

# ATTACHMENTS

## Property Committee Meeting

9 February 2021

# ATTACHMENTS TO AGENDA ITEMS

Property Committee - 9 February 2021

## Contents

### 7.1 RECREATION AND AQUATIC FACILITY BUSINESS PLAN AND PROGRESS UPDATE

Attachment (a):	Business Plan Comments	3
Attachment (b):	Recreation and Aquatic Facility Business Plan	15

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
1	2 December 2020	Preference not clear	I have just updated my email address to my personal email, as I wish to be kept informed of progress and developments of the RAF.	Noted	N/A
2	2 December 2020	Supportive	This facility would be a great asset to South Perth area and I really hope that council does go ahead with this plan. I would be able to access it with ease.	Noted	N/A
3	2 December 2020	Supportive	As a long time Como resident, it's well overdue. We need to make our suburb more than just a dormitory, where people come and go. Farmer Jacks on Canning HW is a good example. I want my growing kids to find employment in SP council. Thank you	Noted	N/A
4	2 December 2020	Supportive	Great project.	Noted	N/A
5	2 December 2020	Supportive	Just love the idea of the ARF. The sooner it gets completed the better for me. I am 69 and want to get years of use out of it.	Noted	N/A
6	2 December 2020	Supportive	I'm 100% for this going ahead. So much so I would pay for memberships in advance to raise funds.	Noted	N/A
7	2 December 2020	Supportive	Cockburn recreation centre brought the community together. It was a great multi purpose space. If we could have a similar setup in south Perth that would benefit the community.	Noted	N/A
8	2 December 2020	Supportive	I went to a planning session where inclusion, accessibility and disability needs were considered but these don't seem to be reflected in the business plan in any great detail. Disability and inclusive participation needs are more than just access to sport. Its the design principles, accessibility standards (beyond compliance), innovative solutions to sensory needs, etc which is not reflected in the business plan. I am concerned this will be a stock community facility if these principles, concepts and conversations are not embedded throughout the whole process. It would be good to see statistical data on demographics and diversity. Support the location, however transport will be an issue for people with mobility needs. It would be good to have more information on how this can be accommodated. While the concept is good, I cant see how it will specifically address the inclusive community elements to achieve the desired outcomes.	This will be addressed in the detailed design of the facility - the current phase is operational feasibility	For consideration in future stages
9	2 December 2020	Supportive	Would love to see this project go ahead. Climbing wall sounds amazing. Student pricing for membership/ admission is always appreciated.	Noted	N/A
10	2 December 2020	Supportive	It's a great idea, get it built as soon as feasibly possible.	Noted	N/A
11	2 December 2020	Supportive	In my humble opinion the proposed Recreation and Aquatic Facility for the City of South Perth is long overdue. When I look around at the facilities available to the residents of neighbouring Local Government Areas, such as Town of Victoria Park and the City of Canning, they have had aquatic centres for many years. I have lived in South Perth for over 30 years and have heard residents talk about "the need for a swimming pool" for all of that time. We have been given \$20 million towards the cost by the Federal Government, and I'm sure the WA State Government will contribute towards the cost. It's time to get moving on this.	Noted	N/A

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
12	2 December 2020	Supportive	Aquatic facilities great, health assisting facilities great, golf facilities seem to cater for a minority and should be first to go if finances short, don't want to pay through rates but pool has been needed forever and we've used other councils instead..Use of facilities should preference rate payers esp in costs for use... you should consult ratepayers again once you can be clearer re the source of the last 40000000\$ as commercial partnership s can not necessarily serve ratepayers		N/A
13	2 December 2020	Not Supportive	\$80m for this facility is an enormous amount which in my view is entirely unjustified when such facilities are currently available in both Belmont and Melville. Even the \$20m currently committed amounts to approximately \$1,000 per person in the borough without taking into account the running costs which almost universally run at a loss. The building of a RAF and its cost to the local community cannot in my view be justified. Also the \$20m from the federal government is NOT free - we have to pay this through our federal taxes. A full financial case needs to be presented and put to the voters or a special elector meeting before such a commitment can be sustained.	The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it. Further details are available in the November 2020 Council report.	N/A
14	2 December 2020	Supportive	We need this facility for our young kids to learn how to swim for our elderly to swim and socialise and every age to enjoy I've lived in South Perth for years wondering why we had no place in our area let's catch up with the rest and remain the best place to live in Perth	Noted	N/A
15	2 December 2020	Supportive	Go ahead its been spoken about for years!	Noted	N/A
16	2 December 2020	Supportive	I have reviewed the RAF Business plan and believe this to be an excellent long term investment for the residents and rate payers of the City of South Perth. The facility meets a wide range of leisure and sporting requirements across differing age demographics and makes better use of the land than the current golf course. Its location will attract staff and students from Curtin University, providing a boost to revenue streams from memberships, entrance fees and use of snack kiosks etc. As a resident about to retire and keen to improve & maintain my fitness, I would definitely use the pool for lane swimming and activities such as water aerobics. Many of my neighbours, like myself, are excited at the prospect of the facility being constructed and operational.	Noted	N/A
17	3 December 2020	Supportive	Please include a warm water hydrotherapy pool to be exclusively used for rehabilitation exercise. It should not be co-used for infant swimming lessons. Shared use of a hydrotherapy pool for infant swimming is not hygienic and when booked for swimming classes every day at prime periods of the day, excludes those who need to use the pool for rehab and exercise.	The current Project Definition Plan includes for warm water hydrotherapy. Access and hygiene requiremets will be considered in future definition and operational planning stages	For consideration in future stages

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
18	3 December 2020	Not Supportive	Financial plan not viable. Wrong location...Elderfield Ave has more space. Should not destroy one viable facility to build another.	The site was selected as the preferred location after an in depth study identified it as the most appropriate and financially viable location. Full details are available in the September 2019 Council report. The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering operations, maintenance & replacement costs and matching existing City facility revenue. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities.	N/A
19	3 December 2020	Not Supportive	I am opposed to the Aquatic Centre. I believe it will be a immense financial burden to the ratepayers of South Perth. I am also concerned about the loss of a portion of the golf course and the subsequent destruction of heritage pine trees, which have been established at Collier since the 1920's. I don't believe this project will be of great benefit to myself or my family and will most likely create an increase in our rates.	The project does not impact on the area of heritage pine trees, now post mature, that are primarily sited on the Pines and Island nines. A 27 hole golf course is maintained, but with a remodelled Lakes nine, forecast as a par 31. The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it.	N/A
20	3 December 2020	Not Supportive	Hard enough to get a game at Collier now. What will happen when you take out 9 holes? We have been playing golf weekly at Collier now for 10 years No one will use pool and we will use our voting power and networking influence against sitting councillors in future election	A 27 hole golf course is maintained, but with a remodelled Lakes nine, forecast as a par 31. The high usage currently is primarily related to the boom in golf due to COVID-19 and is expected to decline as competing activities re-emerge.	N/A
21	3 December 2020	Not Supportive	The feedback I have is in regards to the proposed gym. I wonder about the need for a public facility given the many existing options. Is the city intending to compete with small business in the area? If so, how can this be justified?	The purpose of the project definition phase is to create a facility that is financially sustainable. The inclusion of a gym reflects market demand. It is anticipated that it will compete with larger gyms rather than small businesses.	

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
22	3 December 2020	Not Supportive	It is very difficult to justify this expenditure + mthe on-going costs. I would not vote in favor.	The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs.	
23	4 December 2020	Supportive	I support the RAF. I swim nearly every day in Mandurah and hearing that the RAF was being proposed is welcome news. Swimming has enabled me to continue a healthy lifestyle and access to pools has always been important wherever I have lived. I previously lived in South Perth and have had to work around the Wesley pool's various limitations which has meant alternating with swimming at Somerset pool when access was limited. The general principle of the business plan appears sound with a wide base of services and activities to function from the one site is sensible and will provide the opportunity for flexible adjustment as different activities become popular. Many of the facilities proposed will supplement or renew those provided by the Council's facilities.	Noted	N/A
24	4 December 2020	Supportive	I am really pleased that this facility will finally be built save driving to Riverton, will there be a discount for pensioners and also will you have separate facilities for Male & Female and if need be for a gender that can't make up their minds what they are.	Pricing has not yet been fixed. It should be noted that concession pricing is common practice in City facilities. There will be appropriate provisions for various users.	For future Stages
25	6 December 2020	Supportive	Fully support proposal with available level of detail.	Noted	N/A
26	6 December 2020	Preference not clear	Whilst I think the aquatic centre is a reasonable enough idea I believe the planned location in the grounds of the Collier Park golf course is wrong. I think it makes much more sense to utilise the largely unused space behind the George Burnett leisure centre on Manning road. There is already a reception building and indoor basketball courts there as I recall. I really don't think the golf course and an aquatic centre are a good mix.	The site was selected as the preferred location after an in depth study identified it as the most appropriate and financially viable location. Full details are available in the September 2019 Council report.	N/A
27	9 December 2020	Supportive	I believe the aquatic centre is a fantastic idea. Given there are no facilities like this in the area I believe it will be utilised heavily.	Noted	N/A

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
28	11 December 2020	Not Supportive	<p>What assessment took place in deciding the golf course as the location for a RAF? I am totally against locating this facility on the lake 9 of the golf course. Burswood has closed, i have heard whaleback will close. In the north, Wembley golf course sustains 36 holes ....an aquatic centre has been developed elsewhere by the town of cambridge. Its inevitable that collier will be even busier. Why replace a recreation facility with a recreation facility? Why not upgrade existing facility at george burnett and add a swimming pool if that is considered necessary. Why does it all need to be concentrated at collier park golf course? With attendant parking and traffic congestion. There must be many other potential sites...including george burnett reserve! Costs must be a concern despite the upbeat language in the business plan. Has anyone checked out if aqualife and leisurelife are profitable for the vic park council? Or their basketball and other courts? My understanding is that these types of facilities nearly always run at a loss. I attend aqualife regularly (10 minute drive) and it is very underutilised, as is the leisure life centre (see Urbis community facilities needs assessment report prepared in october 2019 for town of victoria park). Where will the \$20 million the south perth council will contribute come from? I thought the new mayor was elected with a platform of reducing rates!</p>	<p>The site was selected as the preferred location after an in depth study identified it as the most appropriate and financially viable location. Full details are available in the September 2019 Council report. The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance &amp; replacement costs. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities.</p>	N/A
29	12 December 2020	Not Supportive	<p>I find it difficult to understand how our Council can even contemplate spending \$80,000,000 on a swimming pool, plus destroy a 9 hole golf course in the process. Perth is loosing golf courses, Burswood, Rosehill, Glen Iris, Rockingham etc. If you are going to construct a pool keep it modest and affordable, without destroying another sporting facility, especially now that "Planners" are turning South Perth into high density living. We will need all the open spaces and sporting facilities we can get. I am totally against your wasteful proposal. Build a pool in another location that does not take out an existing sporting or recreation facility, and keep it realistic. This should not be about kingdom building.</p>	<p>The closure of multiple golf courses locally demonstrates the difficulties in maintaining them in a financially viable state. The Operational Feasibility Report identifies that this development provides the improved business case returns that are required support the long-term viability of the Collier Park Golf Course. It will provide additional services both for golfers and the broader community whilst maintaining 27 holes, albeit one nine of a shorter length (par31).</p>	N/A
30	16 December 2020	Supportive	<p>Would like RAF to proceed. Facility needed in South Perth</p>	Noted	N/A

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
31	16 December 2020	Not Supportive	I do question the feasibility of an Aquatic Centre for South Perth when there is already one operating nearby in the Town of Victoria Park. Aquatic centres are expensive to operate and do not usually make a profit or even break even. The City of Melville closed the Leeming Recreation and Aquatic facility due to this. The City of Canning demolished the Bentley swimming pool recently. Although a Recreation Centre may have some merit there are adequate private gymnasiums available in the region including one at Curtin Uni which will be in direct competition. I note in your proposal that you consider Curtin University students as potential customers? This may be wishful thinking given there is already a gym available at Curtin and students don't usually have a lot of disposable income. All I can see from this grandiose proposal is future debt for South Perth ratepayers. I object to this proposed major trading undertaking.	The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities. Discussions with Curtin University, as a project partner, indicate that additional gym capacity is required.	N/A
32	17 December 2020	Supportive	Please make sure the lanes in the swimming pool are international width. The ones in Wesley pool are much too narrow and as such deem the lane swimming almost useless.	The swimming pool design will be built to international standards	For future Stages
33	17 December 2020	Not Supportive	Hello, Can my questions be addressed please. In an effort to "increase community involvement in exercise" you are proposing to reduce the amount of organised outdoor exercise space reducing collier park golf course back to 18 holes. Impacting underutilized golf holes on a golf course is impossible its impossible to play golf an under utilize golf holes. How exactly will the RAF help the GBLC run at a profit or at least not run at a deficit where is this business plan for this ?? During the selection process for the proposed site was consideration given to its proximity the the other facilities in the area this proposed site is less than 4 kms from another aquatic facility close by and other similar facilities within 8 to 10 kms of this proposed site. There are local learn to swim programs in the area at the above mentioned facilities they are certainly local and about as local as this proposed facility is to the South Perth foreshore area in the city of south perth. Is there a need for netball courts in the city where is this case study ?? Are "much needed" water polo facilities really needed ? Where is this case study ?? Where in the proposed RAF will there be a 100% specific senior citizens area ?? This sounds like reaching. Senior citizens currently use all parts of the golf course. You are proposing to take that away by reducing the opportunity for them to interact with each other due to the reduction in the amount of holes possible to play and engage in low impact exercise which is a necessity of all senior citizens please don't discriminate against this segment of the population. In the submission 30% of the population are overseas born. What percentage of this population is overseas students ?? What is the percentage of this 30% that currently can't swim an would like to learn ?? Where is this case study ? The business model supplied has no figures attached at all. What is the expected return on investment time frame ? \$80 million dollars plus revenue lost due to disruption while building and any interest occurred for funding such a project ?? And budget blowouts etc. The rush to move on this project has holes in it like swiss cheese. No concrete	The facility will retain 27 holes at Collier Park albeit with one nine having a reduced length (par31). The Operational Feasibility Study considered the relative location of alternative facilities. The City is working with SportWest to meet the current demand for sport in the City, particularly basketball. The Council of the Ageing (CoTA) is a project stakeholder who will likely be a tenant of Community House. It is anticipated that CoTA will run programmes in the RAF. The lower par remodelled lake nine is expected to be of key appeal to older golfers as it will prioritise skill over power and also provide for a more manageable option during extreme weather.	N/A



No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
34	18 December 2020	Preference not clear	If the GBLC is losing money yet some of its services are common to the RAF it isn't clear as to why the RAF will do better. It's also interesting that it cannot cater for indoor netball - or is the issue no room for spectators? Good that there are some environmental benefits. Hopefully they would be made learning features for visitors. Hope that preventive health will include fitness assessments and the like. I understood the Redbacks basket-ballers used the Town of Vic Park's indoor sports facility. No mention is made of a need to accommodate spectators. The plan and organisation look to be clear but the costs appear to be still to be worked out.	GBLC has a single undersized basketball court. The replacement with a full size multi-court facility catering to multiple sports will provide an improved service as well an improved financial viability. The courts will accommodate spectators when required. There will be an allied health component providing services such as fitness assessments and physiotherapy.	N/A
35	27 December 2020	Supportive	I am really happy for this to go ahead. All aspects of the proposal suit what my growing family will need in the next few years, and what I will need as I age (gracefully) in an area that I love. This facility will close some gaps, such as having access to activities that will be gentler on the joints as I age.	Noted	N/A
36	10 January 2021	Supportive	I support the Business Plan for the City's proposed Recreation & Aquatic Facility. I have examined it and believe it clearly articulates the opportunity and unique features of the RAF. It has evaluated market opportunities in the City and adjacent local governments including Curtin and Clontarf as key organisations. The Business Plan outlines the community need for a swimming pool and how the RAF which incorporates an aquatic facility is the solution to meeting these unmet needs. The financials and numbers are key parts of the Confidential documents, yet I am confident that the City's Property Committee who have vetted these (with the membership of this group including external representatives) and their opinions informing decisions this group make in analysing the Business Plan. I view the Business Plan as a living document and feedback from community engagement undertaken by the City, along with diverse support through Deputations presented to the Council's November 2020 Meeting show that the community wants and needs the RAF. The Business Plan demonstrates community need, community support, economic, health and social benefits on a large scale.	Noted	N/A

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
37	14 January 2021	Supportive	I am very supportive of this project, and I wish to thank the City of South Perth for including this target in their strategic plan. The business plan is designed not to impact on council rates, which speaks about inclusivity and access. I find the site choice balanced as it maintains an inviting Golf Course next to a diverse and rich community centre, which would serve well Curtin University. In my experience, the RAF would not benefit from proximity to the library (site 3). My real only concern is about the proposal to realise an outdoor swimming pool. Most of the survey respondents placed swimming in the first place (RAF report October 2020). Such a response most likely includes various groups like ageing people, youngsters, people with disabilities etc. With this in mind, preference should go to a semi-indoor 50 meters swimming pool, which would be relatively more expensive, but is more attractive in winter times and after hours in the evenings. In the summer, opening the pool venue on three sides would connect to the outdoor space and allow for sunlight and natural ventilation. Keeping the pool roofed would also protect all population groups from the risk of skin cancer. Another point is selecting high-quality operators for food services and retail to add value to the centre. Ensuring that this is a lively place, where diverse communities can gathering at different moments in time is also very important. To this end, the significant number of overseas resident in the area would appreciate extended opening hours. Lastly, the concept design can be improved, considering the input from the local Indigenous community in particular.	The facility will provide both indoor and outdoor aquatic facilities. These will be further developed during the design phases. The outdoor pool will have shade structures. There has been early consultation with local indigenous groups and this will continue throughout the project.	For future Stages
38	14 January 2021	Supportive	I am very happy to see this proposal moving forward. Our daughters love to swim and they will certainly benefit from the presence of a walking distance aquatic centre in South Perth!	Noted	N/A
39	18 January 2021	Supportive	Strength for Life (formerly LLS) Strength for Life, endorsed by COTA, is an over 50's exercise program that encourages and supports mature people to achieve improved health and quality of life. Progressive Strength training has been shown to have a huge impact on wellbeing and quality of life. A RAF, as per proposal, could provide such a program to support local citizens, over 50 years of age, thus enhancing prospective use of facilities by that cohort - contributing to financial viability. Retirees, in particular, could be encouraged to utilise such, or similar, programs during the day (in off-peak periods) to balance demand on available resources. Currently our citizens are having to travel to surrounding Local Government areas which provide such options; or, more likely, don't participate in such programs because of time, traffic and distance considerations. If other Councils' can provide attractive Recreation and Aquatic facilities for their Ratepayers', why not South Perth? State and Federal Governments' should support, as potential health benefits reduce cost to the 'public purse'.	This will be addressed in future project phases once the operational details are finalised	For future Stages

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
40	18 January 2021	Not Supportive	<p>The business plan does not list the identity of each joint venturer, other than the indicative list on page 4. The plan does not disclose the benefits to which each joint venturer will become entitled under the arrangement. Other local governments provide such details for major land or trading undertakings and such disclosure appears to be a requirement of section 10 of the Regs. The City is relying on revenues from golf course and mini golf to offset loan repayments due on city borrowings. These revenues were previously available to the City and contributed to, or were planned to contribute to consolidated revenue. Diversion of such revenue to repayment of borrowings would reduce funds available to day-to-day city operations and either affect levels of service or lead to rates increases. The City's accounts show that golf course revenues rarely exceed operating and capital costs incurred in relation to the golf course. It is not clear how the golf course revenues will contribute to paying down loans. The City currently has borrowings of approximately \$2.5m relating to the golf course. Further debt on a 'revenue neutral' part of the City jeopardises the city's financial capacity. Several councillors held out their concerns for the City's financial position and the addition of \$20m of additional debt is likely to cause their concerns to materialise. The business plan does not disclose risks of the project. While project execution may be contracted, it seems the City will still bear the residual risk of activity and operational matters at the facility. Financing this project requires careful consideration of the long term risks of the centre, as ratepayers of South Perth seem to be the parties that will fund any rectification/remedial works. The business plan does not explain what third parties will receive for their \$40m. The RAF is being marketed as a community facility, yet this level of funding is likely in require significant exclusive use facilities one the site. The landscaping and 'free' community facilities should be provided in our existing parks and reserves. This would avoid persons needing to travel to passive recreation facilities. The</p>	<p>The RAF will be a City of South Perth facility. There are currently no Joint Venture Partners. Whilst commercial partners are expected the City's legal advice is that commercial negotiations cannot be commenced without a Section 3.59 business plan in place. The Business Plan would be updated if required as a result of alternative commercial arrangements.</p>	<p>For future Stages</p>

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
41	19 January 2021	Not Supportive	As a regular golfer at Collier Park I was astounded by the statement in this so called Business Plan that says "The RAF impacts the most underutilised golf holes on the course" Clearly whoever wrote this has never tried to book a Tee Slot at CPGC! The three 9 hole courses are regularly grouped (weekly I think) into one 18 hole course and one 9 hole course combinations for patrons who wish to play 9 or 18 holes. I cannot see then how this statement is correct! Losing 9 holes from the course will adversely affect the golfing community and put more pressure on the remaining facility. The recent closure of Glen Iris GC and several years ago Burswood GC coupled with the loss of one third of the CPGC facility will make matters worse! This document is called a Business Plan, and although I live outside of the CoSP municipality, I find it astonishing that there is no indicative mention of operating costs, or ROI for ratepayers (CoSP loan of \$20m) and taxpayers (Federal and State Govt grants of ~\$40million!) to see that their dollars are being put to good use. Nor is there any cashflow statement of funds required for ongoing project management and project outcomes. e.g what will each stage of the project cost. I note that in the minutes of the Council meeting earlier that a revenue stream of only ~\$13,500 has been projected (at the feasibility stage, no detail given on how this has been derived) on a capital investment of \$80m - which is less than 0.02% ROI. Given that the margin of error on the cost estimate could be +/- at least 20%, then at best this would lead to a miniscule increase or decrease in ROI. CoSP may be better investing in something else to benefit ratepayers.	The closure of multiple golf courses locally demonstrates the difficulties associated with long term financial viability. The Operational Feasibility Report identifies that mix of services provided by the RAF development will enhance and support the long-term viability of the Collier Park Golf Course. The RAF will provide additional services both for golfers and the broader community whilst maintaining 27 holes, albeit one nine of a shorter length (par31). The RAF Business Plan document is a statutory business plan that complies with the requirements of the Local Government Act. The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities. The Operational Feasibility Report was Commercial in Confidence but the outcomes are detailed in the November 2020 Council Report.	
42	19 January 2021	Supportive	I would particularly like for the RAF to have both a steam room (firstly) and a spa (secondly) adjacent to the Wellness Pool along with the sauna. Both should be significant business opportunities. I note that the Cockburn ARC has both with its hydrotherapy centre, which is an adult only section of the facility. It is set up very well. I sometimes travel all the way to Cockburn to use it because there isn't anything like it near South Perth.	The inclusions will be confirmed during detailed design.	For future Stages
43	19 January 2021	Supportive	Why are we not using the site where the old library used to be on Manning Road for recreational activities like yoga, pilates, martial arts. It has great parking, has historical value and just needs renovating. There have been expressions of interest made by local groups. The cost of this new build is massive yet existing assets are not being considered. Having such a well-located facility is not in competition with the golf course proposal rather is adding value to the south Perth community at a very affordable price. Losing this asset would be a great loss. If I could have a response that would be great.	The site was selected as the preferred location after an in depth study identified it as the most appropriate and financially viable location. Full details are available in the September 2019 Council report.	

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
44	21 January 2021	Preference not clear	<p>My primary concern with the RAF is the cost ie the affordability for the South Perth ratepayers. 1. Capital Cost Ø With a proposed total cost of \$80m there is still a \$40m shortfall. Unless this shortfall is fully met from external sources the project should not be allowed to proceed. I even have concerns about the \$20m already committed by the City with respect to the ability of the RAF to finance the servicing and repayment of this loan. What effect will this have on rates and will other important services and projects be sacrificed to do this? I note the commitment from Council that the RAF will not result in an increase in rates. This commitment must be honoured. 2. Operating Costs Ø In the financial/revenue modelling high importance seems to be placed on comparisons with the Cockburn Arc. Comparison between the RAF and the ARC are at best, highly tenuous, and at worst very high risk. The Arc boasts a 10 to 15km radius catchment area in which there is little of no competition for the types of amenities which it offers. Within that same 10-15km radius the RAF is surrounded by significant and numerous competition for similar services including 50m aquatic facilities and stadia. I find it difficult to believe that many, if any, metro residents are going to drive past the Riverton Leisure Plex, the Belmont facility or even Challenge Stadium to come to the RAF. This is even before the proposed State of the Art facility is developed at the WACA. Any financial modelling needs to take this into account and avoid risky comparisons with the Arc that are not valid. If this is not carried out diligently and correctly the City's ratepayers could be left with a significant debt and resulting financial burden. To ameliorate this, I believe that any financial modelling needs to be the subject of extensive independent and external audit to ensure that all assumptions are thoroughly scrutinised and tested. Thank you.</p>	<p>The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance &amp; replacement costs. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities.</p>	

No	Date Received	Supportive/Not Supportive	Response Summary	Officer's Response	Modification Identified
45	22 January 2021	Not Supportive	The proposal would place the ratepayers under financial disadvantage without sufficient reward as a result of (1) the initial capital requirement (lack of significant state government funding, lack of evidence of a MOU with Curtin University and other identified major anchor tenants). I note that significant design and other changes have been made to accommodate these entities without any financial commitment / consideration. This cost of equity and or debt will be borne ultimately by ratepayers; (2) the operational deficit of a pool facility. There is no evidence the CofSP can provide a, at best, cost neutral, facility to the community. There is a lack of commitment to provide a facility to other users other than main stream sports that already have very generous facilities and support from the CofSP. The Town of Vic Park already has a multi faceted facility within 2 kms of the proposed site. The pool of potential users/clients is not any bigger. The impact of the lack of students on site at Curtin Uni has not been considered. This is not forecast to change. The Council continues to fail to truly consider the green space aspects in all developments. The heat hazes that have been created at Connect South and Manning Hub projects is appalling! The retro fitting of awnings at Manning Hub and the venue behind South Perth Library is evidence of this lack of planning and foresight! Has a suitably qualified Landscape Architect even been consulted? The council has continued to fail to fully utilise its existing assets - old Manning Library and George Burnett Leisure Centre. The policy of urban renewal should not include the shortsighted demolition of the CofSP public assets. There is a significant lack of true public consultation. The initial RAF public feedback survey lacked basic participant survey controls and the structure of the questions was narrow and self serving to create only one real picture viz 'the residents of South Perth want a pool regardless of any other considerations'	The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it. Whilst commercial partners are expected, the City's legal advice is that commercial negotiations cannot be undertaken without a Section 3.59 business plan in place. The Business Plan can be updated if required as the project progresses.	N/A
46	22 January 2021	Not Supportive	I dont believe that there is a need to build an aquatic facility within the City of South Perth as the Town of victoria park has an adequate facility which is quiet close. Also within the city of South perth we have as residents access to the Wesley College facilities and Curtin university facilities for a nominal fee. There are private gym facilities as well that can also be accessed. I feel that these facilities will merely become a burden to the rate payers.	The Operational Feasibility Report demonstrates the facility will be financially self-sustaining. This includes covering capital repayments, operations, maintenance & replacement costs. The forecast is that the facility will reduce the rates burden not increase it. The proposal provides a net saving over the current financial demands for the overdue renewal of the existing facilities.	N/A
47	22 January 2021	Supportive	The RAF proposal is an excellent one. The project will provide much needed facilities for the surrounding areas. The sooner it is in operation the better.	Noted	N/A

CITY OF SOUTH PERTH

# BUSINESS PLAN

RECREATION AND AQUATIC FACILITY



City of  
South Perth



## Business Plan – Recreation and Aquatic Facility

---

# CONTENTS

1. Introduction .....	3
2. The Proposal .....	4
2.1. The expected effect of the RAF development on the provision of facilities and services by the City of South Perth .....	5
2.2. The expected effect of the RAF development on persons providing facilities and services in the City of South Perth district .....	7
2.3. The expected financial effect of the RAF development on the City of South Perth .....	9
2.4. The expected effect of the RAF development on the City of South Perth Strategic Community Plan 2020-2030 and Corporate Business Plan .....	9
2.5. The ability of the City of South Perth to manage the undertaking or performance of the RAF development .....	12
2.6. Other matters of which details are required to be given .....	15
3. Business Plan Access and Submissions .....	15



## Business Plan – Recreation and Aquatic Facility

---

# Business Plan

Proposal to enter into a major land transaction for the provision of a Recreation and Aquatic Facility (the “RAF”) to provide a premier health, wellness, fitness, recreation and education hub centrally located in the City of South Perth (the “City”), located at the existing Collier Park Golf.

This is a joint project between the City of South Perth, Curtin University, Clontarf Aboriginal College, SportWest and a number of other partners.

## 1. Introduction

The City Strategic Community Plan 2020-2030 (SCP) has the Vision “A city of active places and beautiful places”. Outcome 1.2.3 of the SCP is to Plan for and promote the development of recreation and aquatic facilities to service City of South Perth residents. This proposal has been developed in accordance with the SCP, as described in section 2.4 of this Business Plan.

Development of the City of South Perth’s (“City”) Recreation and Aquatic Facility (“RAF”) has been an aspiration for the City for an extensive period of time. In 2018, the City commissioned the development of a feasibility study for the RAF, with the priority being identification of a preferred location as well as preliminary concepts, cost estimates, financial operational models and funding strategy.

Collier Park North was endorsed as the preferred location due to:

- Co-locating Collier Park Golf with the RAF, creating a unique, recreational and community facility, while also assisting with on-going revenue generation;
- Upgrades were required to Collier Park Golf in the near future and this option allows the City to meet this objective in the single development;
- Impacts the most underutilised golf holes on the course and limited impact to existing trees and the wildlife living within; and
- Access to the Curtin University market.

In support, in March 2019 the Federal Government made a commitment of \$20 million in funding towards the project.

To date, the City has established \$41 million of project funding (which includes Federal Government (\$20m), the City (\$20m), together with SportWest (\$1m)) – with \$39 million additional funding required to achieve the proposed \$80 million facility. The project will now be progressed in line with available funding, with the remaining funding targeted to be:

- State Government funding of \$20 million will be targeted, with a draft Treasury Business Case prepared for this purpose, potentially through \$80 COVID-19 stimulus and/or

## Business Plan – Recreation and Aquatic Facility

---

supported by the inclusion of a Community House to accommodate State sporting entities and the Council on the Ageing and affiliated organisations, together with SEDA College and Clontarf College; and

- Funding from Commercial and other Funding Partners of \$20 million is targeted, considered to include to following parties:
  - Commercial Operator;
  - Curtin University;
  - SportWest (\$1M committed); and
  - Others, comprising neighbouring municipalities, key sport users, naming rights partner, supply rights, etc.

The City established the Collier Park Golf Course (CPGC) in 1984, prior to the Local Government Act 1995 and the introduction of section 3.59 – Commercial Enterprises by Local Governments. This section, and corresponding Regulations, require the City to prepare a Business Plan before it considers entering into a major land transaction and/or major trading undertaking. Under the Local Government (Functions and General) Regulations part 8A and part 9 describe a major land transaction and major trading undertaking (respectively) as being either \$10m or 10% of the Operating Expenditure (approximately \$6.1M).

This individual proposal, as described below, is greater than \$6.1M as required under Regulation, and therefore this Business Plan has been prepared. A Business Plan requires an overall assessment of the transaction and is required to be advertised for a period of not less than six (6) weeks. During this advertising period, submissions are invited from members of the public.

Council must consider any submission received during the advertised period before it decides whether to proceed with the Business Plan. The Business Plan has been developed to comply with the Local Government Act 1995 and the Local Government (Functions and General) Regulations.

## 2. The Proposal

The proposal is for the construction and operation of a Recreation and Aquatic Facility within the Collier Park Golf Course, with the site (approximate) depicted in Attachment A. To facilitate this, the main responsibilities are described as:

- Design and construct the Recreation and Aquatic Facility, in accordance with City and other partner requirements;
- Operate the Recreation and Aquatic Facility; and
- Purchase the Recreation and Aquatic Facility for construction up to an indicative project value of \$80 million.

## Business Plan – Recreation and Aquatic Facility

---

The existing Course Controllers Agreement, together with the Lease of Buildings are subject to a renewal in April 2023. The Operator for the new Recreation and Aquatic Facility will be appointed under the renewal of these contracts.

The construction process for the establishment of the Recreation and Aquatic Facility may be described as a multi-stage process, this being:

- 1. Feasibility, planning, project definition and business case;**
- 2. Concept and schematic design;**
- 3. Detailed design and building approval process;**
- 4. Procurement and tender;**
- 5. Construction; and**
- 6. Commissioning and asset handover.**

The stages are to be undertaken by the Project Team led by the City and will be finalised subject to the contract procurement route. The City retains absolute discretion in relation to the approval to proceed from to each stage. The overall estimated project value (and associated fees) will be subject to final design and cost estimates once the detailed design is completed.

The requirements for additional third party funding will continue to be pursued during Stages 1 and 2, allowing the finalisation of an appropriate facility to meet funding requirements prior to the construction procurement phase.

### **2.1. The expected effect of the RAF development on the provision of facilities and services by the City of South Perth**

#### **2.1.1. Effect relative to the City Assets**

There are two key existing City assets (together the proposed aquatic facilities) under consideration within the RAF planning process, which have existing renewal requirements and will require further consideration of operational need post completion i.e. residual demand post RAF delivery. These assets are the George Burnett Leisure Centre (GBLC), comprising a recreation hall for local community sport, plus meeting rooms, located external to the proposed RAF development site and the Collier Park Golf Course (CPGC) incorporated within the overall proposed RAF development.

It is proposed that the delivery of the RAF will provide a streamlined asset renewal and operating structure for the City, integrating the functionality and benefits of these two key assets, together with the integration of aquatic facilities (with sport, health and wellness programs) in a single

## Business Plan – Recreation and Aquatic Facility

---

multi-purpose venue. **Thereby increasing the potential to attract funding, economic generators and provide economies of scale in service provision and costs.**

The existing strategic drivers supporting this renewal and streamlining being;

### 1. Collier Park Golf (CPG)

- The facilities are nearing end of life both physically and functionally, with a need for renewal in the short to medium term to maintain operational sustainability and to meet market demands.

### 2. George Burnett Leisure Centre (GBLC) – Built in 2000

- The functionality is not adequate and is generally underperforming. The facility requires repurposing to improve market demand and utilization;
- Operates at (\$200k) annual deficit; and
- The asset strategy will be subject to a future business case to determine repurposing or other.

### 3. Proposed Aquatic Facilities – Federal funding commitment of \$20m

- The community for many years have been requesting a swimming pool in the City of South Perth. Conventional stand-alone pools require significant ongoing financial subsidy. The integration of aquatic facilities with sport, health and wellness programs in a single multi-purpose venue provides economies of scale in service provision and costs, together with attracting economic generators and funding.

#### 2.1.2. Effect during the RAF Development Construction Process

The final staging plan for the RAF development within the existing Collier Park Golf Course, will be determined in consultation with the golf course operator and contractor, having regard to the operational and financial implications of any option. However, the pre-installation of the mini-golf next year, together with maintaining the majority of golfing operations during construction, will aid in the project and City economic revenue drivers.

An indicative staging plan has been prepared as shown below, which would allow for access, car parking and retention of the existing club house to facilitate ongoing golf course operations (golf course, existing driving range, mini-golf) throughout the main RAF construction works. Demolition of the existing club house could occur at the end of the construction program, subsequent to which the driving range and golf cart storage can be constructed. The alternate to this is to demolish all existing facilities and construct the RAF in one stage, providing temporary facilities for the ongoing golf course operations (e.g. office, food and beverage facility, golf cart storage, etc.).

## Business Plan – Recreation and Aquatic Facility

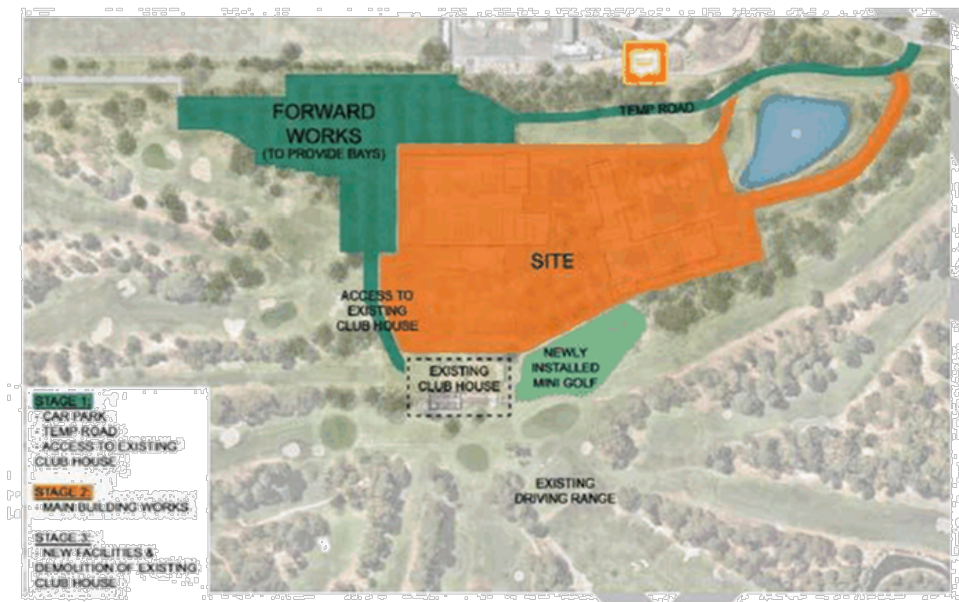


Figure 1: Indicative Staging Plan

### 2.2. The expected effect of the RAF development on persons providing facilities and services in the City of South Perth district

There are a number of persons providing individual facilities and services within the City of South Perth district that may or may not be effected by the proposed RAF development, these are described below.

#### Golf and Mini Golf

There is an existing private golf club (Royal Perth Golf Club) within the City, in contrast to the existing public golf course offered at the RAF location. Given the different nature of service offering (private club Vs public) it is anticipated; the development of the RAF will not have any substantial impact on the Royal Perth Golf Club. In terms of Mini Golf, there are no current or foreseen future providers of Mini Golf within the City. The Mini Golf providers outside the City were considered within the Business Plan advertised on 26 September 2019 (submission period is closed).

#### Aquatic Centre & Gym facilities

There are existing aquatic facilities and gym facilities operated by persons within the City, included services offered as part of private secondary educators. Wesley College offer aquatic, gym and associated services to the broader community, with the remaining private secondary schools offering these services within their school community only. The RAF may have a negative impact on these services, although only Wesley College provide this offering on a fee for service basis outside school hours. The City has not undertaken analysis of the likely impact to Wesley College,

## Business Plan – Recreation and Aquatic Facility

---

although the College are supportive of the RAF as they are unable to provide a full service offering due to their primary focus on their student community.

There are a number of Gym facilities operated by persons within the City, these typically provide 24/7 access and on major transport routes. The RAF integrated model is quite different to these types of Gym facilities and whilst there is potential for the RAF to negatively impact on these services, it is difficult to determine and therefore the City has not undertaken this analysis.

### **Courts: Basketball, Netball, Volleyball, Badminton**

There is a well-documented need for additional courts to service the demand. Traditionally these services are offered by Local Governments or other Not For Profits (NFP). Through close liaison, the City is aware of one NFP considering the construction of Basket Ball facilities, however those plans are on hold considering this proposal.

The proposed RAF facility is also adjacent to the oval and hockey fields where opportunities are being investigated to build on the close connection both in the build form and at stakeholder level to again maximize on the recreation and sporting opportunities, together with supporting facilities and shared parking and cycle/pedestrian routes. Consideration is also being given to relevant transport and access guidance, including the Town of Victoria Park and City of South Perth Bike Plan and the proposed City of South Perth Integrated Transport Strategy.

In terms of aquatic facilities, the current situation in the City of South Perth region through the initial feasibility studies completed as part of the Federal Government commitment identified the following items which are being addressed within the RAF facility and can only be seen as a positive and upside to the local and regional community:

- Lack of public aquatic facility, no local Learn to Swim programs;
- Lack of indoor sporting facilities;
- Low participation rates in local sports, particularly amongst females;
- Insufficient community meeting and gathering spaces;
- Lack of integrated sport and wellbeing opportunities;
- Lack of preventive health programs delivered in the community; and
- Inadequate and ageing facilities that are no longer fit for purpose.

## Business Plan – Recreation and Aquatic Facility

---

### 2.3. The expected financial effect of the RAF development on the City of South Perth

The expected financial effect of the RAF development relates in the first instance to the asset construction/commissioning and secondly to the ongoing operating of the of the RAF facility. Construction and funding of the RAF, as well as the potential operating is incorporated within the Business Case that comprises of two key documents, these being:

- Project Definition Plan, and
- Operational Feasibility Report

The Business Case incorporating the Project Definition Plan and Operational Feasibility Report were considered by Council at the Ordinary Council Meeting on 24 November 2020. Included within these reports are a range of assumptions, based on best available planning to date.

In summary, the construction cost to commission the RAF asset is expected to cost \$80 million. Funding of the \$80m include the \$20m Federal Government commitment, \$20m City of South Perth contribution, with the remaining \$40m expected to be funded from a range of other agencies, including the State Government and the private sector.

In relation to operating the RAF, it is expected this will occur via a future Request For Tender (RFT) process. The operating viability of this model is described in detail in the Operational Feasibility Report. In summary, the RAF will return the existing revenue derive from the site, cover a sinking fund (to cover future capital replacements) and cover a \$20m City of South Perth contribution from a loan. It should be noted that the \$20m loan facility was included on a conservative basis to illustrate the viability of the RAF. Council have absolute discretion, at each Annual Budget, to determine the funding mix of the \$20m contribution, which may be via Municipal Funds, Reserve Funds, Loan funds or a combination of all three.

### 2.4. The expected effect of the RAF development on the City of South Perth Strategic Community Plan 2020-2030 and Corporate Business Plan

The development of the RAF aligns with one of the key strategies of the **City's Strategic Community Plan 2020-2030** – to plan for and promote the development of recreation and aquatic facilities to service community needs. It also closely aligns with the **Public Health Plan** which advocates for the promotion of a healthy lifestyle and the aspirations of the City's Corporate Business Plan.

The City seeks to encourage the on-going sustainability of their community and work to promote healthy lifestyles amongst their residents. This is primarily achieved through engagement with the community and providing infrastructure, services and events that bring the community together and allow for local growth. Based on the City's Strategic Community Plan 2020-2030, the City's vision for the next ten years is to provide:

## Business Plan – Recreation and Aquatic Facility

---

“A City of active places and beautiful spaces. A connected community with easily accessible, vibrant neighbourhoods and a unique, sustainable natural environment”.

To implement this vision, the City have developed **four strategic objectives** to help focus their operations. The aspirations for these objectives and activities identified which the RAF will assist in facilitating have been documented below:

### 1. Community – “A diverse, connected, safe and engaged community”

#### Relevant Strategies

- Develop and facilitate events, services and programs to respond to changing community needs and priorities;
- Facilitate and create opportunities for social, cultural and physical activity in the City;
- Encourage and educate the community to embrace sustainable and healthy lifestyles;
- Plan, develop and facilitate community infrastructure to respond to changing community needs and priorities;
- Manage the provision, use and development of the City’s properties, assets and facilities; and
- Plan for and promote the development of recreation and aquatic facilities to services City of South Perth needs.

#### Expected Effect of the RAF

The RAF will deliver a range of ongoing benefits for the community, Curtin University staff and students, local sporting clubs and community groups. A number of community benefits and corporate business generators include but are not limited to the following:

- Providing in-demand facilities for public schools including compulsory swimming lessons;
- Meet demand for Learn to Swim programs to an existing high-risk demographic (overseas born citizens) representing 30% of the City’s population;
- Increase netball participation (currently no courts within the City of South Perth);
- Provide a home for a number of state sporting associations including the Perth Redbacks basketball club;
- Increase physical activity across the region by approximately 500,000 people per year;
- Provide much needed water polo facilities for the South Perth region;
- Create facilities for senior citizens building social cohesion;
- Increase female club sport participation beyond its existing 23%;



## Business Plan – Recreation and Aquatic Facility

---

- Provide proactive and preventive health programs that in the future can be self-funding;
- Create an inclusive sport and recreation hub for the whole community, including those with disabilities; and
- Provide a home for sporting bodies and community groups. A number of sports-related partnerships will be enhanced as a result of the RAF and the facility will play an active role in sports development for the region.

### **2. Economy – “A thriving City, activated by innovation, attractions and opportunities”**

#### **Relevant Strategies**

- Facilitate economic development opportunities to enhance local business success; and
- Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses.

#### **Expected Effect of the RAF**

The RAF will deliver a range of ongoing benefits and corporate business economic generators:

- Provide revitalised golf facilities to meet changing trends including retaining the original 18 hole layout and development of additional and diverse range of golfing facilities including 9-hole short format, pro-shop, social and golf entertainment;
- A community café, restaurant/bar, function facilities and playground/picnic areas will position the RAF as a local meeting place where physical activity blends with leisure and lifestyle within a beautiful setting;
- Introduce international connections for overseas students and business (predominantly Asian markets);
- Enable training, research and work placement for Curtin University students (more than 8,000 currently enrolled in the Faculty of Health Sciences, incorporating Physiotherapy, Exercise Science as well as Occupational Therapy) and Clontarf Aboriginal College students; and
- Provide proactive and preventive health programs that in the future can be self-funding.

### **3. Environment (Built and Natural) – “Sustainable urban neighbourhoods”**

#### **Relevant Strategies**

- Maintain and improve ecosystem biodiversity in the City;
- Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores; and

## Business Plan – Recreation and Aquatic Facility

---

- Promote and implement sustainable water, waste, land and energy management practices.

### **Expected Effect of the RAF**

The RAF will have a strong focus on the delivery of a range of sustainable environmental initiatives both during and within the built form to enhance operational excellence and functionality.

Within the building envelope it is anticipated that a baseline target of 4-star Green Star certification will be targeted, with the ability to target a 5-star Green Star certification as detailed design verses life cycle costs are finalised.

## **4. Leadership – “A visionary and influential Local Government”**

### **Relevant Strategies**

- Be agile to stakeholder, community and customer needs;
- Advocate for public infrastructure improvements; and
- Maximise and diversify non-rate income

### **Expected Effect of the RAF**

- The RAF is a significant infrastructure development that will provide for the needs of the community. The facility is predicted to return additional income to the city.

### **2.5. The ability of the City of South Perth to manage the undertaking or performance of the RAF development**

The City has an experienced team of professional staff and contractors capable of managing the transactions relating to this Business Plan.

#### **2.5.1. Project Implementation – Project Definition Plan and Business Case, Design, Tender, Construction, Commission and Handover of the RAF development**

##### **2.5.1.1. Project Governance Framework**

In order to ensure that the project is managed in a manner that minimises risk for all partners and also provide partners with opportunities for considered input, a formalised project governance framework has been implemented. A Project Governance Structure has been established in order to define roles, responsibilities and accountabilities and facilitate decision making throughout the project.

## Business Plan – Recreation and Aquatic Facility

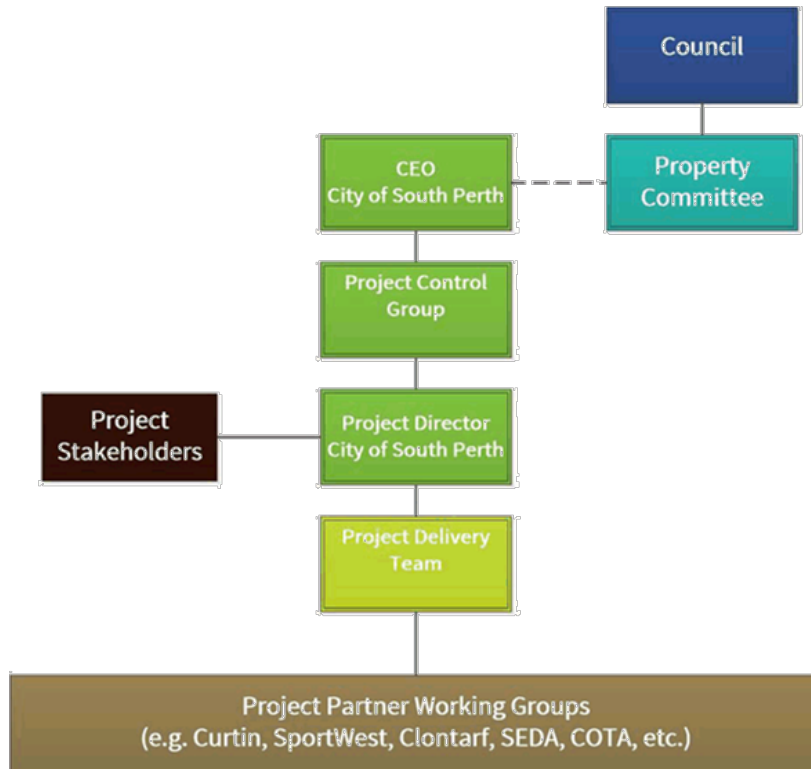


Figure 2: Indicative Project Governance Structure

### 2.5.1.2. Project Delivery Framework

A delivery structure has been established to detail delineation of project roles, together with delegation authorities upon definition of the decision making and delegation authorities within the project team.

## Business Plan – Recreation and Aquatic Facility

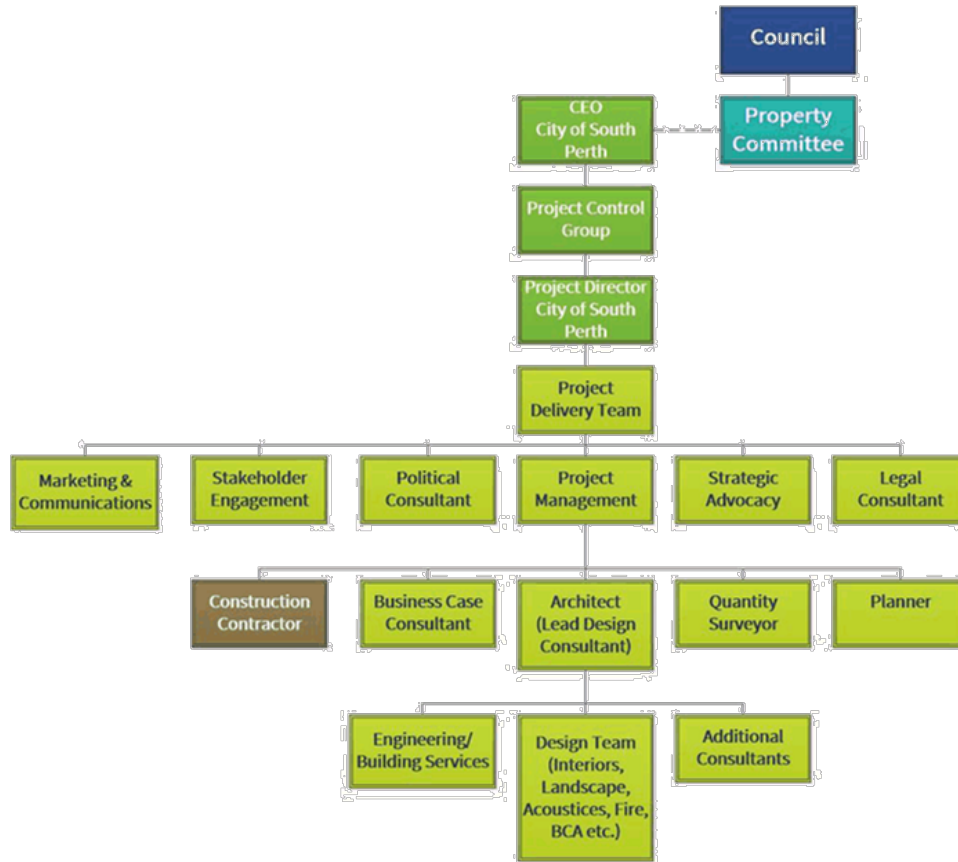


Figure 3: Project Delivery Structure

### 2.5.2. Project Implementation – Operation, Delivery and Maintenance of the RAF Facility

#### 2.5.2.1. Operational On Going Management Structure

It is proposed that an operator will be appointed for the RAF, having the knowledge, skills and capacity to manage a facility of this scale and nature, whilst also ensuring its financial viability.

Three main operational management structures have been developed by the project team and were further considered at the Procurement Workshop attended by key City personnel in order to determine the most appropriate procurement/management approach for the operation of the RAF, with these being:

- Single external management group (i.e. Clublinks, YMCA, Belgravia Leisure, BlueFit, other specialist firms);
- Multiple external management groups (e.g. each responsible for management of an individual component(s) of the facility); and

## Business Plan – Recreation and Aquatic Facility

---

- Direct Management by the City of South Perth.

The current assumed management option was deemed to be the single external management group, adopted for the purpose of the determining the Operational Feasibility and performance of the RAF during the Stage 1 Project Definition and Business Case undertakings.

Ultimately, the final operational management structure will be determined following a market procurement process, which is anticipated to be in the form of a market sounding process via an Expressions of Interest campaign, followed by a tender process to those shortlisted operators. This is planned to be undertaken early in the next stage of the design process, in order to gain their input into the ultimate design from an operational perspective through early operator involvement, necessitating Local Government Procurement processes to be followed in this regard.

### 2.6. Other matters of which details are required to be given

Nil.

## 3. Business Plan Access and Submissions

The Business Plan is available from the City's website [www.southperth.wa.gov.au](http://www.southperth.wa.gov.au). Alternatively you can request a copy by telephone (08) 9474 0777 or via email [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au).

A hard copy of the Business Plan is available at:

- City Administration or South Perth Library: Cnr South Tce & Sandgate St, South Perth WA 6151
- Manning Library: 2 Conochie Cres, Manning WA 6152

Submissions related to this proposal are invited from members of the public. Any submissions received during the six week advertising period will be considered by Council, at a Council Meeting, before Council make a decision on whether to proceed with the Business Plan, or not.

To make an online submission, visit [yoursay.southperth.wa.gov.au](http://yoursay.southperth.wa.gov.au). Written submissions should be addressed to: Chief Executive Officer, City of South Perth, Cnr Sandgate St & South Tce, South Perth, WA 6151 or emailed to [enquiries@southperth.wa.gov.au](mailto:enquiries@southperth.wa.gov.au).

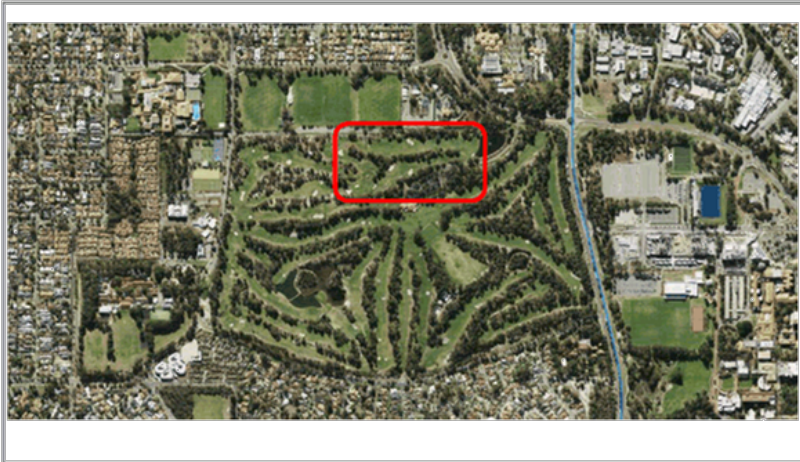
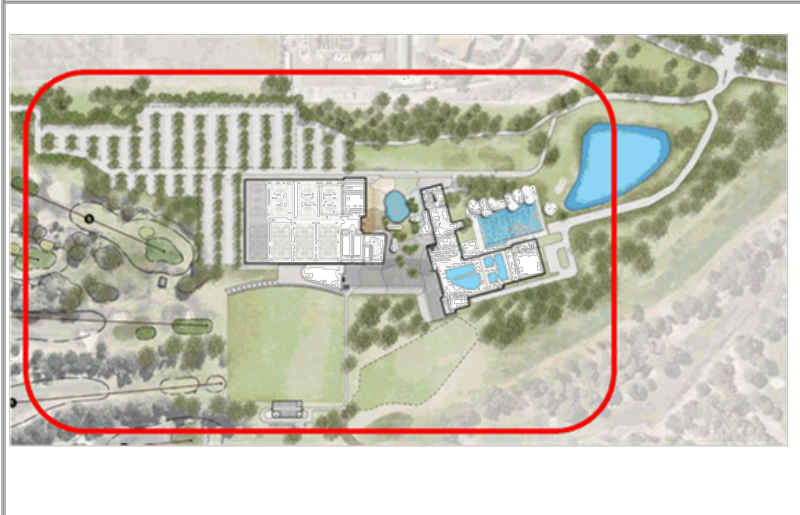
Submissions must be received by 5pm, DAY DATE MONTH 2021.

Any enquires relating to this proposal should be directed to the Project Director RAF, Beverley Davies on (08) 9474 0777.

## Business Plan – Recreation and Aquatic Facility

### Attachment A

Below are two images that provide for the likely location of the Recreation and Aquatic Facility within the Collier Park Golf Course (CPGC). CPGC is located west of Curtin University, the location address is Hayman Rd, Como. CPGC boundary is Hayman Rd to the North, Murray Street to the West, Jackson St to the South and Kent St to the East.

	<p>This image depicts the entire CPGC, with Kent St and Curtin University to the East. The red lines depict the approximate location of the Recreation and Aquatic Facility within the CPGC.</p>
	<p>This image provides a close-up of the likely layout of the Recreation and Aquatic Facility, being over and north of the existing Club House. This image is indicative only and subject to change through the design process, should Council agree to proceed with this Business Plan, following the close of the comment period.</p>