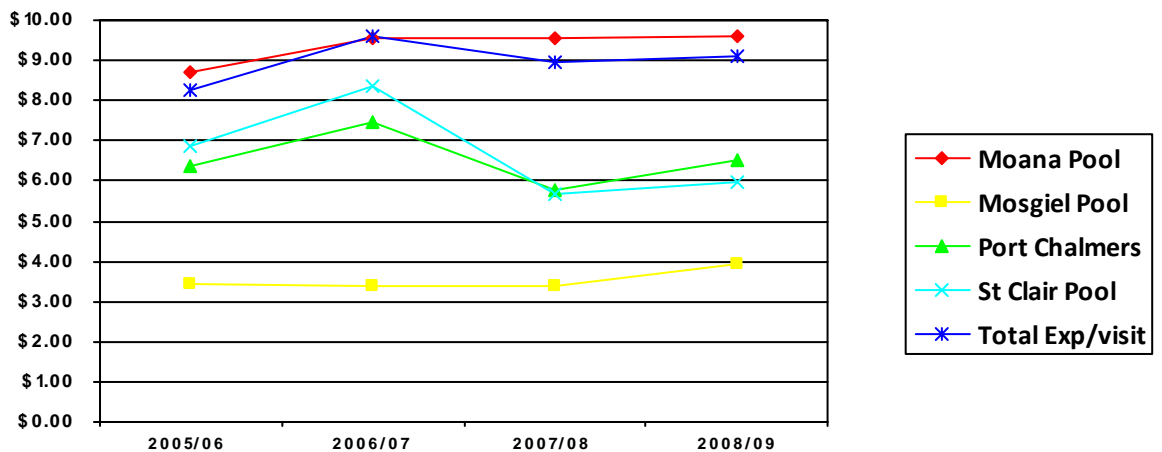


Graph 5: Annual DCC Aquatic Facilities Net Operating Loss

## 5. Revenue per Visit Trends



Graph 6: Revenue per Visit by Aquatic Facility and Combined Facilities



Graph 7: Expenditure per Visit by Aquatic Facility and Combined Facilities

The usage and financial review indicates the following trends for the four DCC Aquatic Facilities:

- Whilst usage is high the revenue per visit to pools is low for 2008/09 ranging from \$1.37/visit at Mosgiel Pool to \$4.46/visit at Moana Pool. The average revenue per visit across the four pools for 2008/09 was \$4.16/visit
- Expenditure per visit on the other hand is high ranging from \$9.58/visit at Moana Pool down to \$3.94/visit at Mosgiel Pool. The average expenditure/visit cost across the four pools in 2008/09 was \$9.10/visit
- The net operating deficit per user before rate contribution in 2008/2009 ranged from \$5.12/visit at Moana Pool to \$2.57/visit at Mosgiel Pool. The average deficit per visit across the four pools was \$4.94/visit in 2008/09

These results indicate the future aquatic strategy should consider:

- Key findings indicate a need to look at generating additional revenue per visit at each of the pools from future aquatic strategy initiatives which would also be linked to regular fee increases above CPI.
- At Moana Pool this would best come from initiatives such as:
  - Improved food and beverage facilities to increase secondary spend

- Develop high yield wellness facility for massage and beauty therapy users
- Increase range of higher revenue activities such as programmes
- Increasing health and fitness programmes which see high revenue per visit
- At the local pools initiatives could include:
  - Mosgiel pool redevelopment to include location at a shared use facility plus development of wet and dry areas
  - At Saint Clair Pool look at wellness facilities and expanded food and beverage areas and linked reception.
  - At Port Chalmers look at more wet programmes being held and improving social areas

### 3.1.2 Household Telephone Survey Key Findings

The key findings from the household telephone survey are summarised as follows:

- Survey of residents indicated high use of pools with 53.9% (5/10) having used a pool in past 12 months and 46.1% (4/10) not using pools.
- Pool usage is similar to Wellington and Tauranga CC resident participation and higher than Auckland and regional areas such as Timaru, Invercargill etc
- Main reasons people do not use pools are not interested (21.8%), do not like swimming (19.8%), too busy (15.5%), too old (11.3%)
- Most used pool was Moana (used by 95.3%) and St Clair Pool (24.7%). Other pools such as Mosgiel and Port Chalmers had high local use
- Users rated as good/excellent Moana Pool (81.7%), Mosgiel Pool (8.4%), St Clair Pool (92.5%), and Port Chalmers Pool (55.0%)
- Mosgiel pool received the highest poor or very poor rating 45.8% with age and condition of the facility and limited water areas as main features unhappy with.
- Most people choose their pool of choice due to close to home (30.7%), good facilities (17.2%), range of pools at one site (9.2%) and leisure and fun areas (8.6%).
- Main activities done at DCC pools are recreation/fun (59.4%), lap/fitness swim (35.1%), use spa/sauna, take child to the pool (12.8%) and learn to swim (9.7%).
- A total of 64.5% of people surveyed would like to make greater use of pools in the future which is an increase of 10.6% over current usage rates.
- Highest future new users are likely to be aged 40 years and older (currently low use by these age ranges). This age group will also increase as a proportion of the Dunedin population as the community generally ages.
- Better membership packages and entry discounts plus new programmes, improved spas, food and beverage areas and hot water programme pools were some of the future facility improvements that would encourage greater use.

### 3.1.3 Schools Pools Survey

The schools pool survey results indicated:

- 58 Schools replied out of 62 schools in the area
- School survey involving 58 primary, intermediate & secondary areas asked about:
  - Ownership of school pool
  - Expected life of existing pool
  - Utilisation of other school/community pools
  - Utilisation of council pools by the school
- Total of 39 of the 58 schools use Moana Pool whilst St Clair Pool used by 4 schools and Port Chalmers used by 2 schools
- Difficulty scheduling in times that want
- Hard to get access to pool for some sport training i.e. water polo

- Transport and supervision biggest barriers to providing swimming
- Cost of maintaining school pools (especially Portobello)
- Some lack heating and are too cold to use
- Ability to meet demand with new swim targets of 200m for all children

### 3.1.4 Key Informant Interviews

Key issues identified from stakeholder and key informant interviews include:

#### 1) Moana Pool General Issues

- Insufficient water space for training/competition needs (Moana)
- Conflicting use with other users – particularly in dive/lap pool
- Having to restrict teams/numbers due to lack of water space
- Lack of lockable storage and access for equipment
- Allocated times too water space sometimes too late for children
- Shallow end of main pool not deep enough for some needs
- Lack of space around pools for groups
- Lack of seating around dive/lap pool
- High hire cost for events and other programmes
- Car parking availability during peak times
- Potential to grow water sport participation is being hampered
- Can't host events as no space availability
- No hot water programme/therapy pool
- Limited food and beverage and refreshments offered onsite
- Crowded Gym and no dry programmes area.
- Charges for lanes rather than users makes expensive
- Access to dive pool & deep water
- Requirements to have supervisors when qualified staff with group
- Reduction of space around pool due to lane ropes being stored at pool side
- Allocation of coaching rights
- Disability access to spa and dive/lap pools

#### 1a) Moana Pool Swim Club Issues

- Pressure to reduce club lane space for public swimming & potential threat of losing existing lane space
- Overcrowding in existing lane space which is not conducive to high performance training goals
- Lack of close by car parking at busy use times
- Can't meet demand (particularly children) for membership due to lack of lane space
- Increased demand as children get exposed to swimming through DCC school strategy
- Pressure to exit building at end of session due to closure time so limited time for water fun experience.
- Access to technology and power in pool i.e. use of laptop/projection for coaching & member information
- Need more onsite storage and what is there has limited access to it

#### 1b) Moana Pool Future Usage/Demand

Greatest future demand in water space for;

- Water polo

- Canoe polo
- Flippa Ball
- Aquatic Events

Greatest unmet demand for programme space in:

- Aqua-jogging
- Aquarobics
- Learn to Swim
- Adult & Masters Swim Coaching

Likely increasing demand from:

- Schools (shifting back to Moana for swimming lessons & deep water activities)
- Clubs
- Squad swimmers
- New events

Demand being unmet currently for:

- Therapeutic
- Sport recovery
- Special needs groups
- Lane swimming

### 1c) Moana Pool Utilisation

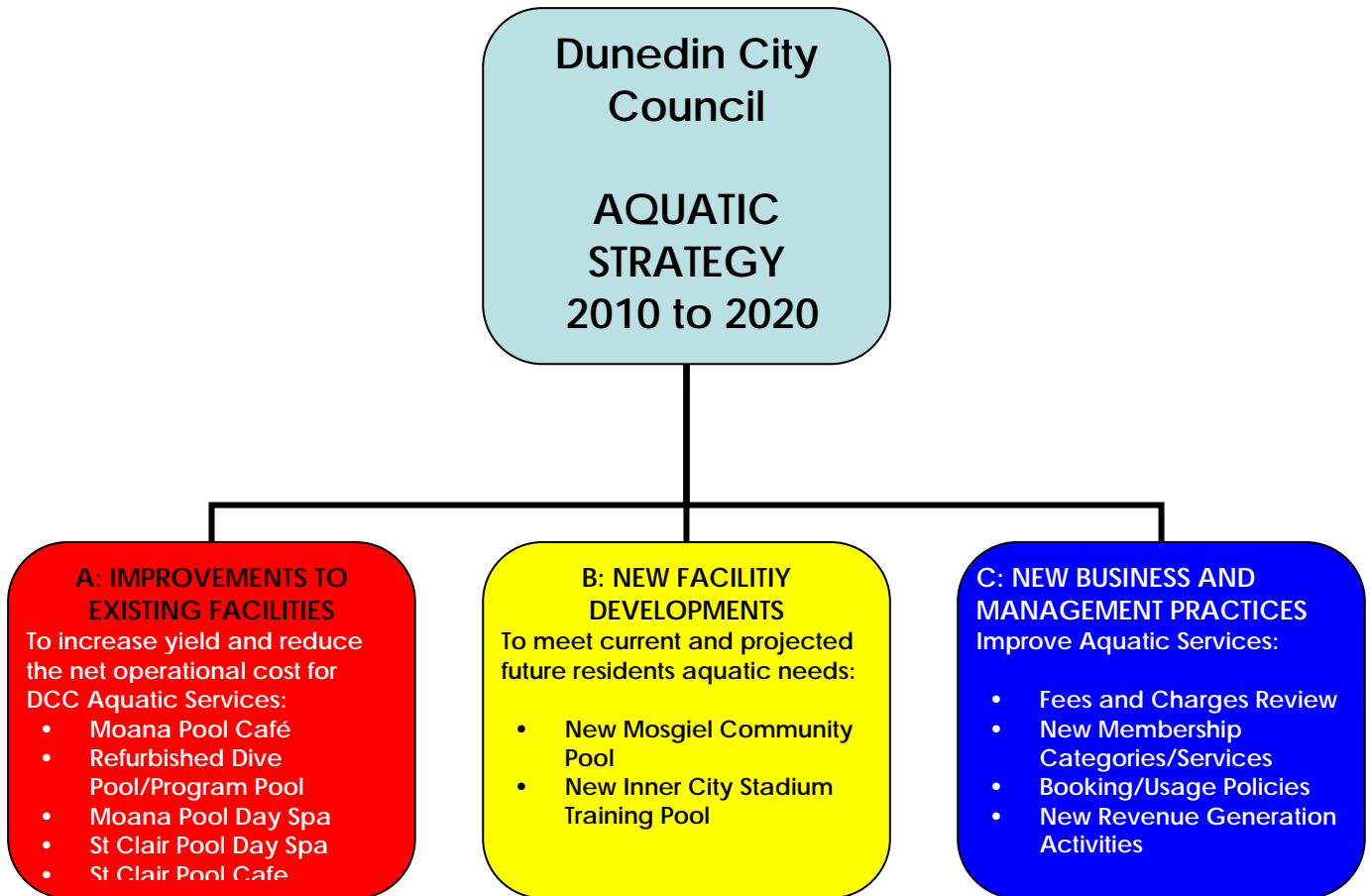
- Peak times 6 – 7.30am and 3.30pm – 9pm at maximum capacity
- Off peak times weekdays 8.00 – 9.00am and 2.30-3.30pm weekdays /Sunday 7-10am are increasingly being filled
- Greatest demand in main pool and dive/lap pools
- High demand by schools in Term 1 & 4 can't be met
- No ability to programme new activities due to high demand & lack of space
- No ability to meet increasing demands for sport recovery, special needs, therapy
- Managing demand from schools for space – having to restrict public access to main pool and LTS pools
- Conflict between user groups i.e. aqua jogging/other activities
- Increased demand for deep water space

### 2) Mosgiel Pool Issues

- Depth of pool – Transition from shallow to deep is short so limits learn to swim depths and is also too shallow for swim club activities
- Interior clear vision conditions (condensation, fog) causing cancellation of classes/programmes-
- Lack of ventilation- heat issues
- Pool is booked to full capacity most of time
- Lack of alternative water space option at Moana due to full capacity there
- Lack of other swimming facilities in South Dunedin in winter
- Lack of alternative pools at local schools

## 4 DCC FUTURE AQUATIC STRATEGY 2010 TO 2020

The key findings from the consultation and market research lead us to support a multi-prong future aquatic strategy that has three key linked initiatives being:



The table on the following pages summarises the recommended aquatic services strategy plan and associated actions under the key headings of:

- Strategy Initiative
- Strategy
- Actions
- Priority
- Likely Timeframe
- Estimated Resources (where applicable)

In relation to timeframes the strategy plan uses the following priority periods:

- High priority: 2010 to 2012
- Medium priority: 2013 to 2016
- Low priority: 2017 to 2020

**Table 4.1  
Dunedin City Council Aquatic Services Strategy Plan 2010 to 2020**

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>A: IMPROVEMENTS TO EXISTING FACILITIES</b>	MOANA POOL CAFE	<ul style="list-style-type: none"> <li>Complete feasibility and design review to identify best option, cost and location</li> <li>Complete business and cost benefit analysis and opportunity report considering other network facilities</li> <li>Final Report to Council by February 2011</li> </ul>	<b>H</b>	2010/2011	\$30,000 to \$35,000	These reports will be required to be completed to allow Council to determine feasibility, capital costs and profitability so can be considered for inclusion in LTCCP.
	MOANA OLD DIVE POOL UPGRADE TO HOT WATER PROGRAMME POOL	<ul style="list-style-type: none"> <li>Complete feasibility and design review to identify best option, cost and services impact.</li> <li>Final Report to Council by December 2010</li> </ul>	<b>H</b>	2010/2011	\$15,000 to \$20,000	This reports required to be completed to allow Council to determine feasibility and consider capital costs for inclusion in LTCCP
	MOANA POOL WELLNESS CENTRE	<ul style="list-style-type: none"> <li>Management to review Wellness Centres in New Zealand to assist in presenting an opportunity review of such developments at Moana Pool.</li> <li>Business and investment study be completed including potential partnership funding review</li> <li>Final review report presented to Council for consideration of including improvements in Moana Pool long term development plan</li> </ul>	<b>M</b>	2013/2014	To Be Determined	Medium term project so final timing and resources to be determined
	OTHER MOANA POOL IMPROVEMENTS	<ul style="list-style-type: none"> <li>Moana Pool Storage options be reviewed and capital costs be determined</li> <li>Moana Pool Car parking be continually monitored to determine need for upgrade</li> <li>Change rooms aged and need upgrade</li> </ul>	<b>H</b>	Ongoing	To Be determined	

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
Improvements to Existing Facilities (Cont.)	ST CLAIR POOL WELLNESS CENTRE	<ul style="list-style-type: none"> <li>• Management to link Wellness Centres in New Zealand review done in association with Moana Pool option as background to assist in presenting an opportunity review of such developments also at St Clair Pool.</li> <li>• Business and investment study be completed including potential partnership funding review</li> <li>• Final review report presented to Council for consideration of including improvements in St Clair Pool long term development plan</li> </ul>	<b>M</b>	2013/2014	To Be Determined	Medium term project so final timing and resources to be determined
	ST CLAIR POOL CAFÉ EXTENSION AND RECEPTION UPGRADE	<ul style="list-style-type: none"> <li>• Complete feasibility and design review to identify best option, cost and location</li> <li>• Complete business and cost benefit analysis and opportunity report considering other network facilities</li> <li>• Final Report to Council by February 2011</li> </ul>	<b>H</b>	2010/2011	\$10,000 to \$15,000	These reports will be required to be completed to allow Council to determine feasibility, capital costs and profitability so can be considered for inclusion in LTCCP. This design concept may be able to be linked to Moana Pool café work to create cost savings for each centres design.
<b>B: NEW FACILITY DEVELOPMENT</b>	NEW MOSGIEL COMMUNITY POOL PLANNING AND FINALISING DEVELOPMENT SCOPE	<ul style="list-style-type: none"> <li>• Set up an in-house project review group to consider the research and consultation findings of the Dunedin Aquatic Strategy in relation to the recommended new Mosgiel Community Pool</li> <li>• Subject to the review complete facility component and site analysis to confirm final strategy brief</li> </ul>	<b>H</b>	2010/2011	\$25,000 to \$30,000	Resources based on completing updated design for draft concept, business plan and capital cost plan

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>B: NEW FACILITY DEVELOPMENT (Cont.)</b>	NEW MOSGIEL COMMUNITY POOL PLANNING AND FINALISING DEVELOPMENT SCOPE (Cont.)	<ul style="list-style-type: none"> <li>• Complete design and layout review to draft concept level at recommended site.</li> <li>• Complete capital cost review of draft concept.</li> <li>• Complete business plan and funding strategy for draft concept.</li> <li>• Complete Council Forum on Mosgiel Community Pool planning and finalising development scope findings to determine final recommendations and strategy in relation to development of this facility.</li> <li>• Determine final development option and funding strategy for this project.</li> <li>• Co-ordinate community forums to advise interested parties and key stakeholders of final development strategy decision.</li> <li>• Subject to Council determining to proceed with a project develop a project brief to complete detailed design and final capital costs</li> </ul>				
	DEVELOPMENT OF NEW MOSGIEL COMMUNITY POOL	<ul style="list-style-type: none"> <li>• Form a DCC project implementation group to manage the project</li> <li>• Finalise funding strategy and project timeline</li> <li>• Develop project specification and seek tenders for management, design and development of the project.</li> <li>• Appoint project team and commence project design and facility specification</li> <li>• Tender construction and complete construction.</li> </ul>	<b>M</b>	2013 to 2015 (Subject to funding strategy)	To Be Determined Subject to Project Scope Approved by DCC	

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>B: NEW FACILITY DEVELOPMENT (Cont.)</b>	INNER CITY STADIUM TRAINING POOL PLANNING AND LAND RESERVATION	<ul style="list-style-type: none"> <li>• Set up an in-house project review group to consider the research and consultation findings of the Dunedin Aquatic Strategy in relation to the recommended new Inner City Stadium Training Pool.</li> <li>• Invite Dunedin Stadium, Otago University and Academy of Sport South Island representatives to a review forum to discuss project and likely support for development.</li> <li>• Subject to support from all parties form a project partner review group to further investigate the concept and development.</li> <li>• Complete facility component and site analysis to confirm final strategy brief, preferred site and likely project costs.</li> <li>• Set timeline for project partners to brief their organisation and report back on support for the project.</li> <li>• Based on partners interest complete a shared funding and development strategy for the proposed development</li> <li>• Co-ordinate forums to advise interested parties and key stakeholders of final development strategy decision.</li> <li>• Subject to Council determining to proceed with a project develop a project brief to complete detailed design and final capital costs</li> <li>• Reserve preferred site to ensure available in the future.</li> </ul>	<b>H</b>	2010/2011	\$15,000 to \$20,000	Resources based on completing updated design for draft concept, business plan and capital cost plan

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>B: NEW FACILITY DEVELOPMENT (Cont.)</b>	DEVELOPMENT OF INNER CITY STADIUM TRAINING POOL	<ul style="list-style-type: none"> <li>• Form a DCC project implementation group to manage the project</li> <li>• Finalise funding strategy and project timeline</li> <li>• Develop project specification and seek tenders for management, design and development of the project.</li> <li>• Appoint project team and commence project design and facility specification</li> <li>• Tender construction and complete construction.</li> </ul>	<b>L</b>	2016 to 2020 (Subject to funding strategy)	To Be Determined Subject to Project Scope Approved by DCC	Actions will relate to DCC and other partners decisions to proceed with project.
<b>C: NEW AQUATIC SERVICES BUSINESS AND MANAGEMENT PRACTICES</b>	FEES AND CHARGES REVIEW	<ul style="list-style-type: none"> <li>• Aquatic Management to investigate low revenue per visit trends in the DCC Aquatic Network and develop a summary of all fees and charges and associated access conditions to ensure they are set at an acceptable level recognising the high annual and increasing operating deficit</li> <li>• Management to complete a review of comparable council areas aquatic services to benchmark DCC fees and charges against these other aquatic facilities, programmes and services.</li> <li>• Develop a report advising DCC of any opportunities or options to change fees and charges to assist in generating more revenue.</li> <li>• Consider report findings by time when 2010/11 DCC budgets are being reviewed and formed.</li> </ul>	<b>H</b>	2010/2011	Internal Organisation and Management Cost (TBD)	In-house management team to complete

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>C: NEW AQUATIC SERVICES BUSINESS AND MANAGEMENT PRACTICES (Cont.)</b>	MEMBERSHIP SERVICES AND HIGH YIELD PROGRAMMES AND NEW SALES MODEL	<ul style="list-style-type: none"> <li>Retain specialist industry consultants to complete a membership and programmes review of DCC Aquatic facilities to assist in identifying new products, sales and services with key aim to generate more revenue.</li> <li>Management to work with consultant team to model key recommendations from this review to determine cost benefit analysis of new membership and programme model.</li> <li>Present summary report and recommendations into future new initiatives by December 2010.s</li> </ul>	<b>H</b>	2010/2011	\$8,000 to \$12,000	As a guide SGL has used a specialist membership and revenue generation company SKCorp (Sports Knowledge Corporation) for similar projects in Auckland and Tauranga and a range of Australian Council areas.
	BOOKINGS AND USAGE POLICY	<ul style="list-style-type: none"> <li>Aquatic management team to collect all bookings/usage policies relating to usage of aquatic facilities and review these against current bookings/usage issues.</li> <li>Aquatic management to develop draft recommendations on any inconsistent or new/needed bookings and usage policies</li> <li>DCC to review recommended draft booking and usage policies with aim to have approved updated policies.</li> </ul>	<b>H</b>	2010/2011	Internal Organisation and Management Cost ( TBD)	In-house management team to complete
	NEW REVENUE GENERATION HIGH YIELD ACTIVITIES	<ul style="list-style-type: none"> <li>Retain specialist industry consultants to complete a membership and programmes review of DCC Aquatic facilities to assist in identifying new products, sales and services with key aim to generate more revenue.</li> </ul>	<b>H</b>	2010/2011	\$15,000 to \$20,000	As a guide SGL has used a specialist membership and revenue generation company SKCorp (Sports Knowledge Corporation) for similar projects in Auckland and Tauranga and a range of Australian Council areas.

STRATEGY INITIATIVE	STRATEGY	KEY ACTIONS	PRIORITY	LIKELY TIMEFRAME	ESTIMATED RESOURCES	OTHER INFORMATION
<b>C: NEW AQUATIC SERVICES BUSINESS AND MANAGEMENT PRACTICES (Cont.)</b>	NEW REVENUE GENERATION HIGH YIELD ACTIVITIES (Cont.)	<ul style="list-style-type: none"> <li>• Management to work with consultant team to model key recommendations from this review to determine cost benefit analysis of new membership and programme model.</li> <li>• Present summary report and recommendations into future new initiatives by December 2010.s</li> </ul>				
OTHER AQUATIC IMPROVEMENTS	PORT CHALMERS POOL	<ul style="list-style-type: none"> <li>• Continue to maintain and operate Port Chalmers Pool to current funding levels and provide capital funding for upgrades and renewals as required</li> </ul>	<b>Ongoing</b>	2010 to 2020	To Be Determined	Operate as business as usual
	SPECIAL EVENT DAYS	<ul style="list-style-type: none"> <li>• Management to review opportunities during school holidays, weekends and public holiday weekends to set up and operate family fun days that can be sponsored and attract large numbers of families and groups whilst also generating significant revenue</li> </ul>	<b>H</b>	Ongoing	Annual Operating Budget	Family fun days have been very successful at Melbourne Sports and Aquatic Centre where they make all pools available for family and group use for a 3 to 4 hour session offering inflatables, dive in movies, programmes and events. They charge a higher entry fee to meet extra costs but also attract between 1,000 and 1,500 users a session so it has also become a significant revenue generating programme.

#### 4.1.1 Where to From Here

This report forms a longer term 10 year strategy for a valued high use community service that is accepted by many people as a normal part of life in Dunedin. The study findings clearly indicate high take up of this service by people of all ages and abilities.

Though this comes at an ongoing cost to the ratepayer, users have also been shown to be also contributing significant revenue to help meet costs.

The project team believe with suggested ongoing improvements as proposed in the Dunedin Aquatic Strategy 2010 to 2020 that the gap between ratepayer subsidy and user contributions meeting costs can be reduced over time.

The Strategy report has now been completed to final draft stage to allow Councillors, Officers and Aquatic Management and associated staff to review the studies findings and associated strategy recommendations.

The review of the draft report will provide input and highlight any relevant clarifications and changes to assist in improving the draft document and the proposed next ten years actions and funding support for the Dunedin Aquatic Services Strategy.